Minden Branch:
1625 Library Lane
Minden, NV 89423
P:775.782.9841
F:775.782.5754

Douglas County Public Library

Lake Tahoe Branch:
233 Warrior Way
Zephyr Cove, NV 89448
P:775.588.6411
F:775.588.6464

P.O. Box 337 • Minden, NV 89423

library.douglascountynv.gov

Douglas County Public Library Board of Trustees
SPECIAL MEETING
Notice and Agenda

January 5, 2022

The Douglas County Public Library Board of Trustees will hold a special meeting at **10:00 a.m.** on **Tuesday, January 11, 2022** in the Meeting Room of the Minden Library, 1625 Library Lane, Minden, NV. The meeting will be in-person and will not be simultaneously streamed via YouTube or Zoom®. Below is an agenda of all items scheduled for consideration.

Agenda

The Library Board encourages the respectful consideration of all views by members of the public. In order to ensure that every individual desiring to speak before the Library Board has the opportunity to express his or her opinion, it is requested that the audience refrain from disruptive behavior that may interrupt, interfere or prevent the speaker from commenting on items that are for possible action by the Library Board.

1. Public comments. [No Action]
   At this time, public comment will be taken on those items that are within the jurisdiction and control of the Library Board of Trustees. Public comment will not be taken on agenda discussion items because a public hearing is not legally required.

   Public Comment is limited to five (5) minutes per speaker. No action may be taken on a matter raised under this item of the agenda until the matter itself has been specifically included on an agenda as an item upon which action will be taken.

   If members of the public wish to comment on a specific agenda item scheduled for action, please make comments when the Library Board of Trustees considers that item and the item is opened for public comment.

2. <u>For possible action</u>. Discussion on approval of the agenda. The Library Board of Trustees reserves the right to take items in a different order to accomplish business in the most efficient manner, to combine two or more agenda items for consideration, and to remove items from the agenda or delay discussion relating to items on the agenda.

3. <u>For possible action.</u> Discussion on the Library Director recruitment, including: presentation, evaluation, and possible selection of an executive recruiter firm based on

proposals received by the Human Resources Department; as well as consideration of timelines, costs, and other recruitment possibilities.

4. Closing public comments.
   At this time, public comment will be taken on those items that are within the jurisdiction and control of the Library Board of Trustees or those agenda items where public comment has not already been taken.

5. For possible action. Adjournment.

According to the provisions of NRS 241, this notice and agenda has been posted at or before 9:00 a.m. on the third working day before the meeting at the following locations:

Douglas County Library, 1625 Library Lane, Minden NV, https://library.douglascountynv.gov/
Douglas County website, https://douglascountynv.granicus.com/ViewPublisher.php?view_id=1
State of Nevada website, https://notice.nv.gov

Supporting materials are available at the Minden Library, 1625 Library Lane, Minden, NV or at the Douglas County website address listed above. A request for copies of the supporting materials may be directed to:

Veronica Hallam, Administrative Services Manager
Douglas County Public Library
1625 Library Lane, Minden, NV 89423
775-782-9841
vhallam@douglas.lib.nv.us

Reasonable efforts will be made to assist and accommodate members of the public who are disabled and wish to attend the meeting. Please contact Veronica Hallam at 782-9841 before January 11, 2022 for arrangements.

REQUEST FOR PROPOSAL
FOR
LIBRARY DIRECTOR RECRUITMENT

1. Introduction

Douglas County is seeking the services for recruiting, screening, and recommending qualified applicants for the vacant position of Library Director. The scope of services sought includes search for/identify/recruit individuals within the parameters of the job description in conjunction with and adhering to Douglas County's posting and application process, review all candidate resumes and supplemental questionnaires, conduct preliminary interviews and reference checks of leading candidates and present qualified candidates for consideration.

This link to the Douglas County media kit will aid in your recruiting of applicants. Media Kit

2. Background

The position of Library Director has been vacant since July 9, 2021. One of the Supervisors of the Library is currently serving as Interim Library Director. Moss Adams, LLP conducted an organizational assessment of the Library operations and services between May and September 2021. The analysis was based on interviews with Library staff, the Library Board of Trustees (LBOT,) other County departments, and Library partners. The assessment also included document reviews and research into best practices. A copy of this report can be found in the September 28, 2021 LBOT Agenda and Meeting Packet: 9232021 Agenda Packet LBOT As a part of this assessment, several characteristics were identified and distinguishing the roles of the library board and director that would be imperative with the recruitment for a new Library Director. The four characteristics identified in the report include Unifier, Community Oriented, Collaborative, Data Driven.

Douglas County began a search in August 2021. We received applications, phone screened and selected the top applicants to move to the panel interview comprised of Library partners, vested Library customers, Library and County staff. Two candidates withdrew before the panel interview. The remaining two candidates were selected to move forward to a public Meet and Greet event and the LBOT panel interviews. One of the two candidates withdrew prior to the interview date. The candidate that remained was interviewed by the LBOT and was not selected to move forward. It is the desire of the LBOT to have more than one candidate to consider, and to utilize an approach of reaching out to candidates who may not be actively seeking a new position, but would thrive in the excellent community and region in which the Douglas County Library is located.

3. Content and Cost Proposal

The Statement of Proposal shall consist of a cover letter not-to-exceed five pages. The cover letter will clearly state who the representative will be for the firm and must be signed by an officer of the corporation. The cover letter will clearly summarize the firm's qualifications and provide a list of three similar recruitments where their placed candidate remained in the position for at least 5 years. A document not-to-exceed 10 pages may be attached to the cover letter including resumes of key personnel, the firm's years of experience in executive search, a list of public agencies where the firm has successfully placed candidates, and other relevant information. Any other items submitted will be discarded and not considered.

Please include detail regarding scope and cost of services, deliverables and timeframe for completion of the required services.

1. Define your proposal in a straightforward and economical manner, providing a concise description of your firm's capabilities to satisfy the requirements of this RFP.
2. Provide your recruitment fee structure and a description of how costs are determined, including proposed travel expenses.
3. Timelines of the recruitment.
4. Cost should be defined on a per recruitment basis.
5. Please advise if there are additional incentives for granting exclusivity.

4. Submittal Deadline

To be considered for selection, please submit your Statement of Proposal to wlang@douglasnv.us or the address below by 5:00 p.m. on Thursday, December 30, 2021.

Douglas County
Human Resources
1594 Esmeralda Avenue
P.O. Box 218
Minden, NV 89423

5. Selection Process

Depending upon the number and qualifications of the respondents, the Library may elect to pre-select a primary firm directly from the Statement of Proposal or may develop a short-list of the most qualified firms and invite them for interviews as part of the pre-selection process.

It is within the Library discretion to waive minor deficiencies in a qualification submittal and allow a respondent to correct minor deficiencies in or clarifying or supplement the qualification submittal. The Library reserves the right to modify or cancel this request for qualifications at any time. Additionally, the Library reserves the right to terminate the processing, review or evaluation of any qualification submittal at any time and may reject any or all submittals at any time and not select any of the respondents or any of the pre-selected or chosen firms.

The Library reserves the right to negotiate additional professional services with the selected firm as it may deem necessary to fulfill the complete project intent. During negotiations the Library is not bound to any provision in a proposal. Additionally, the Library reserves the right to suspend or terminate negotiations with any respondent at any time before the execution of an agreement.

6. Contact Person

Wendy Lang
Director of Human Resources
wlang@douglasnv.us
775-782-9066

CPS HR CONSULTING

PROPOSAL

County of Douglas

Executive Recruitment Services for Library Director

Due Date: December 30, 2021

5:00 P.M. PST

SUBMITTED BY:
MELISSA ASHER
Sr. Practice Leader, Products and Services

CPS HR Consulting
2450 Del Paso Road, Suite 220
Sacramento, CA 95834
P: 916-471-3358
masher@cpshr.us
Tax ID: 68-0067209

www.cpshr.us

Your Path to Performance

CPS HR CONSULTING

December 30, 2021

Wendy Lang
Director of Human Resources
County of Douglas
1594 Esmeralda Avenue
Minden, NV 89423

Submitted via email to: wlang@douglasnv.us

Subject: Executive Recruitment for Library Director

Dear Ms. Lang:

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the County of Douglas (County) with the recruitment of a new Library Director. We are uniquely qualified to undertake this effort as we have vast experience in assisting public agencies with executive search, screening, and placement.

We understand that each agency is unique, and our extensive experience allows us to tailor our process to specifically meet your needs. Our work with local government agencies throughout the United States gives us an in-depth understanding of government operations, programs, and services.

CPS HR offers a broad spectrum of human resource services while delivering personalized, results-oriented services, utilizing best practice methods of recruitment and selection strategies from our team of recruitment experts. Each recruitment is an opportunity to shape and prepare your organization for the future. We understand how important this transition is for you and are perfectly placed to assist you in this endeavor. Once this project begins, we will work with the County to tailor our process to highlight this exciting opportunity and attract the best possible candidates.

It is our commitment to work in partnership with your organization to a successful result.

Thank you for the opportunity to be considered for this assignment. Should you have questions or comments about the information presented in this proposal, **please contact me at masher@cpshr.us or (916) 471-3358.**

Sincerely,

Melissa Asher

Melissa Asher
Senior Practice Leader, Products and Services

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About CPS HR Consulting

CPS HR Consulting has been assisting organizations with their talent management needs for over 35 years. We have unique expertise in delivering HR management and consulting services, employment testing, and assessment services to government agencies throughout North America. Our core competency is its knowledge of and expertise in the public sector.

OUR VISION:

Enabling people to realize the promise of public service

CPS HR offers clients a comprehensive range of competitively priced services, all of which can be customized to meet your organization's specific needs. We are committed to supporting and developing strategic organizational leadership and human resource management in the public sector. We offer expertise in the areas of organizational strategy, recruitment and selection, training and development, and organization and workforce management.

CPS HR occupies a unique position among its competitors in the field of government consulting; as a Joint Powers Authority, whose charter mandates that we serve only public sector clients, we actively serve all government sectors including Federal, State, Local, Special Districts, Higher Education, and Non-Profit Organizations. This singular position provides CPS HR with a systemic and extensive understanding of how each government sector is inter-connected to each other and to their communities. That understanding, combined with our knowledge of public and private sector best practices, translates into meaningful and practical solutions for our clients' operational and business needs**.**

With more than 90 full-time employees as well as 200+ project consultants and technical experts nationwide, CPS HR delivers breakthrough solutions that help public sector organizations impact the communities they serve. CPS HR has worked with more than 1,200 government and public/non-profit clients throughout the United States and Canada.

Our headquarters are located in Sacramento, California. We have regional offices in Austin, TX; Littleton, CO; and Orange County, CA.

Recruitment Experts

CPS HR specializes in the recruitment and selection of key professionals for cities, counties, special districts, and non-profits. Working in partnership with the governing body or selection team, we develop customized search strategies that focus on locating and recruiting qualified candidates who match the agency's unique needs. Our wealth of recruitment experience has been gained through ***more than 19 years*** of placing top and mid-level executives in public agencies throughout the United States.

- **Unmatched Recruitment Experience for Government Agencies.** CPS HR has extensive experience in recruiting executive-level professionals for public agencies across the United States. As a public agency ourselves, we understand how to work with and within government. Our understanding of public sector culture and policy uniquely sets us apart from our competitors.
- **Seasoned Executive Recruiters.** Our recruiters possess a high level of expertise in recruiting and placing executive-level professionals. Our staff of experts includes an exceptional group of full-time employees as well as a full complement of subject matter experts, intermittent employees, and part-time employees with a variety of public and private sector experience.
- **Detailed Needs Assessments.** We conduct a detailed needs assessment to identify 1) future organizational direction; 2) challenges facing the position; 3) the working style and organizational climate; and 4) required core and job specific competencies as well as personal and professional characteristics.
- **Success Recruiting Non-Job Seeking Talent.** We recognize that the very best candidates for some types of positions may not be looking for a career change, therefore, our recruitment team takes a very aggressive approach to identify and recruit such candidates.
- **Vast Pool of Public Agency Contacts.** CPS HR maintains a database of candidates and an extensive network of external resources to leverage for executive-level positions. We utilize our vast pool of public and non-profit contacts to deliver a strong list of competitive candidates who will be well prepared to assist you in the accomplishment of your specific mission and goals.
- **Satisfied Clients.** ***Our executive search client satisfaction rating averages 4.6 on a scale of 5.*** While many companies talk about client satisfaction, how many measure the impact of that through assessing client satisfaction by distributing written surveys and tying the results of these surveys to their performance management system? CPS HR Consulting does. A client satisfaction survey is sent at the end of every engagement requesting feedback on the quality of our staff, deliverables, and the overall consulting relationship.
- **Retention/Success Rate.** Our success rate is tied to the longevity of the candidates we place, currently more than 91% of our placements are still in their position after two years.

- **Partial list of recruitments.** Below is a brief listing of similar recent recruitments to show our experience with these type of recruitments.

Agency	Title	Year Completed
County of Flathead, MT	Library Director	Current
Sonoma County Library, CA	Library Chief Financial Officer	2021
County of Marin, CA	Director of County Library Services	2021
Berkeley Public Library, CA	Director of Library Services	2020
City of Palo Alto, CA	City Librarian (Completed Phases I and II - recruitment on hold due to COVID)	2020
Nevada County, NV	County Librarian	2020
Sonoma County Library, CA	Library Director	2018
City of Louisville, CO	Director of Library and Museum Services	2018
Garfield County Public Library District, CO	Executive Director	2018

Our Approach

Key Stakeholder Involvement

The Hiring Manager on behalf of the County of Douglas must be intimately involved in the search for a new Library Director. Our approach assumes their direct participation in key phases of the search process. At the discretion of the Hiring Manager, other key stakeholders may also be invited to provide input for the development of the candidate profile.

County's Needs

A critical first step in a successful executive search is for the Hiring Manager to define the professional and personal qualities required of the Library Director. CPS HR has developed a very effective process that will permit the Hiring Manager to clarify the preferred future direction for the County; the specific challenges the County is likely to face in achieving this future direction; the working style and organizational climate the Hiring Manager wishes to establish with the Library Director; and ultimately, the professional and personal qualities required of the Library Director.

Commitment to Communication

Throughout the recruitment process, we are strongly committed to keeping you fully informed of our progress. We will collaborate with you to provide updates on the status of the recruitment via your preferred method of communication (phone conference, email, etc.).

We place the highest level of importance on customer service and responding in a timely manner to all client and candidate inquiries. Our previous clients and candidates have expressed a sincere appreciation for our level of service and responsiveness to the management of the recruitment process. As a result, we have many long-term relationships with clients that have led to opportunities to assist them with multiple recruitments.

CPS HR's communication continues once you have selected the new Library Director. We will contact the Hiring Manager and the newly appointed Library Director within six months of appointment to ensure an effective transition has occurred.

Aggressive, Proactive, and Robust Recruitment

We take an aggressive approach in identifying and recruiting the best available candidates. There are those candidates who would gladly rise to the professional challenge and apply for this position; however, some of the best candidates are often not actively seeking a new position and may only consider a change once we present them with your opportunity. Evoking the sense of vision and opportunity in qualified persons is among the responsibilities of CPS HR, and we pride ourselves in our efforts to reach the best available potential candidates. We use advertisements, directly email the outreach brochure, post messages and connect with potential candidates on business media such as LinkedIn, and of course, pick up the phone and call qualified individuals and referral sources.

Diversity Outreach Process

CPS HR strives to attract the most highly qualified, diverse candidate pool possible. We are pleased that our diligent efforts have resulted in more than 51% of our executive level placements being minority and/or female candidates within the past three years. Our City Manager search for the City of East Palo Alto is an excellent example of our diverse outreach process. The City's demographics are 6% White, 16% Black, 4% Asian, 7% Pacific Islander, 64% Hispanic, and 3% Other. It was a high priority of the Mayor and City Council to pursue and demonstrate a diverse outreach process.

We accomplished this by advertising with organizations like the National Forum for Black Public Administrators and the Local Government Hispanic Network in order to reach these specific population groups. We also sought candidate referrals from local subject matter experts and the national leadership of groups like Women Leading Government. By taking the time to directly contact these influential industry experts, we ensured that we captured the maximum number of distinguished candidates – particularly those who are well-known in their industries, but who may not be actively looking for a new job.

The result was an incredibly diverse finalist group and our successful placement was an experienced Hispanic candidate. The elected officials were quite pleased with the process and end result. In fact, one Councilmember mentioned that he had checked with neighboring communities behind the scenes regarding their recent recruitments and could confirm that our candidate pool was most impressive in comparison – likely in terms of quantity, quality, and diversity.

Hiring during the COVID-19 Pandemic

Long before COVID-19 came into the common vernacular, CPS HR was engaged in a digital transformation to modernize and retool our services to provide remote support to our clients. Our standard platform is Microsoft Teams™, where we collaborate with our team members and even client staff to ensure a seamless flow of information. This investment has paid dividends during the remote working revolution over the last six months. We have not observed a decrease in the quality of the recruitment and selection process for our clients, and an overwhelming majority of clients have made hires using only our interview process conducted through Microsoft Teams™.

Several good examples of success are our recent City Manager recruitments for Bozeman, Montana and Reno, Nevada. CPS HR conducted the recruitments during COVID-19, and City Council members were able to interview each candidate and feel comfortable about reaching a consensus on a final selection using only the virtual environment without ever having met the candidate.

We are also able to adapt to other technologies and protocols that the client may have. Because our staff has been working remotely for several years, we are extremely flexible and can meet your needs according to your level of comfort and security.

Methodology and Scope of Work

Our proposed executive search process is designed to provide the County with the full range of services required to ensure the ultimate selection of a new Library Director uniquely suited to the County's needs.

Phase I: Our consultant will meet with the Hiring Manager to ascertain the County's needs and ideal candidate attributes, to target our search efforts, and maximize candidate fit with the County.

Phase II: The recruitment process is tailored to fit the County's specific wants and needs, with targeted advertising, combined with contacts with qualified individuals from our extensive database.

Phase III: The selection process is customized for the County. CPS HR will work with the Hiring Manager to determine the process best suited to the County of Douglas.

Phase I - Develop Candidate Profile and Recruitment Strategy

Task 1 - Review and Finalize Executive Search Process and Schedule

Task 2 - Key Stakeholder Meetings

Task 3 - Candidate Profile and Recruitment Strategy Development

Task 4 – Develop Recruitment Brochure

The first step in this engagement is a thorough review of the County's needs, culture and goals; the executive search process; and the schedule. CPS HR is prepared to meet with key stakeholders to obtain input in developing the ideal candidate profile and to assist us in understanding key issues and challenges that will face a new Library Director. Activities will include:

- Identifying key priorities for the new Library Director and the conditions and challenges likely to be encountered in achieving these priorities.
- Describing the type of working relationship the Hiring Manager wishes to establish with the Library Director.

- Generating lists of specific competencies, experiences, and personal attributes needed by the new Library Director in light of the discussions above.
- Discussing recruitment and selection strategies for the Hiring Managers consideration to best produce the intended results.

CPS HR will provide a summary to the County stemming from these activities as an additional source of information for developing the candidate profile and selection criteria.

Following the completion of the workshop session, CPS HR will work with a professional graphic artist to design a recruitment brochure and present it to the County for review. Please refer to **Appendix A** for a sample brochure. Additional brochure examples are available on our website at www.cpshr.us/search.

Phase II – Aggressive, Proactive, and Robust Recruitment

Task 1 – Place Advertisements

Task 2 - Identify and Contact Potential Candidates

Task 3 – Resume Review and Screening Interviews

Task 4 – Hiring Manager Selects Finalists

The recruitment process is tailored to fit the County's specific wants and needs, with targeted advertising, combined with personal contacts with qualified individuals from our extensive database.

CPS HR will prepare, submit for your approval, and publish advertisements on professional and affiliate websites to attract candidates on a nationwide, regional, local or targeted basis based on the recruitment strategy. Examples may include:

Advertising Sources	
• CPS HR website	• American Library Association
• Library Journal	• LinkedIn
• American Libraries	• DiversityJobs.com
• Library Leadership & Management Association	• Association of Rural and Small Libraries
• Public Library Association	• Association of Specialized, Government and Cooperative Library Agencies

As a consulting firm that interacts with hundreds of public sector executives during engagements, we have a cadre of individuals who we inform of recruitments, both to increase the visibility of the opening and to attract appropriate individuals who fit the special needs of our client. Communication with these professionals ensures that an accurate picture of the requirements of the job is apparent and proliferated throughout their professional networks.

CPS HR is focused on reaching a diverse candidate pool and would recommend publications/websites that are targeted to minority and female candidates. In addition to placing ads on websites aimed at minority candidates, we will contact leaders within appropriate associations to gain their insight and referrals of possible candidates.

Within the past three years, more than 51% of our executive level placements have been minority and/or female candidates.

CPS HR will prepare an email distribution list containing prospective candidates and referral sources. These individuals will receive a link to the Library Director brochure along with a personal invitation to contact CPS HR should they have any questions about the position.

CPS HR maintains a comprehensive, up-to-date database of industry leaders and experienced professionals; however, we do not rely solely upon our current database. We also conduct research to target individuals relevant to your specific needs and expectations to ensure that we are thorough in our efforts to market this position to the appropriate audience and to garner a diverse and quality pool of candidates.

We will:

- Convey a strong sense of the purpose and strategy of the County. For many talented individuals, understanding these aspects is one of the key motivators to compete in such an environment.
- Provide guidance and resources to candidates regarding the area's cost of living, mean and median housing prices, higher education opportunities, K-12 education information, and other aspects of interest to those who are considering relocating to the area.
- Actively seek highly qualified candidates who may be attracted by the prospect of collaboration with other departments, providing exceptional leadership to the County or continuing to ensure the public confidence in the integrity of the County.

CPS HR will directly receive and initially screen all resumes. This screening process is specifically designed to assess the personal and professional attributes the County is seeking and will include a thorough review of each candidate's resume, and if applicable, supplemental questionnaire responses and other supporting materials. CPS HR will personally speak to selected candidates during a preliminary screening interview and will spend extensive time ascertaining each candidate's long-term career goals and reasons why the candidate is seeking this opportunity, as well as gaining a solid understanding of the candidate's technical competence and management philosophy. We will gather data on any other unique aspects specific to this recruitment based upon the candidate profile, as well as conduct internet research on each candidate interviewed.

CPS HR will prepare a written report that summarizes the results of the recruitment process and recommends candidates for further consideration by the Hiring Manager. Typically, the report will recommend five to eight highly qualified candidates and will include resumes and a profile

on each interviewee's background. CPS HR will meet with the Hiring Manager to review this report and to assist them in selecting a group of finalists for further evaluation.

Phase III – Selection

Task 1 - Design Selection Process

Task 2 - Administer Selection Process

Task 3 – Final Preparation for Appointment

Task 4 – Contract Negotiation (if requested)

CPS HR will design a draft selection process based on information gathered in Phase I. We will meet with the County to review this process and discuss the County's preferred approach in assessing the final candidates. The selection process will typically include an in-depth interview with each candidate but may also include other selection assessments such as an oral presentation, preparation of written materials, and/or problem-solving exercises.

We will coordinate all aspects of the selection process for the County. This includes preparing appropriate materials such as interview questions, evaluation manuals, and other assessment exercises; facilitating the interviews; assisting the County with deliberation of the results; and contacting both successful and unsuccessful candidates.

Following the completion of the selection process, CPS HR will be available to complete the following components:

- ***Arrange Follow-up Interviews/Final Assessment Process:*** Should the County wish to arrange follow-up interviews and/or conduct a final assessment in order to make a selection, CPS HR will coordinate this effort.
- ***Conduct In-Depth Reference Checks:*** The in-depth reference checks are a comprehensive 360-degree evaluation process whereby we speak with current and previous supervisors, peers, and direct reports. (It is our policy to not contact current supervisors until a job offer is made, contingent upon that reference being successfully completed, so as not to jeopardize the candidates' current employment situation.) Candidates are requested to provide a minimum of five references. CPS HR is able to ascertain significant, detailed information from reference sources due to our commitment to each individual of confidentiality, which leads to a willingness to have an open and candid discussion and results in the best appointment for the County. A written (anonymous) summary of the reference checks is provided to the County.
- ***Conduct Background Checks:*** We will arrange for a background check of a candidate's records on driving, criminal and civil court, credit history, education, published news, and other sensitive items. Should any negative or questionable content appear during these checks, CPS HR will have a thorough discussion with the finalist(s) and will present a full picture of the situation to the County for further review.

- ***Contract Negotiation (if requested):*** Successful negotiations are critically important, and we are available to serve as your representative in this process. With our expertise, we can advise you regarding current approaches to various components of an employment package. We can represent your interests with regards to salary, benefits, employment agreements, housing, relocation, and other aspects, with the ultimate goal of securing your chosen candidate.

Timeline

The project team CPS HR has selected is prepared to begin work upon receipt of a fully-executed contractual agreement. All search activities up to and including the selection of new Library Director can be completed in 12 to 14 weeks. The precise schedule will depend on the placement of advertising on appropriate professional and affiliate websites, and the ability to schedule, as quickly as possible, the initial meeting. A proposed schedule of major milestones is presented below.

Task Name	Month 1				Month 2				Month 3				Month 4			
Weeks	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**	**16**
Initial Meeting	➢															
Draft Brochure		➢														
Brochure Approved/ Printed & Place Ads		➢														
Aggressive Recruiting					➢											
Final Filing Date						➢										
Preliminary Screening								➢								
Present Leading Candidates									➢							
Semi-finalist Interviews											➢					
Reference/ Background Checks												➢				
Final Interviews												➢				
Appointment													➢			
Weeks	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**	**16**

Our Executive Recruiting Team

CPS HR has assembled a strong project team with each member possessing extensive recruiting experience and a direct, in-depth understanding of local government. Your executive recruitment team will be ***Mr. Andrew Nelson*** and ***Ms. Susan Hildreth***, who will serve as a Subject Matter Expert in library service and operations. They will work collectively to fulfill the County's needs in a timely and effective manner. We are committed to providing each of our clients the same level of service excellence, and we take great care not to take on more work than this commitment allows. We will not utilize subcontractors for these services. No staff members will be removed or replaced without the prior written concurrence of the County.

Role/Project Assignment	Name	Phone	Email
Senior Executive Recruiter	Andrew Nelson	(916) 471-3329	anelson@cpshr.us
Subject Matter Expert	Susan Hildreth	(916) 471-3329	resumes@cpshr.us

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Team Biographies

Andrew Nelson, M.P.A., Senior Executive Recruiter

Profile

Andrew Nelson brings an extensive background in government service to his role as Executive Recruiter at CPS HR Consulting through city administration, transportation planning, and court management as well as professional recruiter training from the U.S. military.

Mr. Nelson has significant experience with recruitments of professional and management positions for the public sector. Prior to joining CPS HR Consulting, Mr. Nelson served as City Administrator for the City of Kemmerer, WY and as director of the Casper Area Metropolitan Planning Organization. This hands-on experience gives Mr. Nelson perspective to the mindset and needs of senior public officials recruiting open positions.

Additionally, Mr. Nelson currently serves the United States Coast Guard as an Auxiliary Recruiter. He received formal training in recruitment, including sales, marketing, and interviewing skills at the Coast Guard Training Center Cape May (New Jersey) and has received an Auxiliary Commandant Letter of Commendation and three Coast Guard Meritorious Team Commendations as a direct result of his recruiting efforts.

Mr. Nelson volunteers locally in the Las Vegas community as a career mentor for student members of the Association of Latino Professionals for America (ALPFA).

Susan Hildreth, Subject Matter Expert

Ms. Hildreth is a nationally recognized expert in Library Service. She is the former director of the Institute of Museum and Library Services where she was appointed by President Obama and unanimously confirmed by the US Senate.

Ms. Hildreth is the former city librarian for both the Seattle and San Francisco Public Libraries and the state librarian of California. The Seattle Public Library includes the world-renowned Central Library and 26 new and expanded branches. The Library operated on a $50 million budget, had 650 staff members, served 14 million visitors, and circulated 12 million books and materials in 2010.

Ms. Hildreth was president of the Public Library Association in 2006 was a member of the American Library Association Council. She is a member of the California Library Association and served as its president and treasurer. She graduated cum laude from Syracuse University and holds a master's degree in Library Science from the University at Albany and a master's degree in Business from Rutgers University.

Ms. Hildreth served as the interim Library Director for the Sonoma County Library District and assisted with the recruitment for the permanent Director. She has just assisted Ms. Derby with the Director of Library Services recruitment for the Berkeley Public Library.

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References

Provided below is a partial list of clients we have recently worked with in providing similar executive recruitment services. We are confident that these public-sector clients will tout our responsiveness and ability to successfully place candidates that were a good fit for their organization's needs.

CLIENT/POSITIONS	CONTACT(S)
County of Marin 3501 Civic Center Drive Suite 414 San Rafael, CA 94903 Director of County Library Services (2021)	Diane Ooms, Principal Personnel Analyst (415) 473-3045 Dooms@marincounty.org
Flathead County 800 S. Main Street Kalispell, MT 59901 Library Director (2021)	Tammy Skramovsky, Human Resources Director (406) 758-5522 tskramovsky@flathead.mt.gov
Berkeley Public Library 2090 Kittredge Street Berkeley, CA 94704 Director of Library Services (2020)	Diane Davenport, Chair, Selection Committee; Member Board of Library Trustees (510) 847-9244 dianeleedavenport@gmail.com

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Professional Fees and Guarantee

Professional Services

Our professional fixed fee covers all CPS HR services and deliverables associated with **Phases I, II, and III** of the recruitment process.

Travel expenses for candidates who are invited forward in the interview process are not included. However, should the County desire CPS HR's Travel Team to assist with these arrangements, we are happy to do so. This might require an amount be added to our contract.

Professional Fixed Fee*	
Professional Services for Full Recruitment (Fixed Flat Fee)	**$25,000**

**Professional fees would be billed and paid monthly.*

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One-Year Service Guarantee

If the employment of the candidate selected and appointed by the County as a result of a full executive recruitment *(Phases I, II, and III)* comes to an end before the completion of the first year of service, CPS HR will provide the County with professional services to appoint a replacement. Professional consulting services will be provided at no cost. The County would be responsible only for expenses such as re-advertising, consultant travel, additional background checks, etc. **This guarantee does not apply to situations in which the successful candidate is promoted or re-assigned within the organization during the one-year period.** Additionally, should the initial recruitment efforts not result in a successful appointment, CPS HR will extend the aggressive recruiting efforts and screen qualified candidates until an offer is made and accepted. CPS HR does not provide a guarantee for candidates placed as a result of a partial recruitment effort.

CPS HR CONSULTING

We thank you for your consideration of our proposal. We are committed to providing high quality and expert solutions and look forward to partnering with the County of Douglas in this important endeavor.

Appendix A: Sample Brochure

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BERKELEY PUBLIC LIBRARY

Director of Library Services

This is a unique opportunity for a progressive, experienced library professional to join a dedicated staff in leading an exceptional public library in California's beautiful Bay Area.

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BERKELEY PUBLIC LIBRARY

The Berkeley Public Library has served the people of Berkeley since 1893 and is one of the most heavily used public libraries in California. The Library is supported by a $20 million budget and 150 staff members. The Library provides access to collections of physical and electronic books, music, articles, and films; offers cultural and learning experiences for community members; provides access to spaces for studying and meeting with others; and develops opportunities for community engagement and skill sharing. The Library offers five facilities: Central Library in downtown Berkeley and four neighborhood branches: Claremont, North, Tarea Hall Pittman South, and West branches. The Tarea Hall Pittman South facility includes the Tool Lending Library that provides access to a wide range of borrowable household tools. Although hours vary between the Central Library and the branches, Berkeley Public Library offers services seven days a week.

Special Library Tax

In 1980, Berkeley citizens passed a special tax to exclusively fund the yearly budget of the Berkeley Public Library. This tax includes a cost-of-living adjustment. The tax continues and currently brings in $19 million a year.

Current Statistics:

- A collection of 477,000 physical books
- 410,000 electronic books
- 75,000 films (DVDs and streaming)
- 400,000 audiobooks and music (CDs and streaming)
- Five libraries that are open a total of 13,624 hours annually
- 3,000 cultural and educational programs, including literacy programs, storytimes, lectures, discussions, intergenerational programs, and musical programs
- Free and discounted museum passes

To learn more, go to: www.berkeleypubliclibrary.org

Board of Library Trustees

The Berkeley Public Library is governed by a Board of Library Trustees, the only appointed administrative Board in the City. The Board consists of five Berkeley residents; one member of the Board must also be a member of the City Council. Members of the Board are appointed for four-year terms by the City Council as a whole.

Foundation and Friends

The Berkeley Public Library is supported by two library-related auxiliary organizations. The Berkeley Public Library Foundation was established in 1997. The Foundation's mission is to raise funds to support and enhance the facilities, programs and services of the Berkeley Public Library. The Foundation's Neighborhood Libraries Campaign recently raised over $3 million to assist with the Branch Library renovation program.

The Friends of the Berkeley Public Library, established in the 1950s, is a non profit membership organization dedicated to enhancing the Berkeley Public Library through fundraising and advocacy efforts. The Friends operate two used bookstores and contribute $120,000 annually to support library programs and staff continuing education.

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BECOME PART OF A COMMUNITY

Famous around the globe as a center for academic achievement, scientific exploration, free speech and the arts, the City of Berkeley is renowned for its green space, mild weather, and world-class cultural life. International shopping districts, outstanding restaurants, cutting-edge environmental organizations, art galleries, theaters, museums, Berkeley City College and the University of California at Berkeley all add to the City's uniquely diverse and culturally rich atmosphere. Residents are highly educated and ethnically, economically, socially and politically diverse. Berkeley is noted for its activism and community involvement.

Berkeley is a thriving creative environment, with more than 100 cultural arts organizations, including the Berkeley Art Museum & Pacific Film Archive, Black Repertory Group Theater, Berkeley Art Center, Berkeley Repertory Theatre, and Aurora Theatre Company.

Sitting on the sparkling San Francisco Bay, Berkeley offers exceptional opportunities for year-round outdoor recreation. Incomparable weather, over 50 public parks, miles of bike lanes and walking trails, a public marina, Lake Anza in Tilden Park, and the Botanical Garden at UC Berkeley, with 34 acres of plants from all over the world are all resident favorites.

Berkeley Unified School District educates more than 9,400 students in 11 public elementary schools, 3 middle schools, one comprehensive high school, and one alternative high school. The district has 3 preschool facilities and an Adult School serving several thousand students.

To learn more, go to: www.cityofberkeley.info

During a series of discussions with the Board of Library Trustees, staff and other community stakeholders, a portrait of the ideal candidate emerged – the descriptors included:

OPPORTUNITIES

- The next Director of Library Services will inherit a knowledgeable, seasoned staff to assist in guiding their transition into this role.
- Identify, implement, and sustain monthly public programs that support the learning and cultural interests of a diverse community.
- Increase capacity to offer services that support science, technology, engineering, and math (STEM) learning experiences across all age levels.
- Deepen collaboration with Berkeley Unified School District. The District educates more than 9,400 students in 11 public elementary schools, 3 middle schools, one comprehensive high school, and one alternative high school. The district has 3 preschool facilities and an Adult School serving several thousand students.
- Lead staff and library stakeholders through transitions by implementing change management strategies.
- Oversee five dynamic and newly updated facilities.

RECENT ACCOMPLISHMENTS

- Ground broken on Central Library interior improvements, including creation of a new, dedicated teen space; creation of additional quiet study areas and seating options; and updated service desks, shelving areas, lighting, and flooring.
- Implemented updated print and time management technology to improve user experience of public computers.
- Identified opportunities for increased self-service laptop lending options at all facilities (currently implemented at two branches).
- Expanded service hours, collections, and programming opportunities at the Tool Lending Library.

IDEAL CANDIDATE

The Board of Library Trustees is seeking an experienced and visionary leader who values transparency, equity, inclusion, and open, honest communication. The successful candidate will demonstrate outstanding communication and interpersonal leadership skills and foster a team environment through collaboration and respectful management. The new Director will think strategically and makes sound decisions. The ability to effectively lead and manage change and address short-term challenges while maintaining a long-term vision are sought. Additional characteristics identified through extensive stakeholder engagement include:

- A genuine people person and humble leader
- Appreciates and values the professionalism and expertise of staff
- Envisions technology and innovation as a complement to human knowledge and interaction
- Embraces visibility and the opportunity for community, staff, and union input, collaboration and outreach
- Committed public servant who understands the necessity for political astuteness
- Respects the history of the library and builds on the past to prepare for the future
- Has knowledge of current trends and best practices in libraries

Accolades

- Designated a four-Star library three years in a row by *Library Journal*
- Being one of the first California public libraries to go fine free
- Issuing Easy Access Library Cards for unhoused patrons
- Being the first in California to develop a culinary tool lending library collection

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EDUCATION AND EXPERIENCE

Equivalent to graduation from a college or university with a Master's degree in Library Science or a closely related field and eight (8) years FTE of management, supervisory or administrative experience which has included at least four (4) years FTE of administration of library programs and services and four (4) years FTE of supervising professional staff through subordinate supervisors. Urban Public Library experience is highly desired.

COMPENSATION

The annual salary range for this role is **$162,240 - $223,050**. The successful candidate's beginning salary will be dependent upon their experience and qualifications. As a City of Berkeley employee, the Director of Library Services receives an attractive benefit package that includes:

- **RETIREMENT**
  City employees are included in the California Public Employees Retirement System (CalPERS). Retirement formula is either 2% at age 62, or 2.7% at age 55 depending on the individual's eligibility. Employees are vested in CalPERS after 5 years of full-time service. A new employee's contribution to CalPERS will range from 8%-15.25% depending on membership in CalPERS or a reciprocal retirement plan
- **SUPPLEMENTAL RETIREMENT INCOME PLAN (SRIP)**
  The City contributes 6.7% of the employee's salary (up to a maximum annual salary of $32,400) into a 401(a). The City is not a member of Social Security, therefore only the Medicare portion is deducted from employees' salaries.
- **MEDICAL PLANS**
  The City offers a choice of a Kaiser HMO Plan or Sutter Health Plus Plan. The City contributes up to the full family premium for the Kaiser HMO Plan. Employees pay additional premium costs if they choose the Sutter Health Plus Plan. Employees who have medical coverage under another plan may choose to waive City-provided medical coverage and receive a monthly stipend.
- **DENTAL PLAN**
  The City provides group dental benefits through Delta Dental Plan of California. The City contributes up to the family coverage for the plan, which covers 90% of the dental charges up to $3,000 annually per person. Orthodontic benefits are offered at a $3,000 lifetime maximum per person. Employees who have dental coverage under another plan may choose to waive City-provided dental coverage and receive a monthly stipend.
- **SICK LEAVE**
  Twelve days of paid sick leave earned annually.
- **VACATION**
  Vacation is accrued at the following annual rate: Two weeks per year for the first two years; Three weeks in years 3 – 5; Four weeks in years 6 – 17; Five weeks in years 18 – 24; Six weeks in 25 years and after.
- **HOLIDAYS**
  Thirteen regular holidays and three floating holidays annually.
- **ADMINISTRATIVE LEAVE**
  Certain classifications that are not eligible for paid overtime receive 50 hours of Administrative Leave annually.
- **RETIREE MEDICAL COVERAGE**
  The City pays a portion of the medical premiums of the retiree and eligible spouse or domestic partner based upon years of service. Requires at least 8 years of CalPERS service with the City and is at least age 55.

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APPLICATION AND SELECTION PROCEDURE

This position is open until filled with a first résumé review date of Friday, April 24th. To be considered for this exceptional career opportunity, submit your résumé, cover letter, and a list of six work-related references (two supervisors, two direct reports and two colleagues, who will **not** be contacted in the early stages of the process). Résumé should reflect years **and** months of employment, beginning/ending dates as well as size of staff and budgets you have managed.

Please go to our website to submit your application: https://secure.cpshr.us/escandidate/JobDetail?ID=618

CPS HR CONSULTING

For further information, contact:
Pam Derby
Susan Hildreth
CPS HR Consulting
(916) 263-1401
E-mail: pderby@cpshr.us
E-mail: shildreth@cpshr.us
Website: www.cpshr.us

Résumés will be screened in relation to the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by the consultants. Candidates deemed most qualified will be referred to the Board of Library Trustees. Selected candidates will be invited to participate in further interview and selection activities. An appointment will be made following comprehensive reference and background checks.

Management Partners

December 30, 2021

Ms. Wendy Lang
Director of Human Resources
Douglas County
1594 Esmeralda Avenue
Minden, NV 89423

Dear Ms. Lang:

The search for a new leader is always important, but finding exactly the right person to serve as Douglas County Library Director at this time is especially crucial to the future of the organization. The Library is seeking a Director who can unify stakeholders, focus on community and patron needs, collaborate by communicating needs and managing change, and use data to deliver high-quality services. The new Director must build on the Library's recent organizational assessment and help the organization with strategic planning. It is a position that will require a unique blend of skills and sensitivity.

Management Partners' recruiters have decades of experience working in local government, so they understand the demands of the position, the goals of governing bodies, and the context in which the search is taking place. They seek first to understand the position, the community and the organization, then draw on our extensive networks of local-government professionals to find the best candidates, and finally to help decision-makers select the right person for the role. Our recruitment practice is built on understanding the importance of "best fit" for the organizational culture and the leadership qualities that meet the current and anticipated needs of the organization.

Several other qualities distinguish Management Partners' executive search services. Our pool of associates reflects our client base, and we use our national networks to identify qualified candidates and vet them through the lens of the Library's unique traits. We work with you to establish a schedule that will meet your requirements, and we are able to support the Library and the preferred candidate even after the selection process to ensure a smooth transition. And our team includes recruitment specialists as well as a library subject-matter expert, to ensure a variety of perspectives leading to optimal results.

WHO WE ARE

Management Partners helps local governments across the U.S. strengthen their organizations through talent recruitment and team development.

Founded: 1994
Associates: 100+
Clients to date: 1,000+ local governments in 44 states
Projects completed: More than 1,700

Services offered:

- Executive Recruitment
- Executive Coaching
- Executive Performance Assessment
- Organization Assessments
- Organization Development
- Performance Management
- Process Improvement
- Strategic and Business Planning
- Service Sharing and Service Consolidation
- Management Services
- Financial Planning, Budgeting and Analysis

Our approach to each executive search is individually planned and executed to ensure your needs are met and you have an excellent pool of candidates from which to choose. We work with you to articulate the core values of your organization and the key issues to be addressed when recruiting a new person.

We recruit proactively. Our work assisting local governments across the U.S. gives us a trusted and respected national presence through the clients we serve and the skills and contacts of our staff. This perspective is a particular strength as we work to bring highly qualified candidates to your organization. We believe that thoughtful, intentional outreach, tailored to each search, is the key to success in executive recruitment.

We get results. We will complete a search to your satisfaction regardless of the time and effort required.

We guarantee our work. If the person you hire does not work out within a year, we will reopen the search and assist you in replacing the person for no additional professional fee. Should this unlikely situation occur, we would expect to only be reimbursed for out-of-pocket expenses for advertising and related costs.

PLAN OF WORK

Based on our experience and our understanding of the needs of Douglas County Library, we have prepared the following plan of work. We expect to refine the following framework to address your specific circumstances and preferences.

Activity 1 – Develop Search Strategy

Management Partners begins each search by asking the question, "How would you know five years from now that you had hired the right person?" We need to understand both the explicit and implicit standards of the organization.

To answer this important question, we will meet with the Library Board of Trustees, Library staff, leaders of the Friends of the Douglas County Library, and other stakeholders recommended by the Board of Trustees to understand the duties and responsibilities of the position, minimum qualifications, evaluation criteria and other important qualities and characteristics essential to success in the position. We want to understand the culture and the strategic goals that the organization has for the new Library Director.

At the conclusion of these interviews, we will prepare a comprehensive and visually appealing position brochure for your review, modification, and agreement prior to beginning the search. This profile will identify the Library's needs, the strategic challenges of the position as well as the personal and professional characteristics of the ideal candidate. This document drives the recruitment and enables us to focus our efforts on candidates who will be most able to do the job.

Management Partners will then identify how we will contact individuals who could best meet the requirements established in the position profile. We start with the premise that we want to attract the best people in the field, regardless of whether they are looking for a new job.

The strategy will identify target networks and organizations as well as communication methods for reaching outstanding candidates and those who could recommend professionals we should contact for the position. We use a wide variety of sources including professional association networks, LinkedIn, websites and industry publications, resources from past consulting assignments, and targeted networking. As with all our recruitments, the strategy includes specific organizations and networks for reaching women and minority candidates who would be outstanding individuals for the position.

Schedule: Weeks 1-3

Activity 2 – Conduct a Comprehensive Recruitment Campaign

We will canvass our networks to identify candidates who will be most able to do the job and distribute the brochure to qualified professionals and those who could refer qualified individuals to us. We will also be-placing targeted advertisements and electronic postings in appropriate media. We will make direct personal contact with those we believe would be a best fit for your position. We will use the written profile and other materials that describe the opportunity to help us persuade those most qualified to consider the position.

Management Partners will screen the resumes of all candidates, looking for the experience and skill sets that most closely meet the requirements of the position. We will conduct preliminary interviews through video or telephone with the most qualified candidates. Through these interviews we learn the individual's reason for being interested in your position, whether they have encountered challenges similar to those in your organization, and what the candidate believes they would bring to your position. We also obtain compensation history and reference information. Internal candidates (current employees) will be screened using the same standards by which external candidates are evaluated. We use a competitive assessment process that consists of evaluating each candidate against the field in terms of their ability to meet the challenges of the position.

As your representative for the recruitment process, we take steps to ensure that your reputation is preserved by ensuring courtesy and confidentiality in our communications throughout. For the top candidates, we then talk with professional references with whom they have worked (including those they have supervised and those who have supervised them).

Schedule: Weeks 3-10

Activity 3 – Facilitate the Selection Process

We will meet with the hiring manager and/or others as designated to discuss the candidates recommended for further consideration. During the meeting we will review the resumes, discuss the results of our preliminary interviews, and determine which individuals you are interested in inviting for interviews.

We will prepare an interview guide that contains information about each of the persons to be interviewed. We will be prepared to support the interview process to the extent you desire, including sample questions for Library representatives to ask candidates and facilitating the interview process. This may include structuring an out-of-town candidate's visit to enable him/her to gain more comfort

with the attractions and challenges in your community and to give you a second and deeper chance to examine the candidate.

We will also conduct education, certification, credit, and criminal background checks (each going back five to seven years) to confirm the strength of their credentials for the position. We do this using a contractor with the technical ability and legal authority to conduct these investigations.

Schedule: Weeks 11-17

Optional Post-Recruitment Activities

The first year of a new leader's tenure is a crucial time for both the leader and the organization. To encourage growth and positive change, we offer the following supplementary services:

- ***Six-month check-in:*** A facilitated check-in six months after the new Director's start is a helpful way for the Board of Trustees and the Director to discuss progress, goals and vision. It is usually structured as a half-day session and can form the basis for later performance evaluations.
- ***Executive coaching:*** Coaching can help improve communication, leadership, prioritization, and other skills needed for peak performance.
- ***Performance evaluation plan:*** An annual performance review facilitated by a third party engages the governing body and the manager in constructive dialogue that allows priorities to be articulated, promotes consensus, provides valuable feedback and strengthens the council/ manager relationship.

OUR EXPERIENCE

Management Partners specializes in assisting local government organizations and provides quality executive recruitment for higher-level public-sector professionals. We will be happy to provide contact information for any of our past clients. Below we have included six recruitments we conducted for two organizations in which the placed candidates have remained with the organization for at least five years.

Midpeninsula Regional Open Space District

Stefan Jaskulak, CFO/Director of Administrative Services (hired 2015)
Jason Lin, Engineering and Construction Department Manager (hired 2015)

Contra Costa Transportation Authority

Linsey Willis, Director of External Affairs (hired 2013)
Irene Ortega, Accounting Specialist (hired in 2013, promoted into this position)
Stephanie Hu, Director of Projects (hired in 2014, promoted into this position)
Tarienne Grover, Director of Administrative Services/Clerk of the Board (hired in 2016, promoted into this position)

We are also quite familiar with the requirements of libraries, having worked on the following recent library projects:

Chula Vista, California *Library Organization Review*
El Segundo, California *Service Alignment between Library and Parks and Recreation Departments*
Miami-Dade County, Florida *Library Services (two studies)*
Pacific Library Partnership *Strategic Plan Implementation Assistance*
Pleasanton, California *Library Strategic Plan*
Region 2000 LGC *Regional Libraries' Operational Analysis*

Salt Lake City, Utah *Library Performance Audit*
San Joaquin Valley, California *Strategic Planning, Evaluation of Services, Return on Investment Analysis*
San Jose, California *Library Fines and Fees Study*
San Rafael, California *Service Integration between Library and Community Services Departments*
Santa Barbara County, California *Library Consulting Services*
Santa Clarita, California *Library Service Sharing*
Santa Maria, California *Library Facilitation Services*
Truckee, California *Library Management Feasibility Study*
Ventura County, California *Library System Benchmarking Study*

COST

Management Partners will charge a flat fee for providing these services that includes our team's normal direct expenses. The fee for the recruitment support is $24,900. Given the current public-health crisis, we are prepared to conduct as much of this recruitment remotely as needed using Zoom, Microsoft Teams and other tools. Our budget includes a two-day trip to Douglas County to be onsite during the interview process. Our fee will be billable in three installments, the first at the beginning of the screening process, the second when the pool of candidates is delivered, and the final installment when the successful candidate is appointed. Advertising expenses and background checks will be billed to the Library at cost.

CONCLUSION

We appreciate the opportunity to submit this proposal. Management Partners has the experience, the professional talent, and the commitment to quality necessary to successfully complete this recruitment for the Douglas County Library. Our team looks forward to discussing our approach and qualifications with you in more detail. Please let me know if there is any other information we may provide.

Sincerely,

Jerry Newfarmer
President and CEO

OUR TEAM

Donna Peter and Nancy Hetrick will serve as lead recruiters, with support from library expert Jane Light and analyst Jennifer Tonnis. Their qualifications are summarized below.

DONNA C. PETER

Donna C. Peter, Special Advisor, has been a key staff member on recent executive recruitments, organizational performance reviews, analysis of gaps in service, identification of management deficiencies and assessment of staffing and service needs. She is adept at organizational problem analysis, evaluating staff performance and identifying training and development needs. She is skilled at creating training programs reflective of an organization's goals, conducting leadership and management classes, engaging stakeholders and facilitating focus groups.

Experience

Donna has more than 25 years of experience in local government management. Twelve of those years were with the City of Santa Monica, where she was the Employee Relations Manager and Director of Human Resources and worked with Santa Monica's county-wide transit system, the Big Blue Bus. She also was the creator of the Santa Monica Institute, an internal training unit that provided ongoing training to an organization of over 2,000 employees.

Expertise

With Management Partners, Donna has developed expertise in executive recruitment, organizational problem analysis, staffing and services assessment, position analyses, strategic plan development and benchmarking analyses. Her recent recruitments include assignments for the California cities of El Segundo and Huntington Beach.

Education

Donna completed her master's degree in Business Administration at California State University, Fresno with an emphasis in Human Resources. She also holds bachelor's degrees in Social Welfare and Child Development from California State University, Chico.

Other

Donna served as president of the League of California Cities, Personnel and Employee Relations Department and as a member of the Webinar and Training Committee for the Association of Workplace Investigators. She has a certification from the Los Angeles County Bar Association in mediation.

NANCY N. HETRICK

Nancy Hetrick, Vice President, has over 20 years of local government experience as a consultant and practitioner. She leads projects for cities, counties and special district across California in organizational improvement, training, teambuilding, strategic planning and performance management.

Relevant Projects

Nancy oversees all of Management Partners recruitments in the western United States and directly manages a majority of the work associated with them.

Expertise

Her areas of interest and expertise include coaching and talent development; organizational succession planning; executive recruitment, performance management, strategic planning, organizational effectiveness, and facilitated problem-solving/process improvement. Nancy is especially skilled at working with teams to improve their effectiveness, working collaboratively with the client to address the most important issues in an engaging and productive manner.

Experience

Nancy began her career in the nonprofit sector and then worked for Norman Roberts and Associates, a professional executive recruitment firm. She joined Management Partners in 1996 and spent five years assisting with a variety of city and county projects, including developing and implementing performance measurement systems and conducting organization and process improvement projects. She gained a particular expertise in developing performance measurement systems and served as a primary trainer the International City/County Management Association (ICMA) Center for Performance Measurement.

In 2001, Nancy accepted a position in the County Manager's Office in San Mateo County. As a principal management analyst, Nancy oversaw criminal justice assignments, including budget, performance and special projects, and led a countywide performance management effort. Nancy developed and conducted countywide training, facilitated planning and performance work sessions, and led efforts to strengthen the linkage between program performance and priorities and the County's Shared Vision. Nancy returned to Management Partners in 2006.

Education

Nancy earned a bachelor's degree in political science, with an emphasis in public administration, from California State University at Chico. She completed coursework toward a master's degree in public administration from California State University at San Francisco and is certified in several assessment instruments, including the Myers-Briggs Type Indicator (MBTI), DiSC, and CPI260 and has utilized other tools such as the Whole Brain and StrengthFinders to meet specific client needs.

Other

Nancy was president of the Municipal Management Association of Northern California in 2006. In 2007, she founded and chaired the first annual MMANC Women's Leadership Summit and remains actively involved by delivering talent development workshops and facilitating the Board's annual planning retreat. She is the Cal-ICMA Talent Development Initiative co-chair and she is a member of ICMA.

JANE LIGHT

Jane Light, Special Advisor, uses her more than 30 years of local government and regional and local library management experience to help library clients improve their organizations.

Relevant Projects

Jane has worked on strategic plans for the Pleasanton Library and the San Joaquin Valley Library System, as well as on the Region 2000 Local Government Regional Libraries' Operational Analysis, the Salt Lake Library Performance Audit, Santa Clarita Library Service Sharing, Santa Maria Library Facilitation Services, a consulting services project for the Santa Barbara County Library and a management feasibility study for the Truckee Library.

Experience

Jane was library director of the City of San Jose Public Library for 15 years. She was instrumental in designing the Dr. Martin Luther King, Jr. Library and in developing its operational plans, policies, and procedures. This one-of-a-kind library serves as the San Jose State University Library and as the City of San Jose's Main Library and system headquarters. After the King Library opened, she co-managed the 475,000 square foot library with the SJSU Library Dean. In 2004, San Jose Public Library, together with its partner San Jose State University Library, was named "Library of the Year" by *Library Journal*. The award recognizes innovation, a high level of service, and programs that can be replicated by other libraries.

Jane oversaw the development of San Jose's Branch Facilities Master Plan that led to a $212 million library bond measure in 2000. The bond measure funded six new libraries and the replacement of 14 branch libraries. She partnered with the City's Department of Public Works to deliver the projects within budget. She also led the City's successful effort in 2004 to pass a library parcel tax to provide dedicated funding to supplement the general fund budget.

Jane was the director of the Redwood City (California) Public Library prior to her appointment in San Jose. That library was named by *Library Journal* as its first national "Library of the Year" in 1992. She served as assistant city manager in Redwood City for several years concurrently with her appointment as library director. She was also director of the Peninsula Library System and a program manager at the California Library Authority for Systems and Services. Jane has also consulted with architectural firms and public libraries on library building planning and design.

Expertise

Known for developing innovative, efficient and effective library services and programs, Jane is the only person to direct two libraries named "Library of the Year" by *Library Journal*. She has held leadership positions in several professional associations and is a frequent presenter at conferences and workshops about innovation, library building design, library partnerships and public library best practices. She leads and facilitates professional development programs for library executives and middle managers for the Pacific Library Partnership.

Other

Jane was the 2012 California Library Association's Member of the Year and the 2004 recipient of the Public Library Association Charlie Robinson Award and received the American Institute of Architects California Council Client Achievement Honor Award in 2001. She holds a bachelor's degree from Sacramento State University and a master's in library science degree from University of California, Berkeley.

JENNIFER TONNIS

Jennifer Tonnis, Senior Management Advisor, rejoined Management Partners in 2019 where she had previously served as a management advisor for several years.

Experience

With over ten years of experience, Jennifer has worked with city and county governments, managed non-profit organizations, and held key roles in political campaigns.

Local governments have utilized her knowledge and skills in assessing organizational structures to identify areas of potential development with a goal of achieving better efficiency and developing effective organizational cultures. Jennifer's background also includes work with cities in budgetary crisis by identifying strategies to address fiscal imbalance.

Within the nonprofit sector, Jennifer has managed multiple aspects of fundraising, communications, marketing and organizational development. Her early career was focused on fundraising for national nonprofit organizations and since 2015, she has served as a founding board member to a Silicon Valley based nonprofit organization promoting science, technology, engineering, and mathematics (STEM) education in underrepresented communities. There she has had the opportunity to collaborate with local leaders to develop an all-volunteer group to assist a professionally managed organization.

Education

She holds a bachelor of arts degree in cognitive psychology from Mount Holyoke College and a master's in public administration from San Jose State University.

Other

Jennifer lives and works in downtown San Jose and as a civically engaged person, she joined two political campaigns in her city. She first served as the research director for a mayoral campaign and then as a campaign manager for two local measures. Both experiences allowed her to better understand the political aspects of local government.

In addition to her professional work, she has lived in the United Kingdom and traveled the world constantly intrigued by new cultures and always seeking innovation and efficiency in local government.

Ralph Andersen & Associates
A Tradition of Excellence Since 1972

5800 Stanford Ranch Road
Suite 410
Rocklin, California 95765
916.630.4900

December 30, 2021

Chairperson Bonnie Rogers
and Members of the Board of Trustees
Library Board of Trustees
Douglas County Public Library
1625 Library Lane
Minden, Nevada 89423

Via Email: wlang@douglasnv.us

RE: Library Director Recruitment

Dear Chairperson Rogers and Members of the Library Board of Trustees:

Ralph Andersen & Associates would be honored to assist the Douglas County Library Board of Trustees in identifying the next Library Director. We are formally submitting a proposal to provide executive search services. We understand that the County previously conducted this search unsuccessfully in recent months.

Douglas County will have Mr. John Slaughter, Senior Consultant with Ralph Andersen & Associates, as the Project Director on this important search effort. We believe that we would be able to attract a strong field of candidates. Important to note, Mr. Slaughter, as a former county manager, brings extensive knowledge and more than 33 years of hands-on experience working with counties and hiring top quality staff. Specific to Douglas County's needs, during his tenure as Washoe County Manager, Mr. Slaughter provided managerial and fiscal oversight to the library system within Nevada's second most populous county.

Mr. John Slaughter, Project Director, will be the contact person with the County. Mr. Slaughter is currently based in Texas, but can be reached as follows:

Mr. John Slaughter
Senior Consultant
Ralph Andersen & Associates
5800 Stanford Ranch Road, Suite 410
Rocklin, California 95765
office (916) 630-4900
fax (916) 630-4911
cell (775) 303-6503
email john.slaughter@ralphandersen.com

If selected to conduct the Library Director search for the County, kick-off activities and client review meetings will be enabled using Zoom video technology to address a quick start on this search engagement. If desired by the County, with appropriate social distancing practices in place, candidate interviews will be conducted in-person.

Ralph Andersen & Associates has been providing practical, responsive executive search and management consulting services to the local public sector and related industries since 1972. With each new assignment, we earn our reputation as the nation's premier local government consulting organization.

We have all the advantages of a large firm – extensive resources, collective knowledge in our markets, and are an extremely capable, high performance 17-member search team – with a long-term, proven, and verifiable track record of exceeding our clients' expectations. At the same time, we remain a small privately owned company with a personal service philosophy that is extremely responsive to our clients.

Although many of these assignments are not recent (other than Madera County and the cities of Goleta and Santa Barbara), Ralph Andersen & Associates has conducted the following library related recruitments:

- Goleta, CA
  - Library Director (2018)
- Lee County, FL
  - Library Director (2005)
- Madera County, CA
  - Library Director (2020)
- Port Arthur, TX
  - Library Director (Backgrounds) (2005)
- Richmond, CA
  - Various Library & Recreation Positions (2006)
- Santa Barbara, CA
  - Assistant Library Director (Partial Search) (2017)
- Yolo County, CA
  - County Librarian (2006)

Ms. Heather Renschler, President/CEO, and Mr. Robert Burg, Executive Vice President, are both stockholders in the firm and, as such, are able to bind the firm.

Thank you very much for your consideration of this Proposal. Mr. Slaughter may be reached at (916) 630-4900, more directly on his cell number at (775) 303-6503, or via email at john.slaughter@ralphandersen.com.

Respectfully Submitted,

Heather Renschler

Heather Renschler
President/CEO

Ralph Andersen & Associates
A Tradition of Excellence Since 1972

5800 Stanford Ranch Road
Suite 410
Rocklin, California 95765
916.630.4900

Search Team

The reputation of the search firm and personal commitment of the recruiters define the difference between the success and failure of any given recruitment. Ralph Andersen & Associates' search professionals are acknowledged leaders in the field and possess a broad range of skills and experience in the areas of local government management, executive search, and related disciplines. Only senior members of Ralph Andersen & Associates are assigned to lead search assignments, ensuring that their broad experience and knowledge of the industry is brought to bear on our clients' behalf.

Douglas County will have Mr. John Slaughter, Senior Consultant with Ralph Andersen & Associates, as the Project Director and lead consultant on this engagement. Ms. Heather Renschler, President/CEO of Ralph Andersen & Associates, will assist Mr. Slaughter with candidate identification and outreach. Members of the Douglas County project team will have access to Mr. Slaughter by cell phone, email, and videoconference. Mr. Slaughter commits to returning phone calls by end of the business day and emails within 24 hours. Additionally, Mr. Slaughter will have all the resources and full support of our firm fully dedicated to ensuring the highest quality outcome during this important recruitment process.

Mr. John Slaughter, Project Director

Now based in Texas, Mr. Slaughter, Senior Consultant, is available to lead and conduct a full-range of recruitments throughout the nation, with specific emphasis on the Western States and Southwestern Region. Mr. Slaughter brings 33 years of local government experience to Ralph Andersen & Associates, most recently serving as County Manager of Nevada's second most populous county where he was responsible for oversight of the county's $634 million budget, providing the full range of county, municipal, regional, and inter-county services through 24 departments and 2,700 employees. Mr. Slaughter had direct responsibility for county finances, human resources, information technology, public works, community development, and parks, as well as coordinating with elected and commission appointed department heads responsible for criminal justice, social services, public health, fire protection, and other aspects of county services. Mr. Slaughter recruited and hired department directors in all areas of county government and is recognized for his ability to recruit, develop, and retain high performing teams.

During his tenure in county government, Mr. Slaughter facilitated countywide information technology planning projects, jail overcrowding studies, fire protection studies, emergency medical services studies, studies of flexible staff scheduling, employee award programs, and team building. He has provided direct oversight and project vision to several programs recognized by the National Association of Counties in strategic planning, land use planning, elected official orientation, employee engagement and recognition, and organizational effectiveness.

Mr. Slaughter has extensive experience working with elected officials at all levels of government, including serving 12 years as the county's liaison at the Nevada Legislature, where he coordinated legislative affairs activities and provided expert testimony related to all aspects of county government to numerous legislative committees and commissions.

Mr. Slaughter holds a Bachelor of Science degree in Sociology and Anthropology from Emporia State University, and a Master of Urban Planning degree from the University of Kansas. He has also received the Continuing Education Certificate in Public Management from the University of Nevada, Reno. He is a member of the American Planning Association (APA), the American Institute of Certified Planners (AICP), and the International City/County Management Association. Additionally, Mr. Slaughter maintained his AICP Certification throughout his public service career and has

been extensively involved in economic development projects of significant size and complexity as well as major capital projects.

Ms. Heather Renschler

Ms. Renschler has been with Ralph Andersen & Associates for more than 36 years and is the firm's President/CEO. Ms. Renschler has overseen the recruitment practice of Ralph Andersen & Associates for the last 24 years and, as a result, is often involved with recruitments on a national scale and those of a highly sensitive and critical nature. She is experienced at working with boards, city councils, staff members, and selection committees in the recruitment and selection process.

Ms. Renschler has extensive experience in conducting public sector recruitments and, as a result, has developed a network of contacts and potential candidates on a national basis. Ms. Renschler has had significant involvement in utility related searches over an extended period of time, and as a result, has an extensive network from which to attract potential candidates.

Ms. Renschler has been involved in all of the library searches conducted by the firm in the last few decades and also has an extensive list of county related positions that she has served as the lead search consultant.

Prior to joining Ralph Andersen & Associates, Ms. Renschler had extensive private sector experience in the areas of construction management, health care, and public accounting.

Ms. Renschler attended the University of Toledo and majored in Accounting and Journalism and obtained a Bachelor's degree in Public Administration from the University of San Francisco.

Paraprofessional and Support Staff

Paraprofessional, graphics, and support staff will provide administrative support to the consultant team on recruitment assignments. These may include Ms. Diana Haussmann, Ms. Christen Sanchez, Ms. Hannah Jones, Ms. Karen AllGood, Ms. Tina Keller, and Ms. Teresa Heple.

Experience / Qualifications

History of the Firm

Ralph Andersen & Associates is a California Corporation and is not a subsidiary nor does it have any subsidiaries. Contact information for the Corporate Office is 5800 Stanford Ranch Road, Suite 410, Rocklin, California 95765; telephone: (916) 630-4900; fax: (916) 630-4911; website: www.ralphandersen.com; email: info@ralphandersen.com. Ralph Andersen & Associates has more than 49 years of experience conducting executive recruitments for a variety of public sector agencies. The firm currently has 17 employees.

Ms. Heather Renschler, President/CEO, and Mr. Robert Burg, Executive Vice President, are both stockholders in the firm and, as such, are able to bind the firm.

Ralph Andersen & Associates serves a nationwide clientele through its Corporate Office in the area of Sacramento (Rocklin), California. Through its network of professionals associated with the firm, Ralph Andersen & Associates also provides services to municipal clients throughout the United States.

Our staff of professionals and support staff include acknowledged leaders in their respective fields. Supplementing their extensive consulting backgrounds, our senior executives all have personal, hands-on executive experience in the operation of public agencies and private businesses.

Range of Services Offered

Ralph Andersen & Associates specializes in the following primary service areas: executive search, management consulting, and human resources consulting.

- **Executive Search** – At Ralph Andersen & Associates, there's always an entire team behind every recruitment assignment that we undertake. Our multi-disciplinary approach takes the best ideas in executive recruiting and creates innovative ways to get the right candidates for clients. When you retain Ralph Andersen & Associates, you get our team's collective support and expertise working together to achieve your organization's objectives. The firm has conducted executive searches for large and small organizations throughout the nation. In addition to conducting searches for city manager and other chief executive officer positions, Ralph Andersen & Associates has successfully completed searches in every area of municipal service. Ralph Andersen & Associates believes the most important element of a successful executive search is to listen carefully to what our clients are looking for in terms of candidate experience and qualifications. Using these client-focused guidelines, candidate identification is undertaken through marketing and personal outreach.

- **Management Consulting** – Ralph Andersen & Associates helps organizations improve their performance potential with a range of management consulting services. The types of services provided by the firm include management and performance audits, organizational analyses, productivity improvement analyses, agency and service consolidation assessments, specialized financial management including debt restructuring and organizational problem solving. In addition to providing these services to entire organizations, the firm often conducts management consulting engagements that are focused in a specific service area such as public safety, city management, finance, public works, community development, and other major service areas. Ralph Andersen & Associates treats every management consulting engagement as unique. This approach means we will assemble a consulting team comprised of consultants with the specific talents and experiences needed to successfully achieve the client's objectives. Our team of experienced consultants perform complex analyses and recommend solutions that are practical and most importantly, are capable of being implemented by our clients.

- **Human Resources Consulting** – The firm provides a full range of contemporary human resources consulting including classification studies, compensation studies, benefits analysis, pay plan development, executive pay, and pay for performance. Key staff have proven success in working with labor groups and elected officials in identifying solutions and solving challenging problems. Services also include expert witness services for mediation and arbitration hearings. Our approach to consulting services is characterized by proven methods, extensive data collection, accurate analysis, and effective communication and messaging.

Relative Recruitments

As previously noted, the firm has a long history of working with and supporting county government. The following library related recruitments have been conducted by Ralph Andersen & Associates:

- Goleta, CA
  - Library Director (2018)
- Lee County, FL
  - Library Director (2005)

- Madera County, CA
  - Library Director (2020)
- Port Arthur, TX
  - Library Director (Backgrounds) (2005)
- Richmond, CA
  - Various Library & Recreation Positions (2006)
- Santa Barbara, CA
  - Assistant Library Director (Partial Search) (2017)
- Yolo County, CA
  - County Librarian (2006)

Project Approach / Methodology

Our Understanding of the Assignment

Douglas County desires assistance in the identification and recruitment of a highly qualified group of candidates for the position of Library Director. In particular, the Library Board of Trustees will want a firm with the professional experience to clearly assess the County's needs and formulate a strategy to deliver quality results.

At Ralph Andersen & Associates we believe that gaining a complete understanding of our client's specific objectives and priorities is essential prior to launching any search assignment. This process includes the identification and incorporation of a variety of important details such as the candidate's desired skills and experience as well as the critical soft skills related to temperament, personality, management philosophy, and other factors that will ultimately determine the candidate's fit with the organization.

We begin each search by working closely with the County, specifically in Douglas County with the Library Board of Trustees, county staff and, when appropriate, the community to ensure a complete picture of the desired candidate pool is developed. Our team-oriented approach matched with this 360-degree perspective means we ensure that a complete understanding of the organization's mission and culture translates into those specific traits and characteristics necessary to ensure the selected candidate is successful in the position.

We anticipate that the County will expect aggressive, personalized outreach to identify a diverse and highly qualified applicant pool and a selection process that includes comprehensive candidate reports based on thorough reference and background checks. We will begin with fully detailed profiles of the desired candidate's characteristics and build a recruitment strategy that is tailored to meet the County's specific needs. The resulting outreach and advertising campaign will incorporate the extensive use of personal outreach to recruit a diverse and highly qualified group of candidates.

Our Approach to the Recruitment Process

The successful search process relies heavily on person-to-person contact to identify outstanding potential candidates and, in the evaluation phase, to gain a complete understanding of the background, experience, and management style of the top candidates. Our approach includes:

- Extensive ***personal outreach,*** via telephone or video, to qualified candidates within Nevada, the Western Region, and the nation.
- A ***marketing strategy*** that uses selected advertising to supplement the extensive candidate identification process using the Internet and using the firm's vast network of professional contacts.

- A ***screening process that narrows the field of candidates*** to those who most closely match the needs of the County and is based on ***preliminary research and telephone interviews*** with the top candidates.
- ***Delivering a product in the form of a search report that recommends the top group*** of candidates and provides the Library Board of Trustees with detailed information about their backgrounds and experiences.
- Assistance during the final interview and the selection process.
- Being available, as needed, to assist with the negotiation and development of an employment agreement during the final stages of the process.

Search Work Plan

We approach every search with a sense of excitement and urgency and we always "hit the ground running." That means that when the County gives us notice to proceed, we kickoff the process immediately – working closely with the Library Board of Trustees, key County Staff, and others as requested, to identify the key characteristics and professional experience desired in the candidate pool. We believe strongly in providing timely client communications and, while we will deliver regular status reports at each stage of the search, our consultants pride themselves in being highly accessible and responsive to all client requests and inquiries.

Given the uncertainty regarding in-person meetings and travel due to the COVID-19 pandemic, meetings will be conducted via videoconference during the recruitment process.

Task 1 – Review Project Management Approach

The Project Director, Mr. Slaughter, will begin work on this project within 10 days (or sooner) after the County provides a contract or, alternatively, an official notice to proceed. The first task will include meeting with the Library Board of Trustees, key County staff, and others, as appropriate, to finalize the recruiting and selection process. This will include a discussion of the project management for this search, review of the work plan, confirmation of timing, and communication methods. Working collaboratively with the Library Board of Trustees and key County staff, this task will result in a more definitive timetable.

As part of our overall approach to this project, the Project Director will deliver regular status reports at each stage of the search. In addition, Mr. Slaughter will be highly accessible and responsive to client and candidate requests and inquiries.

Task 2 – Develop Position Profile

The position profile for the Library Director is the guide for the entire search process. The development of the profile includes the collection of technical information and recruitment criteria.

Technical Information

Mr. Slaughter will meet with the Library Board of Trustees to gain an understanding of the experience and professional background requirements desired in the Library Director. Oftentimes, key staff, community leaders, and other stakeholders are interviewed to help create a broader understanding of the unique aspects of the position. These meetings will also help the Project Director gain an understanding of the work environment and the issues facing Douglas County.

The Organizational Assessment that was recently conducted by Moss Adams, LLP of the Library operations and services between May and September 2021 will be reviewed by the Project Director.

Compensation

If desired, Ralph Andersen & Associates will assist the County in establishing a compensation package for the new Library Director. Ralph Andersen & Associates has conducted hundreds of compensation consulting assignments involving executive positions. Our methods include the collection and analysis of salary and benefit data and/or the use of published survey resources to ensure a competitive compensation package is established.

Recruitment Criteria

The recruitment criteria are those personal and professional characteristics and experiences desired in the Library Director. The criteria should reflect the goals and priorities of the County. Mr. Slaughter will meet with key staff in the County and others, as appropriate, to facilitate the identification and articulation of that criteria.

Subsequent to the development and adoption of the candidate profile, the technical information and recruitment criteria will be documented in an information brochure prepared by the Project Director. The brochure will be reviewed by the County in draft format, revised as appropriate, and published for use throughout the search.

Task 3 – Outreach and Recruiting

This task is among the most important of the entire search. It is the focus of the activities of the Project Director and includes specific outreach and recruiting activities briefly described below.

Outreach

An accelerated outreach and advertising campaign will be developed. It will include the placement of ads in publications such as the National Association of Counties, American Library Association, Arizona State Library Association, and other professional resources. Specific Internet sites related to government will be used as a method of extending the specific outreach in a short period of time.

Additionally, the advertisement and the full text of the position profile (the recruitment brochure) will be placed on Ralph Andersen & Associates' website, which is accessed by a large number of qualified candidates. This method of outreach to potential applicants provides a confidential source that is monitored by many key level executives on an on-going basis.

Candidate Identification

Ralph Andersen & Associates will use their extensive contacts to focus the recruiting effort. In making these contacts, the Project Director will target those individuals who meet the criteria set by the County. Each of the candidates identified through the recruiting efforts will be sent an information brochure. Candidates will also be contacted directly to discuss the position and to solicit their interest in being considered.

Both the outreach and recruiting activities will result in applications and resumes from interested candidates. As they are received, resumes will be acknowledged and candidates will be advised of the general timing of the search process. The following tasks involve the actual selection process, once all resumes have been received.

Task 4 – Candidate Evaluation

This task will be conducted following the application closing date. It includes the following specific activities:

Screening

All of the applications will be carefully reviewed. Those that meet the recruitment criteria and minimum qualifications will be identified and subject to a more detailed evaluation. This evaluation will include consideration of such factors as professional experience and size and complexity of the candidate's current organization as compared to the candidate profile.

Preliminary Research and Internet Review

The research staff of Ralph Andersen & Associates, under the direction of the Project Director, will conduct preliminary research and internet review for those candidates identified as the most qualified as a result of the screening process. This level of research will be done on a limited number of candidates to learn more about each candidate's public profile and related information that is available on the internet.

Preliminary Interviews

The Project Director will conduct preliminary interviews with the top group of candidates identified through the screening and preliminary research and Internet review processes. The interviews are extensive and designed to gain additional information about the candidates' experience, management style, and "fit" with the

recruitment criteria. Interviews will be conducted using video technology or via telephone. No consultant travel for preliminary in-person interviews has been included in this proposal.

The screening portion of the candidate evaluation process typically reduces a field of applicants to approximately five to ten individuals. Those individuals will be reviewed with the Library Board of Trustees prior to proceeding with the individual interviews.

Task 5 – Search Report

After completing Task 4, all documentation will be supplied to the County electronically. No hard copies will be supplied to the County for any phase of this search engagement. Mr. Slaughter will prepare detailed information for review including resumes uploaded to a file sharing system (i.e., DropBox or Sharefile). Mr. Slaughter will conduct a conference call via Zoom with the Library Board of Trustees or other designated representative to review the search report on the top candidates. The report divides all of the candidates into four groups including 1) the top group of candidates that are recommended to be interviewed by the County; 2) a backup group to the first group; 3) no further consideration group; and 4) lacks minimum qualifications. The search report will include resumes for candidates in both the highly qualified and qualified groups. The results of preliminary research and interviews will be provided in writing to the County. This video meeting will result in a confirmed group of top candidates for the County to further consider.

The results of the Search Report will be a confirmed group of finalist candidates (typically 4 to 5) that the Library Board of Trustees will interview.

Task 6 – Selection

The final selection process will vary depending upon the desires of the Library Board of Trustees. Typical services provided by Ralph Andersen & Associates in the selection process are described briefly below:

- Mr. Slaughter will coordinate the selection process for the finalist group of candidates. All finalist interviews will be done via video using Zoom. This includes handling the logistical matters with candidates and with the Library Board of Trustees.
- Ralph Andersen & Associates will prepare an electronic interview booklet (uploaded to a file sharing program such as DropBox or ShareFile) that includes the resumes and candidate report (with interview comments, preliminary research, and other relevant information about the candidates). In addition, this electronic information will contain suggested questions and areas for discussion based upon the recruitment criteria. Electronic copies of the interview booklet will be provided in advance of the candidate interviews. No hard copies of materials will be provided. Should the County desire hard copies, that will be the responsibility of the County to produce and distribute.
- Mr. Slaughter will facilitate the Zoom Interviews to assist the Library Board of Trustees through the selection process. Important to note, all parties will be using this video technology. This includes all candidate, panel members, and the County. This assistance will include an initial orientation, candidate introductions, and facilitation of discussion of candidates after all interviews have been completed.
- Additionally, verifications will be made on the top two candidates and will include education verifications, Department of Motor Vehicle check, wants and warrants, civil and criminal litigation search, and credit check. Additionally, Ralph Andersen & Associates will verify any stated certifications that candidates may have to verify they are currently in good standing and review any notations on their licenses in the form of any public complaints against the individual. The results of these verifications will be discussed with the County at the appropriate time.
- Reference checks will only be conducted on the top candidate. The results of these reference checks will be discussed with the County at the appropriate time. Should the County require additional reference checks on more than the top two candidates, an additional fee will be added.
- As needed, Mr. Slaughter is available to provide assistance to the County in the final selection as may be desired. This assistance may include providing or obtaining any additional information desired to assist in making the final selection decision.

Task 7 – Negotiation

Mr. Slaughter is available to assist the County in negotiating a compensation package with the selected candidate. This may include recommendations on setting compensation levels.

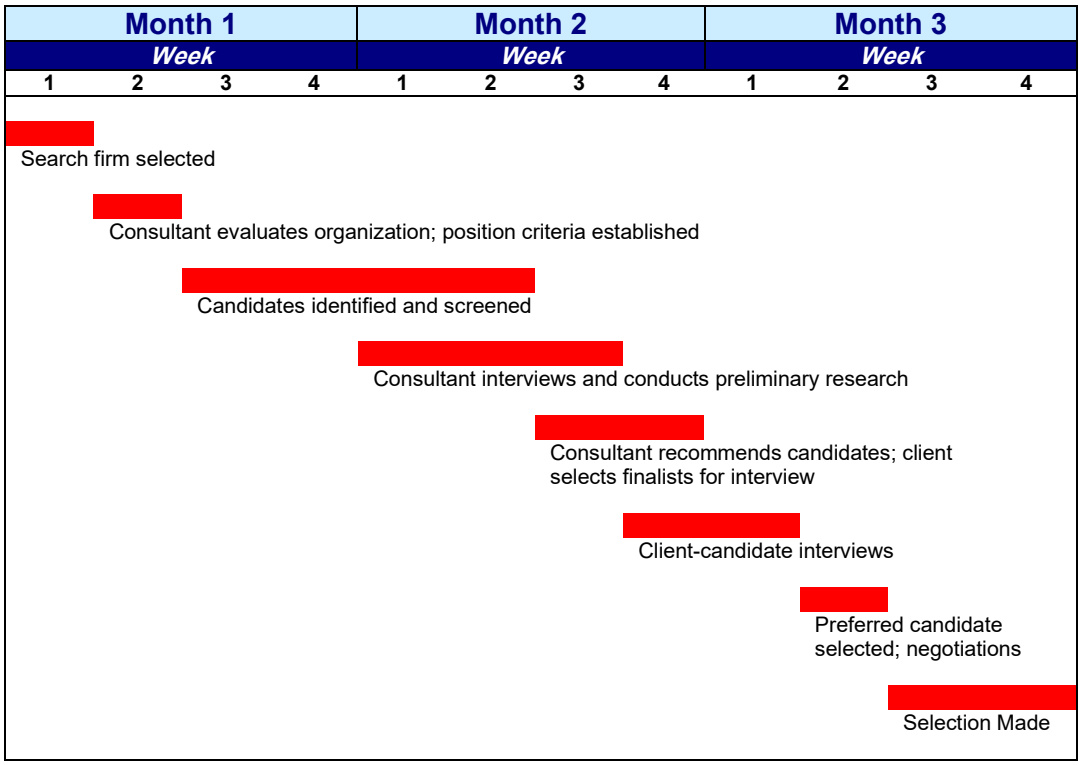
Task 8 – Close Out

After the County has reached agreement with the individual selected for the position, the Project Director will close out the search. These activities will include advising all of the finalist candidates of the status of the search by telephone.

Project Timeline

Ralph Andersen & Associates will complete the search within 90-120 days from the execution of the agreement to the presentation of candidates. Important to note, there may be some degree of unforeseen delay in the process due to the on-going impacts of COVID-19. As a firm, the extensive use of video technology for meetings and candidate interviews has greatly assisted our consultants to continue to meet demanding timelines and achieve successful placements even during a pandemic.

A brief overview of the recruitment schedule is presented below. This schedule does not include transition time by the selected candidate to join the County. For the position of Library Director, oftentimes a 30 to 60-day notice is required for the selected candidate to transition from their current employer to a new organization.



Why Choose Ralph Andersen & Associates?

At Ralph Andersen & Associates, we believe that gaining a complete understanding of our client's specific objectives and priorities is essential prior to launching any search assignment. This process includes the identification and incorporation of a variety of important details such as the candidate's desired skills and experience as well as the critical "soft skills" related to temperament, personality, management philosophy, and other factors that will ultimately determine the candidate's "fit" with the organization.

Our substantial background and understanding of counties make us ideally suited to represent the interests of Douglas County.

We take a multi-disciplinary approach to executive search and the entire process. This is where Ralph Andersen & Associates sets itself apart:

- There's always an ***entire team*** behind every assignment;
- We take a ***multi-disciplinary approach*** to meeting our client's needs; and
- We ***keep commitments***, performing at a level that ***exceeds our client's expectations***.

Our national staff of professionals and support staff include acknowledged leaders in their respective fields. Supplementing their extensive consulting backgrounds, our senior staff all have personal, hands-on executive experience in the operation of public agencies and private businesses.

Project Cost

The recruitment effort for a new Library Director will be a national search process with a focus in Nevada and the Western Region. The review of resumes and qualifications will be conducted on all candidates that submit giving the County the ability to select from a broad field of qualified candidates. The professional services fee to perform this search will be a **fixed fee of $28,500*** for recruitment services and all related expenses.

***Expenses** included in this fixed fee include such items as advertising, consultant interaction (anticipated to be done 100% through video conferencing), clerical, graphic design, research, and long-distance telephone charges. On top candidates, Internet and Lexis/Nexis searches will be conducted. Additionally, education verifications, DMV check, wants and warrants, civil and criminal litigation search, and credit check will be conducted on the top two candidates. Reference checks will be conducted on the top candidate. Should the County desire to conduct reference checks on more than one candidate, a background fee of $1,800 per candidate will be billed in addition to the above stated fees.

As previously stated, Ralph Andersen & Associates is leveraging cloud-based applications to operate in a total virtual environment. All meetings and interviews will be conducted by video (Zoom Technologies), all work products provided to the client will be electronically transmitted (properly organized and tabbed) using either DropBox or ShareFile.

Note – No consultant travel has been included in the above fees due to COVID-19. Should travel be required and advisable (with social distancing involved), travel will be based out of Dallas, Texas (vs. the Sacramento Area Office of Ralph Andersen & Associates) due to the residency of the Project Director , and will be invoiced to the County at cost. Due to COVID, it is anticipated that all meetings, resume review, and finalist interviews will be done using video technology.

Invoicing for Services – Ralph Andersen & Associates will bill the County in four installments as follows:

- Following kick-off and finalization of recruitment brochure – $8,550
- After the closing date – $8,550
- After finalist interviews – $8,550
- Upon placement – $2,850

Progress payments will be due upon receipt.

Brochure – A full color electronic brochure will be developed for the Library Director recruitment. All pictures will be the responsibility of the County.

Exception – Any candidate travel is the full responsibility of the County.

Guarantee

Ralph Andersen & Associates offers the industry-standard guarantee on our full search services. If within a one-year period after appointment, the Library Director resigns or is dismissed for cause, we will conduct another search free of all charges for professional services. The County would be expected to pay for the reimbursement of all incurred expenses.

Should the initial outreach efforts not result in a successful placement, Ralph Andersen & Associates will continue the outreach efforts until the ideal candidate is found. The County will be responsible for expenses based on actual receipts.

	Andersen	Management Partners	CPS
Professional Placement Experience	50 years	20+ years	19 years
Specific Library Placement	Yes	No placements, led several Library projects	Yes
Timeline	1 - 12 weeks	1 - 11 weeks	1 - 13 weeks
Placement Guarantee	1 year - New search, professional fees waived	1 year - New search, professional fees waived	1 year - New search, professional fees waived
Project Cost	$28,500	$24,900	$25,000
About Agency	Experience with local government, regional and local library management expertise. Conducted 7 library related placements since 2005 to include 4 Director positions.	Serves only public sector clients, actively serve all government sectors including Federal, State, Local, Special Districts, Higher Education, and Non-Profit Organizations.	CPS HR has worked with more than 1,200 government and public/non-profit clients throughout the United States and Canada recruiting executive-level professionals.
Recruitment Approach	Begin with fully detailed profiles of the desired candidate's characteristics and build a recruitment strategy that is tailored to meet the County's specific needs. The resulting outreach and advertising campaign will incorporate the extensive use of personal outreach to recruit a diverse and highly qualified group of candidates.	Meet with stakeholders recommended by the Board of Trustees to understand the duties and responsibilities of the position, minimum qualifications, evaluation criteria and other important qualities and characteristics essential to success in the position. Develop profile and materials to utilize to contact individuals who could best meet the requirements established in the position profile.	Phase I - Develop Candidate Profile and Recruitment Strategy Review and Finalize Executive Search Process and Schedule; Key Stakeholder Meetings; Candidate Profile and Recruitment Strategy Development; Develop Recruitment Brochure Phase II – Aggressive, Proactive, and Robust Recruitment Place Advertisements; Identify and Contact Potential Candidates; Resume Review and Screening Interviews; Hiring Manager Selects Finalists
Selection Approach	Review qualifed and highly qualified in a video meeting together to confirm group of top candidates for further consider. Agency will coordinate the selection process for the finalist group of candidates via video using Zoom. This includes handling the logistical matters with candidates and with the Library Board of Trustees.	Meet to discuss candidates recommended for further consideration. During the meeting we will review resumes, discuss the results of preliminary interview, and determine which individuals you are interested in inviting for interviews. Prepare interview guide that contains information about each candidate. Prepared to support the interview process to the extent you desire, including sample questions for Library representative to ask candidates and facilitating the interview process.	Phase III – Selection Design Selection Process; Administer Selection Process; Final Preparation for Appointment; Contract Negotiation (if requested)
Compliance with RFP			Did not adhere to page limitation of 10 pages in response (in additon to cover letter).