

**MINUTES  
LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT  
BOARD OF TRUSTEES' SPECIAL MEETING  
LAS VEGAS, NEVADA  
October 22, 2013  
(approved November 14, 2013)**

The Board of Trustees of the Las Vegas-Clark County Library District met in a special session in the Windmill Library Boardroom, Las Vegas, Nevada, at 11:00 a.m., Tuesday, October 22, 2013.

**Present:**

Board:	K. Crear, Chair	R. Ence (via telephone)
	Y. Yturralde (via telephone)	K. Benavidez
	S. Bilbray-Axelrod	S. Moulton
	R. Wadley-Munier	M. Francis Drake
	F. Ortiz	

Counsel: G. Welt

Absent: M. Saunders (excused)

Staff: Jerilyn Gregory, Human Resources Director  
Allison Boyer, Executive Assistant

Guests: June Garcia, June Garcia, LLC  
Jobeth Bradbury, President, Bradbury Associates/Gossage Sager Associates  
Dan Bradbury, Managing Partner, Bradbury Associates/Gossage Sager Associates

K. Crear, Chair, called the meeting to order at 11:06 a.m.

**Roll Call  
(Item I.)**

All members listed above represent a quorum. Trustee Ence was on the line as the meeting began. Trustees Ortiz and Wadley-Munier arrived at 11:15 a.m. Trustee Yturralde called in at 11:21 a.m.

**Public Comment  
(Item II.)**

None.

**Agenda  
(Item III.)**

Trustee Benavidez moved to approve the Agenda as proposed. There was no opposition and the motion carried.

**Discussion and possible Board action to approve the selection of an executive search firm.  
(Item IV.)**

Human Resources Director Jerilyn Gregory advised Trustees that, at its meeting on September 12, 2013, the Board approved the recruitment process recommended by staff for the upcoming Executive Director search.

As part of the process recommended by staff, the Board will now hear presentations given by executive search firms June Garcia, LLC and Bradbury Associates/Gossage Sager Associates. The Board will then have an opportunity for a question and answer period with each firm.

Ms. Garcia provided a handout, *Search Process Overview*, to Trustees. That handout and her original proposal are attached as Exhibit A. In her remarks to Trustees, she focused on the nationwide recruitment environment at the present time and the issues and challenges she saw with the District's search in particular.

Nationwide, there is a small pool of candidates that will be able to relocate, the desired candidates may be older than those in other

professions, and the desired candidates will probably be mainly women. Other issues affecting the desired candidates will be whether they can sell their homes in the current environment and how this will affect their personal situations.

In the District's favor, however, is the fact that the local economy is improving and the housing situation is favorable. Also, the District's structure is very attractive to candidates who have worked with local governments as it is not a city or county department and not in competition for scarce resources with public safety departments. The plus side for the District also includes its nationally recognized, outstanding reputation, innovative commitment to quality service, history of expansion to meet the needs of its diverse community, and its solid financial base.

Trustees Ortiz and Wadley-Munier arrived as Ms. Garcia finished her remarks. Trustee Yturralde called in to the meeting shortly thereafter.

Chair Crear and Trustees Benavidez, Bilbray-Axelrod, Drake, Moulton, Ortiz and Wadley-Munier had questions for Ms. Garcia. Topics discussed included:

- Specific details on the how Ms. Garcia would manage the candidates' interaction with the Board, staff and community: Ms. Garcia noted that there are several ways to handle this but she encouraged the Board to ensure finalists have an opportunity to participate in branch tours, a reception to introduce them to the community and public forums for staff and the community. Garcia said she has developed a comment form for participants in these events to use which are provided to the Board for their review as well. She also suggested that the final candidates are provided with specific questions an hour before their interview with the Trustees so they have an opportunity to organize their thoughts.
- Specific details on the public forums Ms. Garcia suggested: Garcia said that they usually take the form of an open meeting and are mainly for staff and the community, though she suggests Trustees attend as they can see how the candidate interacts with others. In her experience, unless there is a controversy about the District, the audience will mostly be staff.
- Ms. Garcia's opinion on the ideal candidate for the District: Garcia said that she would look for someone who has worked in a multi-branch and diverse system, has successfully created innovative programs to reach out to people who are not current library patrons and has eight to ten years left in their working life. Other attributes that would be helpful, but not essential, would be some familiarity with the District and experience working in a represented environment. Her personal opinion is that experience as a public librarian, including the possession of an MLS degree would be best, but she acknowledged that these skills can be acquired elsewhere.
- Attracting candidates with the local area's education issues and perceived "lack of culture": Ms. Garcia noted that the local

school situation may not be an issue for older candidates, who are probably the most likely to apply. She acknowledged that the culture issue mindset may still exist among those who are not familiar with the local area. She said it is an issue that will need to be factored in when looking at candidates. She suggested several ways to address it. She will spend time upfront talking to District staff to get an updated idea of the District's community and spend time at the front end of the search to acquaint applicants with the reality of the environment and sell them on the community first. She will also emphasize the District's strengths, including that is a good library system recognized nationally.

- Ms. Garcia's current base of operations and how long she has been there: Garcia has been living in Colorado for 12 years. Previously, she was in San Antonio and spent 18 years in Arizona. She originates from the East Coast.
- Feeling about in-house candidates: Ms. Garcia said they are wonderful and encouraged applications. They will be treated like every other applicant. She added that using a recruiter tells outside candidates that the process is open. Likely candidates will assume that the District would not spend money if they had a particular person in mind.
- Characteristics of Ms. Garcia's most challenging search, easiest search and a search for a director for a system similar to the District:

Ms. Garcia said that the most challenging search she has conducted would be for the current District of Columbia library director. The challenges at the time of the search included a bad education system in the area, a library system that was not well-funded and a series of directors that had challenging ethical issues. The person Garcia placed is retiring this month after eight years and has been considered very successful in the library world.

The easiest search was for the Chattanooga, Tennessee, system. There was a new Board in place, strongly backed by the mayor and the system was receiving money to transform itself. There were many people interested who wanted to be part of the process to fix the system. The person Ms. Garcia placed has been in the job just short of two years. Of the 20 applicants, about a third were not qualified and the rest met the minimum qualifications. This is not atypical.

The search for a director for a system most similar to the District was for the San Jose, California, system. It is close in size to the District though it has no rural areas. It is a department of the city of San Jose and has the same complexity and diversity that are also present in the District, as well as a system emerging from economic hard times. The successful candidate was the Deputy Director of the San Francisco system and started in San Jose in June, 2013.

- The District's position in terms of size and salary benefits: Ms. Garcia said that the salary question will have to be deferred until the Trustees determine the salary range. In terms of the opportunities and resources and staff, Garcia felt the District was very strong in those areas.
- In response to a comment by a Trustee about not being opposed to a candidate who does not come from a library background but has executive experience, Ms. Garcia said that there are pros and cons to doing so. She noted that someone who was not a librarian would have two challenges if moving from outside the area. Not only would the successful candidate have to spend time learning about the District's communities, he or she would have to spend time learning about libraries. However, she has seen successful candidates from outside the library world become directors. In most cases, these candidates were already residents in the communities where they became directors.
- How does Ms. Garcia find successful candidates and ensure a diverse applicant pool? Garcia said she had been in libraries for over 40 years and still considered herself a public librarian. The candidates are her friends and colleagues and she keeps in touch with people through her work. To find candidates, especially those in minorities, she utilizes a variety of methods.

Ms. Garcia advertises nationally through ALA (American Library Association), PLA (Public Library Association), BCALA (Black Caucus of the American Library Association) and REFORMA (The National Association to Promote Library and Information Services to Latinos and the Spanish Speaking) sites as well as regionally through state library associations and local non-librarian resources. She does web advertising, not print ads, as these are most effective. She sends out 300-400 brochures she will create about the position with a cover letter to her friends and colleagues that states that if the recipient knows someone who may be appropriate, to forward the information to them.

Ms. Garcia also calls a large number of people whom she knows or who have been identified as likely candidates. These are people who may not have expressed an interest but who may be qualified. The point of the call is to encourage them to take an interest. She noted that minorities make up less than 10% of library staff, so that it is important to utilize a wide variety of options. She has found that the ads and phone calls work best.

- Has Ms. Garcia had a good search but ended up with a bad candidate and what was the problem? Garcia said she had and that the system in question had selected someone but the prime choice had unreasonable expectations of moving expenses. The Board then debated on holding off on the search for a while, but eventually went to their second choice, who accepted their offer. The person had a reputation for being an abrasive person, who, according to the references, could exercise control when necessary and who had learned from previous

experiences. Unfortunately, the person had not learned and the Board decided they had made a mistake. This Board then hired a Board member, who was also a librarian, as their interim director and later, the person was hired as the permanent director.

- What does Ms. Garcia feel about using scenarios during candidate interviews to weed out or assess a candidate's strengths? Garcia felt that the challenge is to elicit useful information about the candidate. The assessments need to be realistic to help determine the answers and can sometimes be used to make other candidates look bad. She does not use them, as she believes they are more valuable used strictly with staff.
- Who will be Ms. Garcia's direct contact with the District? Ms. Garcia said she has worked with search committees, full boards, staff, retiring directors. Counsel Welt noted that it would be difficult to have staff directly involved as this is their supervisor, so the main contact should be left with the Board and or Ms. Goodrich.
- What is the proposed timeline and Ms. Garcia's thoughts on the best time to conduct the search? Ms. Garcia suggested spring or summer of 2014, noting that successful candidates will need six to eight weeks to give notice and move. It depends on when the Board determines their preferred start date and transition process from Ms. Goodrich. She does not like to have a large gap between the candidate's selection and arrival, but noted that the PLA Conference would be held in March this year and the ALA Annual Conference would be held in Las Vegas this June and would be excellent locations for connecting with candidates. Trustees could also attend and talk up the position and the community.
- The District is a fine-tuned machine; how does Ms. Garcia find the candidate who can appreciate the good things about the District, but also determine areas that need improvement and make the changes in funding and staffing that may be required? Will this show on the candidate's resume and experience? Ms. Garcia said that a candidate's resume and experience will give an idea which can be fleshed out in further questions.
- Would Ms. Garcia's proposed fee of \$18,000 include background checks and advertising costs? Garcia said that the proposed fee does not include those costs. She suggested that the District use whatever process they have in place for background checks. Advertising costs are not included, but since she does not use print media, only online media, the costs are minimal. The two paid sites she generally posts on run about \$300 for a 30-60 day ad. The mailing costs of the brochure/letter are free as those are sent electronically. Travel costs are not included as she believed that, this far out, any estimates she provided would be on the high side as it is hard to know exact costs. She does not charge a percentage of the final salary as she finds

that a conflict. She is happy to work with the Board if they would like to discuss different options.

Counsel Welt was questioned about the implications of the Open Meeting Law in connection with speaking with candidates, especially the finalists. Welt advised that, in the past, Trustee interviews with the finalists were open and he believed that it would be very hard to have a closed meeting to choose from the final candidates.

After Ms. Garcia finished answering questions from the Trustees, the meeting went into recess from 11:57 a.m. to 12:09 p.m.

Chair Crear resumed the meeting at 12:09 p.m. Ms. Gregory then introduced Jobeth Bradbury and Dan Bradbury, President and Managing Partner respectively, of Bradbury Associates/Gossage Sager Associates.

Ms. and Mr. Bradbury used their presentation to describe their search process. That presentation and their original proposal are attached as Exhibit B. In their remarks to Trustees, the Bradburys focused on how their process added value and produced a final candidate who, they said, was not originally looking for a new job, but appreciated the challenges and opportunities in the position.

Their process includes four site visits which includes 1) an initial visit to meet with staff, Board members, Foundation members, community leaders and other District stakeholders 2) another visit to have the proposed job description, timeline and salary range approved by the Board 3) a visit to conduct interviews with the semi-finalists and 4) a final visit to conduct the interviews with the final candidates. There is an intake process to process all contacts and steps to keep the Trustees fully aware of contacts, the proposed candidates, semi-finalists and finalists.

The finalist interviews would be conducted onsite and the Bradburys recommended that the site visits include branch visits and public forums. They provide a formal feedback mechanism for participants in the visits and public forums to provide input to Trustees. They also provide formal reference checks by asking final candidates to provide the names of three people: a supervisor, a person who the candidate supervised and a colleague, as well as providing a background check through a third party.

The Bradburys can also negotiate contracts with the successful candidate and act as the District's media contact for questions on the search process. Finally, they provide a guarantee: If the finalist leaves within one year, either voluntarily or involuntarily, the Bradburys will reactivate the search at no additional charge. They do not want the Board to settle for someone if they are not happy.

Chair Crear and Trustees Benavidez, Bilbray-Axelrod, Moulton and Wadley-Munier had questions for Ms. and Mr. Bradbury on the following topics:

- Detail how they work with the board: The Bradburys have worked with search committees, individual Board members or staff, as directed by the Board.

- A search most comparable to the District's: The Bradburys thought that the Tulsa City/County system was most comparable. The system had 31 branches with approximately 800,000 patrons. They did extend the search after reaching the finalist stage. The first search included a staff advisory group which did not participate during the second search.

The Houston system was another comparable system. They noted that search worked a little differently as there were three members on the search committee and no participation by the staff, foundation or visits to the library. The finalists only met with the mayor.

They have also just signed an agreement with the Oklahoma City Library, which they also thought was comparable.

- The Bradburys work with systems with Open Meeting laws: The Bradbury's said they would make sure they understand the Nevada laws and be very specific with the candidates about when their names would become public. They talked about their work with the East Baton Rouge, Louisiana, system. This was an open process from beginning to the end. They received a press request for the names of all candidates who withdrew and were able to explain the reasoning behind not making those public. The reason for the request is that there were a large number of candidates who did withdraw due to the low salary offered by the system. The newspaper noted that in an editorial, and, ultimately, listened to the Bradburys advice and did not publish the names.
- What is the ideal salary range for the position? The Bradburys responded that, based upon the local situation, they would recommend \$130,000 and up as a starting salary. To get more information for a more detailed recommendation, they would talk to the District's peer libraries and look at the local situation.
- How many searches do the Bradburys handle at any one time? The Bradburys explained that they handle four to six at any one time, all in different stages, which results in approximately eight to twelve searches a year. This is all they do, executive searches for libraries.
- How do the Bradburys plan to market the community and the District due to the local economic and educational issues? They replied that they would see how the Chamber is marketing the area, look at information such as vision plans from the city and county and see what other local organization use as opportunities.
- Were any of the Bradbury's searches not successful and required the use of the guarantee? There was one search for a large system in Michigan where the successful candidate was a transplant from the south and could not adjust to the environment. They added that even though it was over a year since the search, they went ahead and honored their guarantee.

The Bradburys asked Trustees whether they anticipate a lot of public interest and Trustee Benavidez said she did, due to the local political situation, upcoming elections as well as issues arising from the last search. However, the Board makeup is different than the last time.

After Ms. and Mr. Bradbury finished answering questions from the Trustees, there was a short break from 1:10 to 1:12 p.m.

After the meeting resumed, all Trustees present participated in a discussion on whether they wanted to select a firm at this meeting, or to wait until Trustee Saunders could be present to participate. Trustee Ortiz felt that the Board needs to ensure the selected firm is provided with parameters and salary range before the process begins. Trustees discussed a straw poll to see where everyone stood as well as implications to the timeline if they decided to wait until the November 14th meeting. Ms. Gregory said that there would be no impact to the timeline if Trustees decided to wait until the November meeting.

Trustee Ortiz moved to defer a decision to hire an executive search firm until the November 14, 2013, Board meeting. There was no opposition and the motion carried.

**Announcements  
(Item V.)**

The Finance and Audit Committee Meeting will be held Thursday, November 14, 2013, at the Enterprise Library, 25 E. Shelbourne Avenue, Las Vegas, Nevada 89123 at 6:00 p.m. This is a change from the original time of 4:30 p.m.

The next Board Meeting will be held Thursday, November 14, 2013, in the Enterprise Library at 6:15 p.m., or immediately after the conclusion of the Finance and Audit Committee Meeting. This is a change from the original time of 6:00 p.m.

**Public Comment  
(Item VI.)**

None.

**Adjournment  
(Item VII.)**

Chair Crear adjourned the meeting at 1:29 p.m.

Respectfully submitted,

Randy J. Ence, Secretary



# Las Vegas-Clark County Library District

## Search Process Overview

*Every search process needs to be responsive to local governance, the organizational culture of your library, and the degree of involvement expected by community residents. Although the listed phases are common to most recruitment processes, the actual tasks and participants in each task vary from community to community. I will work with you to design a recruitment process that is responsive to your needs*

### Determine Knowledge, Skills, and Abilities Needed to be a Successful Director

In this phase, I will:

- Review information about the library including the services it offers and its plans for the future.
- Review information about your community as a place to live and work.
- Review trend information about local demographics and the local economy.
- Gain an understanding of the role of the Board of Trustees, library staff, and other community stakeholders in the recruitment process.
- Facilitate (in person) a meeting with the Board of Trustees to identify characteristics wanted in a new executive director and an application process likely to identify and attract such a person.
- Solicit the opinions of library staff, and others as appropriate, as to the characteristics needed and wanted in a new library director.
- Review, and revise as appropriate, the job description for the library director.

### Recruit Candidates

In this very active phase, I convey to potential candidates that Clark County is a great place to live and that the director position is an ideal job for a talented and energetic public library administrator.

In this phase, I will:

- Encourage qualified candidates to seriously consider submitting an application.
- Develop attractive advertisements for professional journals and web sites to alert potential candidates to the current recruitment.
- Develop a letter and a brochure for electronic distribution to an extensive list of key professionals, librarian caucuses, and individuals who should be encouraged to apply for the position.
- Coordinate the placement of advertisements and the distribution of other recruitment materials in print and electronic formats.
- Develop and implement a process to acknowledge receipt of the applications and to help ensure confidentiality.





## **Clients**

**Buffalo & Erie County Public  
Library (NY)**

**Chattanooga Public Library  
(TN)**

**Denver Public Library (CO)**

**District of Columbia Public  
Library (DC)**

**Fort Vancouver Regional  
Library District (WA)**

**Queens Public Library (NY)**

**Sacramento Public Library (CA)**

**San Jose Public Library (CA)**

**Seattle Public Library (WA)**

**Spokane County Library  
District (WA)**

## **Screen Candidates**

In this phase, I will:

- Prepare information packets for the Search Committee to review.
- Facilitate a conference call of the Search Committee during which the applications are reviewed and ranked, and a determination is made as to which candidates will be invited to participate in the interview process.
- Conduct an Internet search and a search of library literature to gather information about the candidates under consideration as finalists.
- Notify candidates who were not selected as semi-finalists.

## **Manage the Interview Process**

This phase should be designed to provide the library board with several different opportunities to observe and interact with the finalists and, when appropriate, to obtain input from other stakeholders. In this phase, I will:

- Propose an interview process and a time line, and revise it based on your comments and suggestions.
- Coordinate a semi-final interview process, as needed, to identify the finalists. Notify candidates who were not selected as finalists.
- Check references of each finalist before any onsite interviews are scheduled and convey results to the Search Committee.
- Notify candidates being invited to final interviews.
- Coordinate with library staff, the preparation of a persuasive orientation packet of library and local information that will be distributed to the finalists prior to the interviews.
- Contact finalists and review the interview process with them.
- Coordinate travel and hotel arrangements with each finalist.
- Develop documents to be used during final interviews.
- Develop a schedule for final interviews.
- Coordinate the interview process, attend events and observing the interviews.

## **Facilitate the Selection and Appointment Process**

The successful conclusion of the search process requires attention to a variety of internal and external tasks. In this phase, I will:

- Facilitate the library board's selection of the best candidate from among the finalists.
- Provide assistance to the library board, as requested, in negotiation of employment terms with the finalist selected to be the new director.
- Notify other finalists of the appointment of a new director.
- Assist the library board with the development of a transition plan that provides an orientation for the new director.

## **Why June Garcia LLC?**

Mix of knowledge, skills, and  
experience

Know the places to look and  
the questions to ask

Keep current with trends,  
issues, and opportunities of  
public library service

Successful track record of  
previous recruitments

Have the trust and respect of  
my colleagues

**PROPOSAL  
FOR  
EXECUTIVE RECRUITMENT SERVICES**

**PREPARED FOR THE**

**LAS VEGAS-CLARK COUNTY  
LIBRARY DISTRICT**

**JUNE GARCIA LLC  
1195 SOUTH HARRISON  
DENVER, COLORADO 80210**

303 757-7420 (OFFICE)

303 522-2225 (MOBILE)

**JUNE@JUNEGARCIA.COM**

**AUGUST 25, 2013**

August 25, 2013

Ms. Jerilyn Gregory, Human Resources Director  
Las Vegas-Clark County Library District  
7060 W. Windmill Lane  
Las Vegas, NV 89113

Dear Ms. Gregory:

I am pleased to submit a response to your request for information regarding recruitment services for the position of Executive Director of the Las Vegas-Clark County Library District. The accompanying proposal details my qualifications for these services and outlines an initial plan to meet your needs. I am excited about the possibility of working creatively and collaboratively with the Board, the staff, and other stakeholders to obtain the most suitable candidates for your next director.

I bring to your search over forty years of varied experience as a public librarian. I have served as director of a large urban multi-branch library in a diverse community, CEO of a library automation vendor, and a library consultant. I have been actively involved in professional associations including serving as President of the Public Library Association. This broad and deep experience has given me a thorough understanding of the executive talent needs of public libraries and the process required for a successful leadership transition.

Because I have an active broad-based consulting practice, I keep current with the trends, issues, and opportunities of public library service. I also interact with public library executives in their work environments, which is greatly different than reading about them in trade magazines, local newspaper stories, or on the Internet.

I look forward to talking with you to learn more about your needs, to tailoring my services and costs to meet those needs, and to conducting a successful executive recruitment process for the Las Vegas-Clark County Library District. I am prepared to begin work immediately to fully meet your requirements.

Sincerely,

*June Garcia*

June Garcia

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## I. BACKGROUND AND QUALIFICATIONS

I specialize in providing consulting services that help you achieve your organization's full potential. I work with you to identify and develop the right personnel, vision, mission, priorities, strategies, organization, competencies, resources, and facilities for serving your customers. In doing this, my service goal is relevant excellence in response to your specific needs.

I know public libraries, the public library profession, and the public library community. Equally important, I have their trust.

My services to libraries and library-related organizations include:

- Executive searches
- Strategic planning
- Operations and management studies
- Governance structure studies
- Facilities master plans
- Facility planning
- Management services

### QUALIFICATIONS

I have over 40 years experience as a public librarian, including serving as director of the San Antonio Public Library for six years. Previously, I served the Phoenix Public Library in several capacities, including library extension services administrator. I also served as CEO of the CARL Corporation, and as vice president and chief ambassador of TLC/CARL, both major library automation companies providing integrated systems to large public libraries and consortia.

For the past eleven years, I have been a full-time consultant serving public libraries and the library profession. Prior to establishing June Garcia LLC in 2008, I was a managing partner of Dubberly Garcia Associates, Inc., a library consulting firm.

For over 25 years, I have been an active participant in the Public Library Association's (PLA) efforts to develop tools that will enable public librarians and trustees to effectively plan, measure, and evaluate public library service. I served as a member of the committee that produced *Planning and Role Setting for Public Libraries* (1987) and *Output Measures for Public Libraries* (1987) and *Planning for Results: The Public Library Transformation Process* (1998). I chaired the committees that oversaw the creation of *Managing for Results: Effective Resource Allocation for Public Libraries* (2000) and *Staffing for Results: A Guide to Working Smarter* (2002). Along with Sandra Nelson, I co-authored of *Creating Policies for Results: From Chaos to Clarity* (2003) and *Public Library Service Responses 2007* (2007). I served as associate editor for the Results series of publications by PLA. I am also a leading national trainer in using the Strategic Planning for Results process and co-author of online courses in using this planning process.

A brief résumé is included as Appendix A. Additional information about me can be found at [www.JuneGarcia.com](http://www.JuneGarcia.com)

**SEARCH ENGAGEMENTS**

I have served as the lead consultant or co-consultant for searches for executives to serve the public libraries, systems, or organizations listed below in alphabetical order:

- Alameda County Library, Fremont, California  
County librarian search assistance provided to The Hawkins Company in 2005.
- Arlington Heights Memorial Library, Arlington Heights, Illinois  
Executive director search completed in 2004.
- Baltimore County Public Library, Baltimore, Maryland  
Director search completed in 1997.
- Berkeley Public Library, Berkeley, California  
Director search completed in 2006.
- Blount County Library, Maryville, Tennessee  
Director search underway - August 2013.
- Boulder Public Library, Boulder, Colorado  
Director search assistance provided in 2007.
- Buffalo & Erie County Public Library  
Director search completed in 2011.
- Calcasieu Parish Public Library, Lake Charles, Louisiana  
Director search assistance provided in 2008.
- Carlsbad City Library, Carlsbad, California  
Director search completed in 2005.
- Carnegie Library of Pittsburgh, Pittsburgh, Pennsylvania  
Deputy Director search assistance provided in 2007.  
Assistant Director-Programs and Partnerships search assistance provided in 2013.
- Chattanooga-Hamilton County Public Library  
Library Director search in 2011
- Cromaine District Library, Hartland, Michigan  
Director search completed in 2008.
- Davenport Public Library, Davenport, Iowa  
Director search completed in 2003.
- Denver Public Library, Denver, Colorado  
Director search completed in 2006.
- District of Columbia Public Library, Washington, D. C.  
Director search completed in 2006.  
Director search underway – August 2013
- Douglas County Library, Castle Rock, Colorado  
Associate Director of Public Service search assistance provided in 2008.
- Fort Vancouver Regional Library District  
Executive Director search completed in 2012.
- Huntsville-Madison County Public Library, Huntsville, Alabama  
Director search completed in 2008.
- Indianapolis-Marion County Public Library, Indianapolis, Indiana  
Chief executive officer search completed in 2004.



**LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT  
EXECUTIVE RECRUITMENT SERVICES**

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- Jefferson County Public Library, Lakewood, Colorado  
Director search completed in 2008.  
Director search completed in 2011.
- Kitsap Regional Library, Port Angeles, Washington  
Director search assistance completed in 2006.
- Las Vegas-Clark County Library District, Las Vegas, Nevada  
Director search completed in 1998.
- Los Angeles Public Library, Los Angeles, California  
Director search completed in 2009, with The Hawkins Company.
- Mesa County Public Library District, Grand Junction, Colorado  
Director search completed in 2007.
- Metropolitan Cooperative Library System, Pasadena, California  
Executive director search assistance provided to The Hawkins Company in 2006.
- Monroe County Library, Bloomington, Indiana  
Director search completed in 2004.
- New Orleans Public Library, New Orleans, Louisiana  
Director search completed in 2007.
- North Olympic Library System, Port Angeles, Washington  
Director search assistance completed in 2007.
- Omaha Public Library, Lincoln, Nebraska  
Director search completed in 2003.
- Queens Borough Public Library, Jamaica, New York  
Director search completed in 2005.
- Sacramento Public Library, Sacramento, California  
Director search completed in 2009, with The Hawkins Company.
- Salinas Public Library, Salinas, California  
Director search assistance provided to The Hawkins Company in 2007.
- Salt Lake City Public Library, Salt Lake City, Utah  
Director search assistance completed in 2007.
- San Francisco Public Library, California  
City Librarian search assistance provided to The Hawkins Company in 2005.
- San Jose Public Library, San Jose, California  
Assistant director search assistance completed in 2010.  
Director search completed in 2012.
- Santa Cruz Public Libraries, Santa Cruz, California  
Director search completed in 2009.
- Seattle Public Library, Seattle, Washington  
City librarian search completed in 2009, with The Hawkins Company.  
City librarian search completed in 2011, with The Hawkins Company.
- Somerset County Library System, Princess Anne, Maryland  
Director search completed in 2008.  
Director search underway - August 2013.
- Spokane County Library District, Spokane, Washington  
Director search completed in 2012.



**LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT  
EXECUTIVE RECRUITMENT SERVICES**

**PROPOSAL  
I. BACKGROUND AND QUALIFICATIONS**

- Timberland Regional Library, Olympia, Washington  
Director search completed in 2012.
- Tulsa City-County Library System. Tulsa, Oklahoma  
Director search completed in 1997.
- Washington Centerville Public Library, Centerville, Ohio  
Director search completed in 2009.
- Yakima Valley Regional Library, Yakima, Washington  
Executive Director search completed in 2002.
- Yolo County Library, Woodland, California  
Director search assistance provided in 2007.

**CLIENTS**

A complete client list can be found on my web site at [www.JuneGarcia.com](http://www.JuneGarcia.com). It includes libraries, systems, associations, and companies for whom I have provided consulting services, including but not limited to, executive searches.

## II. PROPOSED SEARCH PROCESS

The process I recommend to hiring authorities has five major phases designed to fulfill their executive recruitment needs. The five typical phases, each with several steps, are:

1. Determine the knowledge, skills, and abilities needed in and executive director
2. Recruit candidates
3. Screen candidates
4. Manage the interview process
5. Facilitate the selection and appointment process

Throughout the process, I provide needed reports and maintain close contact with your designated liaison. I prepare written documents listed in the phases described in the following sections and coordinate report distribution as requested. I am available to you on-site and by telephone and e-mail as appropriate.

Each search process needs to be responsive to local governance, the organizational culture of the system, and the degree of involvement expected by community stakeholders. Although the listed phases are common to most recruitment processes, the actual tasks and participants in each task vary from library to library. I will work with you to design a recruitment process that is responsive to your needs.

The five phases and the tasks they frequently include are as follows:

### **DETERMINE THE KNOWLEDGE, SKILLS, AND ABILITIES NEEDED IN AN EXECUTIVE DIRECTOR**

In this phase, I will:

- Review the information about the LVCCLD such as your system's current services, and its goals, objectives, and plans.
- Review information about the area as a place to live and work.
- Gain an understanding of the role of the library board, search committee (if one is appointed), staff, and community stakeholders in the recruitment and selection process.
- Facilitate (in person) a meeting with the library board (and search committee if one is appointed) to identify the knowledge, skills, and abilities wanted in a new executive director and a recruitment process likely to identify and attract such a person.
- Solicit the opinions of library staff and other system stakeholders, as appropriate, as to characteristics needed and wanted in an executive director.
- Review the job description and propose revisions as appropriate.

### **RECRUIT CANDIDATES**

In this very active phase, I convey to potential candidates that Clark County is a great place to live and that your position is an ideal job for a talented, skilled, and energetic public library administrator.

In this phase, I will:

- Encourage qualified candidates to seriously consider submitting an application.
- Develop attractive advertisements for professional journals and web sites to alert potential candidates to the current recruitment.
- Develop a brochure for electronic distribution to an extensive list of key professionals, librarian caucuses, and individuals who should be encouraged to apply for the position.
- Coordinate the placement of advertisements and the distribution of other recruitment materials in print and electronic formats to make the library community aware that applications are welcome.
- Develop and implement a process to acknowledge the receipt of applications and to help ensure confidentiality.
- Uphold your commitment and mine to equal opportunity and ensure that affirmative action is reflected in recruitment activities and materials.

### **SCREEN CANDIDATES**

During this phase, the applications will be reviewed, and the appropriate authorities will determine which candidates they wish to interview.

In this phase, I will:

- Prepare information packets for the library board and/or the search committee, and others as appropriate, to review. The information packet will include a copy of each application that has been received and summary sheets including information about the libraries or organizations in which the candidates work as well as their educational and work experience.
- Facilitate (by phone) a meeting of the library board and/or the search committee and others as appropriate, during which the applications are reviewed and ranked, and a determination is made as to which applicants will be invited to participate in the interview process.
- Conduct an Internet search and a search of library literature to gather information about the applicants under consideration as finalists.
- Check references of applicants being considered as finalists.
- Notify applicants being invited to final interviews.
- Notify applicants who were not selected as finalists.

### **MANAGE THE INTERVIEW PROCESS**

The interview process, as with all other stages, must be tailored to your individual needs. This phase should be designed to provide the library board, and others as appropriate, with several different opportunities to observe and interact with the finalists and, when appropriate, to obtain input from other stakeholders.

In this phase, I will:

- Propose an interview process and a time line, and revise it based on your comments and suggestions.
- Develop and coordinate a semi-final interview process, if needed, to identify the finalists.
- Coordinate with library staff, the preparation of a packet of library and

community information that will be distributed to the finalists prior to their interviews.

- Contact finalists and review the interview process with them.
- Coordinate travel arrangements with each finalist.
- Develop documents to be used during final interviews, including interview questions, scoring sheets, and comment forms to be used by open forum participants.
- Design the process for evaluating finalists and develop a schedule for final interviews including events such as:
  - orientation tours
  - interviews with the library board
  - open forums to allow library staff, community residents, and invited guests to hear presentations by and interact with each finalist
  - other events or meetings requested by the library board.
- Coordinate the interview process, attending events and observing the interviews and other process activities described previously.

#### **FACILITATE THE SELECTION AND APPOINTMENT PROCESS**

The successful conclusion of the search process requires attention to a variety of internal and external tasks.

In this phase, I will:

- Facilitate a discussion of the library board to identify the best candidate from among the finalists.
- Provide assistance, as requested, in negotiation of employment terms with the finalist selected to be the new executive director.
- Notify other finalists of the appointment of a new executive director.
- Assist, if requested, with the development of a transition plan that provides an orientation for the new executive director.

In summary, I will work with you throughout the search to ensure a high quality process that is responsive to the unique needs of your situation.

### **III. TIME FRAME**

A search process usually requires fifteen to twenty weeks but can be completed in less time if required. The following table shows a time line for a typical executive search.

<b>Typical Time Line for Executive Search</b>	
<b>Number of Weeks</b>	<b>Task</b>
One week	Contract execution and notice to proceed
Two to three weeks	Determine needs of library district (two-day site visit)
Five to seven weeks	Prepare brochure, circulate advertisements, and pro-actively recruit candidates
Two weeks	Screen applications (site visit)
One week	Interview semi-finalists by phone
Three to four weeks.	Select finalists, and schedule and manage final interview process (three-day site visit)
One to two weeks	Hiring authority's appointment of new director

During contract negotiations, a schedule will be tailored to responsibly address your needs.

## IV. REFERENCES

Following is reference information for three public library executive searches. Contact information is provided for a board member or the person in charge of each search process as well as the candidate selected for the position. Additional references are available on request.

### **CHATTANOOGA PUBLIC LIBRARY**

Jim Kennedy, Library Board Chair  
Mobile: (423) 280-2147

Corinne Hill, Library Director  
Office: (423) 757-5320

### **FORT VANCOUVER REGIONAL LIBRARY**

Bill Yee, Library Board Chair  
Mobile: (503) 703-4465

Nancy Tessman, Executive Director  
Office: (360) 699-8810

### **SAN JOSE PUBLIC LIBRARY**

Norberto Duenas, Deputy City Manager  
Work: (408) 535-8180

Jill Bourne, Library Director  
Office: (408) 808 2150

## **V. COST**

The total cost of your services will depend on your specific search needs. I can assist you in developing a budget tailored for your search. Typically, the consulting fee for a search process is \$18,000 - \$24,000, plus associated travel expenses. I am prepared to complete the tasks outlined in this document for \$18,000 plus associated travel expenses.

I look forward to talking with you to learn more about your needs, tailoring my services and costs to meet those needs, and to conducting a successful recruitment process for the next executive director of the Las Vegas-Clark County Library District.

## **VI. CONCLUSION**

I offer a unique mix of knowledge, skills, and experience for your recruitment process. I know the public library field and its leaders. I am respected as a professional librarian and as a consultant, and my colleagues trust me.

Because I understand public libraries from every perspective, I know the places to search and the questions to ask. Such insights are simply not possible for those outside the profession.

My active broad-based consulting practice keeps me current with the trends, issues, and opportunities of public library service. I also interact with public library executives in their work environments, which is greatly different than reading about them in trade magazines, local newspapers, or the Internet.

My depth and breadth of knowledge about public libraries and public librarians, my continuing active involvement in the cutting edge of the profession, the trust I have among this small professional community, and my successful, responsive executive recruitment track record will give you the advantage in obtaining the most suitable candidates for your consideration as the executive director you want for the Las Vegas-Clark County Library District.



## APPENDIX A RÉSUMÉ

June Garcia has over 40 years experience as a public librarian. Her experience includes six years as director of the San Antonio Public Library, where she completed planning for a 238,000 square-foot central library. During her tenure in San Antonio, all eighteen branch libraries were renovated, expanded, or replaced. Previously, she served the Phoenix Public Library in several capacities; she served twelve years as the administrator of the branch library system, and five years as a branch manager. She also worked at the Plainfield Public Library and the New Brunswick Public Library, both in New Jersey. Ms. Garcia has been the CEO of the CARL Corporation, and the vice president and chief ambassador of TLC/CARL, both major library automation companies providing integrated systems to large public libraries and consortia. Before establishing her own firm, June Garcia LLC, in 2008, Ms. Garcia was managing partner, along with Ronald Dubberly, of Dubberly Garcia Associates, Inc., a library consulting firm.

Ms. Garcia has been an active participant for over twenty-five years in the Public Library Association's efforts to develop tools that will enable public librarians and trustees to effectively plan, measure, and evaluate public library service. She served as a member of the committees that produced *Planning and Role Setting for Public Libraries* (1987), *Output Measures for Public Libraries* (1987), and *Planning for Results: The Public Library Transformation Process* (1998). She chaired the committees that oversaw the creation of *Managing for Results: Effective Resource Allocation for Public Libraries* (2000) and *Staffing for Results: A Guide to Working Smarter* (2002). She is co-author, along with Sandra Nelson, of *Creating Policies for Results: From Chaos to Clarity* (2003) and *Public Library Service Responses 2007* (2007).

Ms. Garcia has been a frequent speaker at library conferences and workshops on a wide variety of topics relating to executive recruitment, strategic planning, policy development, productivity, work flow analysis, measurement and evaluation, facilities planning, and fund-raising.

### SELECTED EXECUTIVE RECRUITMENT EXPERIENCE

- Baltimore County Public Library, Baltimore, Maryland
  - Berkeley Public Library, Berkeley, California
  - Chattanooga Public Library, Chattanooga, Tennessee
  - Denver Public Library, Denver, Colorado
  - District of Columbia Public Library, Washington, D. C.
  - Fort Vancouver Regional Library District, Vancouver, Washington
  - Huntsville-Madison County Public Library, Huntsville, Alabama
  - Jefferson County Public Library, Lakewood, Colorado
  - Las Vegas-Clark County Library District, Las Vegas, Nevada
  - Mesa County Public Library District, Grand Junction, Colorado
  - Meridian Library District, Meridian, Idaho
  - Omaha Public Library, Omaha, Nebraska
  - Queens Borough Public Library, Jamaica, New York
  - Sacramento Public Library, Sacramento, California
- In partnership with The Hawkins Company

**LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT  
EXECUTIVE RECRUITMENT SERVICES**

**PROPOSAL  
APPENDIX A: RESUME**

- San Francisco Public Library, San Francisco, California
- San Jose Public Library, San Jose, California
- Santa Cruz Public Libraries, Santa Cruz, California
- Seattle Public Library, Seattle, Washington  
In partnership with The Hawkins Company.
- Timberland Regional Library, Olympia, Washington

**SELECTED CONSULTING EXPERIENCE**

**STRATEGIC OR LONG-RANGE SERVICE PLANNING**

Carroll County Public Library. New Windsor, Maryland  
Las Vegas-Clark County Public Library. Las Vegas, Nevada  
Los Angeles Public Library. Los Angeles, California  
Montgomery City-County Public Library. Montgomery, Alabama

**LEADERSHIP DEVELOPMENT**

International Network of Emerging Library Innovators. Bill & Melinda Gates Foundation. Seattle, Washington.

**FACILITY PLANNING**

Cuyahoga County Public Library. For Bostwick Design Partnership  
Lincoln Public Library. Lincoln, Nebraska. For The Clark Enersen Partners  
Salt Lake County Library. Salt Lake County, Utah. For Architectural Nexus

**LIBRARY ADMINISTRATION AND RELATED EXPERIENCE**

Director, San Antonio Public Library, San Antonio, Texas, 1993-1999  
Library extension services administrator, Phoenix Public Library, Phoenix, Arizona.  
1980-1993.  
Branch manager, Phoenix Public Library, Phoenix, Arizona, 1975-1980.

**EDUCATION**

M.L.S. Rutgers University, New Brunswick, New Jersey, 1970  
B.A. Douglass College, New Brunswick, New Jersey, 1969

**SELECTED HONORS AND AWARDS**

President's Award, Arizona State Library Association, 1990  
Librarian of the Year, Arizona State Library Association, 1986

**SELECTED PROFESSIONAL ACTIVITIES**

American Library Association  
Council, 1986-1990, 1993-1997 and 1997-2001  
Public Library Association  
President, 1991-1992  
Arizona State Library Association  
President, 1984-1985  
Freedom to Read Foundation  
Board member, 1993-1997  
International Network of Public Librarians, Bertelsmann Foundation, 1998-2002



# Las Vegas-Clark County Library District Executive Director Search

Bradbury Associates/Gossage Sager Associates

Jobeth Bradbury, President

Dan Bradbury, Managing Partner



**Las Vegas-Clark County Library District  
Read, Learn, Achieve-Making an Impact**



▪Who We Are & What We Do

## What do you Want in Your Next Executive Director?

- Focused vision/plan of excellence
- Effective, innovative collaborator/partner
- Tireless library & community advocate
- Values the library as the heart & soul of the community
- Values an urban, suburban & rural branch system; knows independent taxing districts
- External & internal communicator
- Civic involvement
- Union experience

We will identify the traits you are searching for & help you find the best candidate for your position

[Why Use Us?](#)[Our Experience](#)[Our Consultants](#)[Our Services](#)[Current Clients](#)[Contact Us](#)

## Chief Executive Officer Providence Public Library (RI)



**Explore, Discover, Connect...for a Lifetime of Education.** Join the [Providence Public Library](#) Board of Trustees, Foundation and staff as they work to make this goal a reality for the City of Providence and for all Rhode Islanders. The Library Board seeks an engaged, energetic leader to serve as Chief Executive Officer—finalizing and implementing a new strategic plan—to build on its outstanding service programs and achieve further levels of excellence. The Providence Public Library is a private, independent 501(c)(3) organization. Housed in a stunning historic building, the Library has a proud and venerable history. Operating from a single 116,000 square foot facility since 2009, it is home to more than one million items—including unique special collections. Library operations are funded by endowment, private donations, grants, and a new event venue enterprise. Supported by a \$3.4 million annual operating budget, staff focus is primarily in three areas: Lifelong Learning; Early Childhood Literacy; and Individual Learning. The Library Board of Trustees is currently reviewing the position description for the Chief Executive Officer. The position is a full-time, salaried position. The position is a key role in the history, growth and development of the New England region.

**We will customize the position announcement tailoring it to your library & community**

Providence is the cultural and educational center of a city with a rich history and a vibrant future. As a small town, the city's compact size and convenient location make it easy to get to and get around. Historic and hip, sophisticated and friendly, Providence packs the best of New England into one convenient and colorful package. Today, the City is home to eight hospitals and seven institutions of higher learning, which have shifted the city's economy into service industries, though it still retains significant manufacturing activity. With a thriving arts community, vibrant and diverse neighborhoods, and renowned restaurants, Providence is a great place to live and call home. For additional details on the Providence Public Library, the City of Providence and the metro area see [Providence Links](#).

**Responsibilities.** Reporting to the Providence Public Library Board of Trustees, the CEO serves as the leader of the Library and is its primary public representative. The CEO works in partnership with the Board to ensure that the Library fulfills its mission and creates the strategies that will secure its future success. The CEO serves under the general supervision of the Board but works with a high degree of independence and is responsible for the overall administration of day-to-day operations; fiscal management; planning; development and fundraising; fostering community relationships; maintaining programmatic effectiveness; and providing ongoing support and leadership for the Library staff, Library





**We create a tailored marketing plan  
specific to your library district**





**Personal recruiting-we will identify candidates & personal contacts who are best qualified**



**We will prescreen and evaluate initial candidates  
to find the ones most qualified**



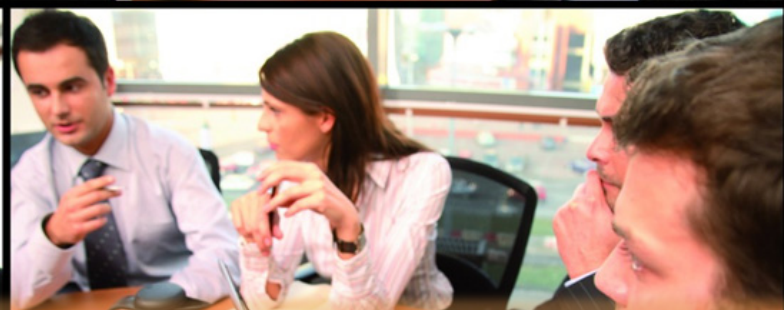
**We provide a two-step interview process that offers the search committee, the staff, the board and others to have the opportunity to learn more about the final candidates**





**Cost-effective technologies connecting you & the candidates**





**We suggest stakeholder involvement throughout the final interview process**

ref:er:ence

**We provide references and background checks**



**We can negotiate the contract of the  
successful candidate**



# Service after Selection



Vision

- Transition team
  - Establishing goals and objectives
- Ongoing reviews and evaluations with the new ED



# BRADBURY ASSOCIATES / GOSSAGE SAGER ASSOCIATES

[Why Use Us?](#) [Our Experience](#) [Our Consultants](#) [Our Services](#) [Current Clients](#) [Contact Us](#)

## Why Use Us?

Probably you already know the reasons why using a search firm, and especially a library/information services search firm, is advantageous. We bring an element of outside objectivity to add to the mix in your decision making, but you retain control and make the important decisions. We can add numbers of outstanding people to the candidate pool beyond what you are doing; finding the number of candidates available is not uncommon; sometimes four or five times as many are located and involved. The average quality of candidates we ascertain is always much higher than the average candidates who come through advertising. Also, we make special efforts to insure equal opportunity and/or affirmative action.

Our interviewing skills are based on thousands of interviews over twenty years of our firm's existence, and we have had feedback from the resulting placements. This means that we are aware of implications that escape the occasional interviewer for a top executive position; we are sensitive to the nuances, not only the obvious. Because we are a library specialized executive search firm, the outcome is that you get only the best fit candidates, not the almost fits nor, sometimes, the poor fits.

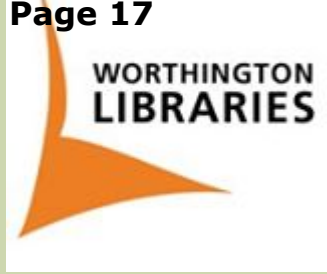
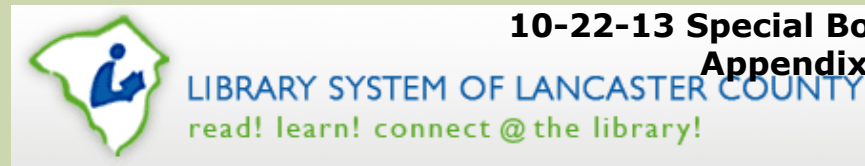
## What makes us unique?



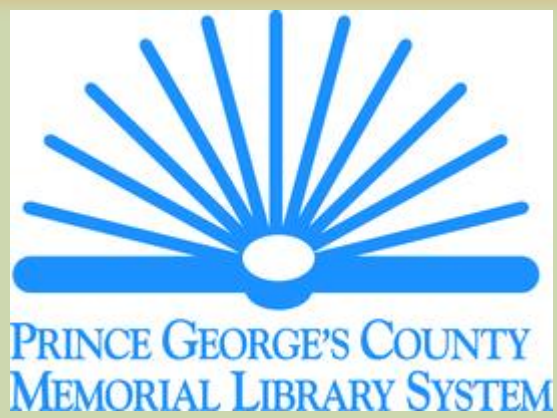
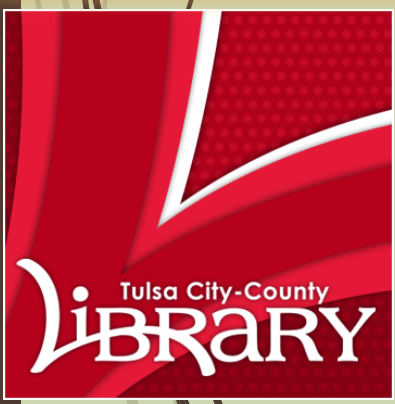


**Our team consists of librarians & nonprofit leaders who know the business and know the library leadership community**





**Library executive searches are our only business**







**We tailor every search to fit the organization**



**We have a proven track record -our guarantee**





**We work well with staff, boards & other  
constituencies**



**Our approach to prospecting means we find candidates who aren't looking for jobs**





**Our depth of experience means we know &  
understand library districts**



# BRADBURY ASSOCIATES / GOSSAGE SAGER ASSOCIATES



**Our reputation demonstrates our hard work, our success, and how much we love what we do!**

**We are your staff and sales team-we work  
hard & we make it a great, successful  
experience**



**We'd love to be a part of  
your future success!**



**Bradbury Associates/Gossage Sager Associates**

## **BRADBURY ASSOCIATES/ GOSSAGE SAGER ASSOCIATES**

August 19, 2013

Jerilyn Gregory, Human Resources Director  
Las Vegas-Clark County Library District  
7060 W. Windmill Lane  
Las Vegas, NV 89113

### **Proposal: Library Executive Director Search**

Thank you for contacting us about the possibility of Bradbury Associates/Gossage Sager Associates assisting the Las Vegas-Clark County Library District in its search for your new Executive Director. We are pleased to submit the attached proposal for you and the Board's consideration.

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

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

We tailor each search to the specific library and its community. Our first step is to visit Las Vegas, conduct focus groups with the library staff and other key stakeholders (Foundation, volunteers, etc.), meet with the Board and Search Committee, tour the libraries, and tour the community. We recruit and build our candidate pool from scratch beginning with developing the advertisement, posting the position electronically, creating a website devoted solely to the Las Vegas-Clark County Library District and prospecting one-on-one for your unique position. We anticipate a pool of 10-15 qualified candidates meeting your criteria.

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

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

- **Reference checking and background checking**

Once a candidate has been selected as a finalist, we ask for three references: (1) someone they work with in a collegial capacity; (2) someone who reports to them; and (3) someone they report to. We have phone conversations (we do not accept letters of reference) with each reference and prepare a written report for the Board/Search Committee prior to the final round of interviews. We also “ramp up” our street reconnaissance to check with people who are not listed as formal references. In addition, we do electronic checking viewing social media sites and information found via the Internet.

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

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

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

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

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

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

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

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

Sincerely,

*Jobeth and Dan Bradbury* (Electronic Signature ■)

## BRADBURY ASSOCIATES/ GOSSAGE SAGER ASSOCIATES

### LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT EXECUTIVE DIRECTOR SEARCH PROPOSAL

#### FIRM BACKGROUND AND QUALIFICATIONS:

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

Under its former name (Gossage Regan), the firm successfully completed more than 60+ executive searches for academic, special, and public libraries during its first 17 years of existence – more than any other library executive search firm. During the past ten years, the firm has successfully completed more than 100+ additional searches for libraries of all types and sizes. We are currently working with the Gwinnett County Public Library (GA), Providence Public Library (RI), Walla Walla County Rural Library District (WA) and the Mid-Hudson Library System (NY). Our [client list](#) includes a complete list of clients representing a scope of work similar to that which is proposed for the Las Vegas-Clark County Library District.

#### ***PARTIAL LIST OF PAST CLIENTS***

Mobile Public Library (AL)  
Crandall Public Library (NY)  
New Canaan Library (CT)  
Wilton Library (CT)  
Fairfield Public Library (CT)  
Houston Public Library (TX)  
Whatcom County Library System (WA)  
Winter Park Public Library (FL)  
Kent District Library (MI)  
Anythink libraries (CO)  
City of University Park Public Library (TX)  
City of Richmond Public Library (CA)  
Stark County District Library (OH)  
East Baton Rouge Parish Library (LA)  
Indianapolis-Marion County Public Library (IN)  
Southern Tier Library System (NY)  
Illinois Heartland Library System (IL)  
Tulsa City-County Library District (OK)  
Lexington Public Library (KY)  
Daviess County Public Library (KY)  
Vigo County Public Library (IN)  
Rock Island Public Library (IL)  
Public Library of Youngstown & Mahoning County (OH)  
McCracken County Public Library (KY)  
Des Moines Public Library (IA)  
Worthington Libraries (OH)  
Omaha Public Library (NE)

### **SCOPE OF SERVICES AND METHODOLOGY:**

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

### **SEARCH SCHEDULE:**

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

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

Assuming that selection of the search firm is finalized, a contract awarded and a preliminary meeting with the Library October 2013, a realistic date for the successful completion of the process under the standard search process would be in January 2014 with the new Library Director reporting four to six weeks later. However, we can generally customize the search schedule to have your new Executive Director "on board" at the appropriate time. A sample schedule illustrating the major steps conducted over the proposed time frame is attached.



## **MARKETING:**

Once the search schedule is determined, we will, with your input, finalize a marketing plan to stimulate greater awareness of the opening. We begin each search as a blank canvas and generate a fresh list of prospective candidates—we focus on recruiting candidates who are doing great work in their current position and are looking for the next career challenge. The general marketing plan will include preparation of a detailed announcement of the position, plus strategies for effectively utilizing electronic media and networking. Based on our familiarity with the profession, we will recommend the most effective placement of advertising on websites. We will also post the announcement in appropriate electronic discussion lists and professional job lines. Currently, we place electronic announcements on 40+ sites. Many of these are free or nominal in cost. We also create a dedicated page for the position on [Bradbury Associates/Gossage Sager Associates](#) website with links to the Library District's website, library documents and the Las Vegas/Clark County area.

## **RECRUITMENT STRATEGY:**

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

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

### ***DIVERSIFYING THE APPLICANT POOL***

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

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

If a prospective candidate declines our invitation to apply, we will ask him/her to identify other individuals who have the required qualifications. We have found this process is important regardless of the size or type of library organization—and it is particularly important for identifying and attracting culturally diverse candidates. Announcements in the library media start the process, but the best candidates usually must be asked. In our previous searches, we have personally contacted 300+ potential applicants for positions resulting in 10-15 qualified candidates for each position.



### **COMMUNICATION:**

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

### **SCREENING BY IN-PERSON INTERVIEWING:**

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

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

### **CANDIDATE ASSESSMENT—SEMI-FINALIST AND FINALIST INTERVIEWS:**

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

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

perceived needs and making suggestions from experience in respect to negotiating salary, benefits, and relocation expenses with the chosen finalist.

*In short, we interact with you in whatever ways you find helpful during the critical time when key decisions need to be made. Selecting your new Executive Director is a crucial decision that could well affect the Las Vegas-Clark County Library District and the community for many years to come.*

### **CHECKING REFERENCES:**

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

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

#### ***BACKGROUND CHECKS***

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

### **HANDLING THE DETAIL WORK:**

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

process. We are also frequently asked to conduct final negotiations on behalf of the Library -- and we are pleased to do so.

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

### ***OUR GUARANTEE***

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

### **ABOUT THE CONSULTANTS AND OFFICE LOCATIONS:**

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

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

**Jobeth Bradbury** serves as co-project director and alternate contact for the engagement. Bradbury has worked as a search consultant for the past seven years, and was, most recently, the Library Director at the North Kansas City Public Library/High School Media Center. During her ten years at

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

### **ASSOCIATE CONSULTANTS:**

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

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

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

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

**OFFICE LOCATIONS AND CONTACT DETAILS:**

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

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

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

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

**FEE PROPOSAL AND OPTIONAL BILLABLE EXPENSES:**

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

- **Expenses included within our fee:** (1) All transportation, including lodging and meals, for the assigned consultant(s) to travel to Las Vegas for meetings with the Library staff and others (up to four trips for Bradbury and other assigned consultants, depending on scheduling and availability); (2) all expenses for consultant attendance at appropriate professional conferences (ALA or elsewhere) for scheduled interviews with promising candidates; (3) all consultant pre-screening interview expenses, including travel; (4) phone/videoconferencing charges; (5) all standard office expenses (clerical support, local telephone, supplies, etc.); (6) advertising costs

based upon our marketing plan which provides excellent exposure to the library community; and (7) a single background check (\$350-\$450) on the chosen candidate.

- **Optional billable expenses—Additional Consultant Services:** In some prior executive searches, Bradbury Associates/Gossage Sager Associates have been called upon to facilitate staff or community forums for candidates, conduct surveys or focus groups, coordinate informal meetings between candidates and Search Committee members, participate in conducting tours, etc. Any and all such services are available, but to the extent that they are outside the normal scope of services as outlined in the proposal and/or cannot be accomplished within a scheduled overnight stay, such additional time is billable at a rate of \$1000 per day per consultant inclusive of travel expenses.
- **Adjustments/Discounts:** The proposed fee covers the outlined scope of services and deliverables contained in this proposal. If you do not wish to have Bradbury Associates/Gossage Sager Associates' participation in either the semi-final or finalist interviews, or if you decide not to conduct a semi-final round of interviews, then the final fee will be reduced by \$1,000 per interview round. We would, however, recommend that you include the full scope of services outlined, as this has proven to produce the most satisfactory results in previous engagements. Other modifications to the scope of services are possible and negotiable with fee adjustments being made accordingly.
- **Candidate expenses:** It shall be the client's responsibility to reimburse candidates they have selected for an interview(s) in Las Vegas for their travel expenses. Candidate expenses will vary considerably depending on point of origin, length of stay and the amount of lead time allowed for booking airfare—a reasonable estimate might be \$600-\$1,000 per candidate inclusive of airfare, meals, hotel expenses, and rental car.

#### ***ADDITIONAL INFORMATION***

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

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

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

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

**FORM OF FINAL AGREEMENT:**

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

**CONCLUSION:**

We look forward to the possibility of working with the Las Vegas-Clark County Library District to help you find your next Executive Director . If you have questions or need clarification on any aspect of the proposal, please let us know.

**BRADBURY ASSOCIATES/GOSSAGE SAGER ASSOCIATES**

*Daniel J. Bradbury* (Electronic Signature■)  
Managing Partner

*Jobeth Bradbury* (Electronic Signature■)  
Owner

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

By\_\_\_\_\_ Title\_\_\_\_\_

Date\_\_\_\_\_

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

**ATTACHMENT I:**

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**EXECUTIVE DIRECTOR SEARCH TIMELINE –  
LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT**

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

The following timeline represents an illustrative search schedule based on beginning the search October 2013. The actual target dates will be determined and approved by the Las Vegas-Clark County Library District Search Committee.

<b>Activity</b>	<b>Target Date:</b>
Consultants make first visit to Las Vegas; meet with Board/Search Committee and staff; tour the libraries and the communities; establish definitive work schedule and marketing plan	October 2013 (dates to be determined)
Advertisement is approved by Search Committee	October 13 2013
Post ads, actively recruit candidate pool	October 14-December 8 2013
Applications Close	December 8 2013
All candidate documents sent to Search Committee	December 9 2013
All pre-screening interviews (by consultants) completed	December 10 2013
Meet with Search Committee and present the pool of candidates; select 6-8 semifinalists	December 13, 2013
Semi-final Interviews on Site or via Skype	December 19 & 20 2013
Reference Reports to Search Committee	December 30 2013
Final Interviews on Site	January 2 and 3 2014
Negotiations Completed	January 7 2014
New Executive Director Start Date	TBD



**ATTACHMENT II:**

**CURRENT REFERENCES**

<p><b>The Mobile (AL) Public Library (2013)</b>  700 Government St.  Mobile, AL 36602  Helene Hassell, Board Chair  <a href="mailto:helenehassell@aol.com">helenehassell@aol.com</a>; 251-605-6624  R. Scott Kinney, Director  <a href="mailto:skinneywy@gmail.com">skinneywy@gmail.com</a>; 307-631-3671</p>	<p><b>The Winter Park (FL) Public Library (2013)</b>  460 E. New England Avenue  Winter Park, FL 32789  Bruce Douglas, Search Committee Chair  <a href="mailto:HarvardDevCo@aol.com">HarvardDevCo@aol.com</a>  Shawn Shaffer, Library Director  <a href="mailto:sshaffer@wppl.org">sshaffer@wppl.org</a>; 312-213-8535</p>
<p><b>New Canaan (CT) Library (2013)</b>  151 Main Street  New Canaan, CT 06840  Lydee Conway Hummel, Search Chair  <a href="mailto:Lyds540@aol.com">Lyds540@aol.com</a>; 203-219-3797  Christine Yordan, Board President  <a href="mailto:Thyme1140@aol.com">Thyme1140@aol.com</a>; 203-972-3713  Lisa Oldham, Incoming Director  <a href="mailto:Lisa.oldham1@gmail.com">Lisa.oldham1@gmail.com</a>; Skype: lisaannoldham</p>	<p><b>Rye (NY) Free Reading Room (2013)</b>  1601 Boston Post Road  Rye, NY 10580  Fran Rodilosso, Search Chair &amp; Board President  <a href="mailto:frodilosso@gmail.com">frodilosso@gmail.com</a>; 914-450-7399  Chris Shoemaker, Incoming Director  <a href="mailto:cinf0master@gmail.com">cinf0master@gmail.com</a>; 347-880-1200</p>
<p><b>The Whatcom County (WA) Library System (2013)</b>  5205 Northwest Drive  Bellingham, WA 98226  Deb Lambert, Search Committee Chair  <a href="mailto:Moonsprite53@gmail.com">Moonsprite53@gmail.com</a>; 360-815-5770  Christine Perkins, Incoming Executive Director  <a href="mailto:C2perkins@hotmail.com">C2perkins@hotmail.com</a>; 360-594-2142</p>	<p><b>Vigo County (IN) Public Library (2012)</b>  1 Library Square  Terre Haute, IN 47807  Hank Metzger, Search Committee Chair  <a href="mailto:hank@hankmetzgerlandscape.com">hank@hankmetzgerlandscape.com</a>; 812-235-3243  Kristi Howe, New Library Director  <a href="mailto:Kristi.howe@gmail.com">Kristi.howe@gmail.com</a>; 630-569-5569</p>
<p><b>The Rock Island (IL) Public Library (2012)</b>  401 19<sup>th</sup> Street  Rock Island, IL  Cindy Lukasik, Search Committee Chair  <a href="mailto:ceagle47@aol.com">ceagle47@aol.com</a>; 563-505-7733  Angela Campbell, New Library Director  <a href="mailto:Acampbell.librarian@gmail.com">Acampbell.librarian@gmail.com</a>; 563-940-7844</p>	<p><b>Reaching Across IL Libraries System (2012)</b>  125 Tower Drive  Burr Ridge, IL 60527  Alan Davidson, Search Committee Chair  <a href="mailto:dsharil@aol.com">dsharil@aol.com</a>  Dee Brennan, Executive Director  <a href="mailto:dee.brennan@railslibraries.info">dee.brennan@railslibraries.info</a>; 630-734-5146</p>
<p><b>East Baton Rouge (LA) Parish Library (2012)</b>  Stanford O. Bardwell, Board of Control Member/Search Committee Chair; <a href="mailto:sobjr@cox.net">sobjr@cox.net</a>  Mary Stein, Interim Co-Director, <a href="mailto:mstein@ebrpl.com">mstein@ebrpl.com</a>; 225-939-3643  Spencer Watts Director, <a href="mailto:swatts@mplonline.org">swatts@mplonline.org</a>; 225-231-3700</p>	<p><b>The Wilton (CT) Library (2012)</b>  137 Old Ridgefield Road  Wilton, CT 06897  Judy Higby, President-Board of Trustees  <a href="mailto:judyhigby@mac.com">judyhigby@mac.com</a>; 203-246-7057  Kathy Welling; <a href="mailto:kathwell@aol.com">kathwell@aol.com</a>; 203-856-5439</p>
<p><b>Waukesha (WI) Public Library (2012)</b>  321 Wisconsin Ave.  Waukesha, WI 53186  Paul Kasproicz, Board President  <a href="mailto:pkazbo@gmail.com">pkazbo@gmail.com</a>; 262-524-0300  Cynthia Deatruck, HR Committee Chair  <a href="mailto:cmderd@gmail.com">cmderd@gmail.com</a>; 262-574-1404</p>	<p><b>City of University Park (TX) Public Library (2012)</b>  Bob Livingston, City Manager;  <a href="mailto:blivingsto@uptexas.org">blivingsto@uptexas.org</a>; 214-987-5300  Luanne Hanford, Human Resources Director;  <a href="mailto:lhanford@uptexas.org">lhanford@uptexas.org</a>; 214-987-5305  Sharon Martin, Director; <a href="mailto:skm4992@hotmail.com">skm4992@hotmail.com</a></p>

<p><b>Stark County (OH) District Library (2012)</b>  715 Market Ave. North  Canton, OH 44702  Steve Pittman, Search Committee Chair  <a href="mailto:Steve.Pittman@brunercox.com">Steve.Pittman@brunercox.com</a>; 330-497-2000  Tena Wilson, Director  <a href="mailto:Tenawilson1@yahoo.com">Tenawilson1@yahoo.com</a>; 330-354-8013</p>	<p><b>The Indianapolis Public Library (2011)</b>  2450 North Meridian Street  Indianapolis, IN  Tom Shevlot, President-Board of Trustees  <a href="mailto:tomshevlot@yahoo.com">tomshevlot@yahoo.com</a>  Jackie Nytes, Chief Executive Officer  <a href="mailto:Jnytes@indypl.org">Jnytes@indypl.org</a>; 317-275-4001</p>
<p><b>Illinois Heartland Library System (2011)</b>  607 S. Greenbriar Rd.  Carterville, IL 62918  Karen Bounds, Board Chair  <a href="mailto:kbounds@centraliahs.org">kbounds@centraliahs.org</a>  Leslie Bednar, Executive Director  <a href="mailto:lesliebednar@sbcglobal.net">lesliebednar@sbcglobal.net</a></p>	<p><b>Public Library of Youngstown &amp; Mahoning CO (OH) (2012)</b>  305 Wick Ave.  Youngstown, OH 44503  David Ritchie, Board Chair and Search Committee  <a href="mailto:dritchie@zoominternet.net">dritchie@zoominternet.net</a>  Heidi Daniel, Director  <a href="mailto:heidi.m.daniel@gmail.com">heidi.m.daniel@gmail.com</a></p>
<p><b>University City (MO) Public Library (2011)</b>  6701 Delmar Blvd.  University City, MO 63130  Susan Glassman, Board/Search Chair  <a href="mailto:Susan.glassman@urbanstrategiesinc.org">Susan.glassman@urbanstrategiesinc.org</a>  David Stokes, Board President  <a href="mailto:David.stokes@showmeinstitute.org">David.stokes@showmeinstitute.org</a></p>	<p><b>Downers Grove (IL) Public Library (2011)</b>  1050 Curtiss St.  Downers Grove, IL 60515  Kathleen DiCola, Board/Search Chair  <a href="mailto:kmdicola@gmail.com">kmdicola@gmail.com</a>  630-510-1300  Rick Ashton, Director,  <a href="mailto:libdirector@downersgrovelibrary.org">libdirector@downersgrovelibrary.org</a></p>
<p><b>Richmond (CA) Public Library (2011)</b>  325 Civic Center Plaza  Richmond, CA 94804  Bill Lindsay, City Manager  <a href="mailto:bill_lindsay@ci.richmond.ca.us">bill_lindsay@ci.richmond.ca.us</a>  Leslie Knight, Assistant City Manager  <a href="mailto:leslie_knight@ci.richmond.ca.us">leslie_knight@ci.richmond.ca.us</a></p>	<p><b>Kent District Library (MI) (2010)</b>  814 West River Center Drive NE  Comstock Park, MI 49321  Charles Myers, Board President  <a href="mailto:Charles.myers8@gmail.com">Charles.myers8@gmail.com</a>  Shirley Bruursema, Search Chair  <a href="mailto:libsabsarg@aol.com">libsabsarg@aol.com</a></p>
<p><b>Tulsa (OK) City-County Library System (2010)</b>  400 Civic Center  Tulsa, OK 74103  La Verne Ford Wimberly, Board President  <a href="mailto:JaLaFW@sbcglobal.net">JaLaFW@sbcglobal.net</a>  Charles Meyers, Personnel Committee Chair  <a href="mailto:ChasMyersTulas@cox.net">ChasMyersTulas@cox.net</a></p>	<p><b>St. Charles (MO) City-CO Library Dist. (2010)</b>  77 Boone Trails Drive  St. Peters, MO  Myra Crook, Search Committee Chair/Board  <a href="mailto:mcrook@sccmo.org">mcrook@sccmo.org</a>  Greg Dohrman, Board Chair/Committee  <a href="mailto:gdohrman@sccmo.org">gdohrman@sccmo.org</a>/314-749-7219  Jim Brown, Director; 636-441-2300  <a href="mailto:jbrown@stchlibrary.org">jbrown@stchlibrary.org</a></p>
<p><b>Lexington (KY) Public Library (2010)</b>  140 East Main Street  Lexington, KY 40507  Larry Smith, former Board Chair/Search Chair  859-559-1321/<a href="mailto:Itsmith77@insightbb.com">Itsmith77@insightbb.com</a>  Buzz Carmichael, Board Chair  <a href="mailto:buzz@CBA-1.com">buzz@CBA-1.com</a>  Ann Hammond, Director  859-231-5500/<a href="mailto:ahammond@lexpublib.org">ahammond@lexpublib.org</a></p>	<p><b>Des Moines Public Library (2010)</b>  1000 Grand  Des Moines, IA 50309  Susan Voss, Board President/Search Chair  <a href="mailto:Susan.voss@iid.iowa.gov">Susan.voss@iid.iowa.gov</a>  Jule Thorsen, Board Member  <a href="mailto:jule.thorsen@simpson.edu">jule.thorsen@simpson.edu</a>  Greg Heid, Director; 515-283-4288  <a href="mailto:ggheid@dmpl.org">ggheid@dmpl.org</a></p>

<p><b>McCracken County (KY) Public Library (2009)</b> 555 Washington St. Paducah, KY 42003 Heather Denton, Board Chair <a href="mailto:hdenton15@yahoo.com">hdenton15@yahoo.com</a> Dave Denton, Search Committee Chair <a href="mailto:w Denton@dklaw.com">w Denton@dklaw.com</a> Julie Hart, Director; 270-442-2510 <a href="mailto:jhart@mclib.net">jhart@mclib.net</a></p>	<p><b>Omaha Public Library (2009)</b> 215 South 15th St. Omaha, NE 68102-1629 Kevin Thompson, Board Chair/Search Chair 402-602-4250/<a href="mailto:KThompson@fnni.com">KThompson@fnni.com</a> Stuart Chittenden, Board/Committee 402-398-1108 ext. 1009/<a href="mailto:stuart@dday.com">stuart@dday.com</a> Gary Wasdin, Director; 402-444-4800</p>
<p><b>Lancaster (PA) Public Library (2009)</b> 125 North Duke Street Lancaster, PA 17602 John McGrann, Board President 717-397-5264/<a href="mailto:john@pastone.com">john@pastone.com</a> Jim Daugherty, V-P/Search Chair 717-291-2594/<a href="mailto:jdougherty@fultonbank.com">jdougherty@fultonbank.com</a></p>	<p><b>Greenwich (CT) Library (2008)</b> 101 West Putnam Avenue Greenwich, CT 06830 Jenny Baldock, Search Committee Chair 203-629-7007/ <a href="mailto:jab55@optonline.net">jab55@optonline.net</a> David Brownwood, Board Chair <a href="mailto:DBrownwood@cravath.com">DBrownwood@cravath.com</a> Carol Mahoney, Director; 203-622-7900 <a href="mailto:cmahoney@greenwichlibrary.org">cmahoney@greenwichlibrary.org</a></p>

**ATTACHMENT III:**

**SAMPLE ADDENDUM AGREEMENT BETWEEN BRADBURY ASSOCIATES/GOSSAGE  
SAGER ASSOCIATES AND \_\_\_\_\_**

By signed proposal dated \_\_\_\_\_, 2013 and acceptance by the \_\_\_\_\_ (hereinafter called District) has entered into an agreement with Bradbury Associates/Gossage Sager Associates (hereinafter called Consultant) to perform an executive search for a new Executive Director . That agreement is hereby amended to contain the following provisions, which shall, to the extent they are inconsistent with the terms of the \_\_\_\_\_, 2013 proposal, supersede the prior provisions:

1. All work performed under this contract shall be performed by or under the direct supervision and control of Daniel Bradbury and Jobeth Bradbury as co-project directors.
2. The search schedule as outlined in the original proposal dated \_\_\_\_\_, 2013 will be superseded by a final schedule to be developed after the \_\_\_\_\_ 2013 meeting with the District and mutually agreed to by both the District and the Consultant.
3. (Add other relevant elements you wish to specify or change and adjust numbers accordingly.)
4. Regardless of which party hereto retains responsibility for conducting criminal and financial background checks on prospective candidates under the agreement, the District and Consultant will defend and indemnify each other from all claims, lawsuits, administrative actions, and other causes of action arising from the negligence or misconduct of a party hereto in conducting such background checks and/or from the misuse of information obtained from such background checks by either party, its officers, directors, agents, servants, or employees.
5. The District and Consultant each agree and warrant to each other that (1) any such background checks will be conducted solely for the purposes of evaluating prospective candidates' suitability for employment; (2) before a background check is conducted, the prospective candidate will be provided with and sign a clear and conspicuous written disclosure informing him/her that a criminal and/or financial report may be obtained for employment purposes; and (3) information obtained as a result of such background checks will not be used in a manner that violates any state or federal employment laws or regulations.
6. If a dispute arises between the parties relating to this Agreement, the parties agree to participate in good faith negotiations to resolve the dispute for a period of up to thirty (30) days. If the dispute is not settled during such period, the parties agree that the matter shall be settled by non-binding arbitration held in accordance with the commercial rules of the American Arbitration Association, by a panel of three (3) arbitrators. The parties shall each choose an arbitrator who will then agree on a neutral arbitrator.
7. The District may terminate this contract at any time with \_\_\_\_\_ days of advance notice. If the District terminates the contract as a result of being dissatisfied with the quality or amount of services provided by the Consultant, the Consultant will rely on the collective good judgment of the District to determine what represents a fair and appropriate level of refund/rebate/discount for the work performed under the agreement.

WHEREFORE, the parties have set their hand this \_\_\_\_ day of \_\_\_\_\_ 2013.

BRADBURY ASSOCIATES/GOSSAGE SAGER  
ASSOCIATES

LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT

By \_\_\_\_\_

By \_\_\_\_\_

**BRADBURY ASSOCIATES/GOSSAGE SAGER ASSOCIATES**

4545 WORNALL ROAD, SUITE 805 ♦ KANSAS CITY, MISSOURI 64111 ♦ PHONE: 816-531-2468

[DANBRADBURY@GOSSAGESAGER.COM](mailto:DANBRADBURY@GOSSAGESAGER.COM) [JOBETHBRADBURY@GOSSAGESAGER.COM](mailto:JOBETHBRADBURY@GOSSAGESAGER.COM)

**Executive Summary-Library Director Search**

Bradbury Associates/Gossage Sager Associates guarantees you a successful Library Executive Director search for the Las Vegas-Clark County Library District. With our strong, established relationships and outstanding reputations with the library profession, we know the library leadership and can identify quality candidates for the position creating a pool of 10-15 candidates with your established qualifications and requirements and also meet your schedule.

**Our Guarantee Includes:**

- Up to four meetings in Las Vegas including: (1) the initial meeting with the Board, Search Committee, Library staff, and other constituents; (2) a review of the qualified candidates with the Search Committee; (3) participation in the semi-finalist interviews; and (4) participation in the finalist interviews
- Create (based on the attributes you select) and post the Executive Director position announcement in electronic sources; create a webpage devoted to the Las Vegas-Clark County Library District and the community on the Bradbury Associates/Gossage Sager Associates website-[example](#)
- Network within the library community to identify potential candidates and contact them to communicate the opportunities presented by the position (A typical search strategy involves contacting 300-400 individuals for referrals and/or as leads)
- Intake and evaluate all candidate information, cover letters, resumes based on the established qualifications; interview all candidates and create a “ranking document” of A, B and C candidates to share with the Search Committee; check three references for each finalist (up to four per our standard contract) providing these to the District Board; conduct background check on one selected finalist
- Handle all details of the search process including scheduling candidates, preparing draft questions, participating in the actual interviews, and notifying candidates of their status throughout the search process
- Guarantee your selection. If your new Executive Director leaves the position—either voluntarily or non-voluntarily—within the first year after appointment, we will, on a one-time basis, reactivate the search if the client requests it, and screen to a minimum of three well-qualified finalists
- Provide these services for a flat fee of \$24,000; this includes advertising costs and a single background investigation
- Lead consultants: Dan Bradbury and Jobeth Bradbury. Associate Consultants: Joey Rodger, Karen Miller and Susan McBeth (see bios in full proposal)
- Successful searches include but not limited to: Southern Tier Library System (NY), New Canaan Library (CT), Mobile Public Library (AL), Crandall Public Library (NY), RAILS (Reaching Across IL Library System), Rock Island Public Library (IL), Vigo County Public Library, (IN), East Baton Rouge Parish Library (LA), Wilton Library (CT), Greenwich (CT) Library, Great Neck (NY) Library, Rye Free Reading Room (NY), New Jersey State Library, Stark County District Library (OH), Public Library of Youngstown & Mahoning County (OH), Waukesha Public Library (WI), Indianapolis-Marion County Public Library, Downers Grove (IL) Public Library, Illinois Heartland Library System, City of Richmond (CA), Kent District (MI) Library, Tulsa (OK) City-County Library, Lexington (KY) Public Library, McCracken County (KY) Public Library, Evanston Public Library (IL), Des Moines (IA) Public Library, Rangeview (CO) Library District, Houston Public Library, Jacksonville (FL) Public Library, and the St. Louis County Public Library (MO); See [complete listing](#)