



Library Director



Executive Search Proposal

BradburyMiller
Associates

bradburymiller.com

BradburyMiller Associates

3513 E. Harvard Blvd., Canton, OH, 44709
330.224.9177

May 30, 2023

Baron Perlman
Oshkosh Public Library
106 Washington Avenue
Oshkosh, WI 54901

Proposal: Library Director Search – Oshkosh Public Library (WI)

Thank you for contacting us about the possibility of Bradbury Miller Associates assisting Oshkosh Public Library in its search for your new Library Director. We look forward to the possibility of working with you and we are pleased to submit the attached proposal for your consideration.

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

Market Your Position, the Library, & the Region

- Tailor the search to your library and its community
- Consultants meet with staff, the Search Committee/Board, external stakeholders
- Design announcement and post position in 55+ professional sites
- Create a website on our page devoted to the library and the region
- Recruit and develop a pool of qualified candidates meeting your criteria

Evaluate & Recommend the List of Qualified Candidates

- Candidates must submit a cover letter, resume, and complete a questionnaire
- Phone conversations with each qualified candidate
- Share all candidate documents on Dropbox with the Search Committee/Board
- Meet with Search Committee/Board to discuss candidates/select six to nine semifinalists for first round of interviews

Coordinate & Assist with Interview Process

- Bradbury Miller Associates is your staff team
- Facilitate logistics of semifinal interviews & final interviews
- Schedule interviews, prepare draft questions, evaluation tools
- Notify candidates of where they are in the process
- Media contact if needed

Reference Checks & Background Check

- Three reference checks/finalist
- Phone conversations with each reference; full report to the Search Committee/Board
- Electronic/Internet searching and reconnaissance
- Offer is contingent on successful background investigation

Coordinate & Assist with Offer & Negotiation

- Consultant fee is a flat fee; no conflict of interest
- Assist with establishing a hiring range at the beginning of the search
- Offer letter, background waivers, final acceptance

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

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

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

Sincerely,

Karen E. Miller

Karen E. Miller
Owner and President, Bradbury Miller Associates



Library Director Search

FIRM BACKGROUND AND QUALIFICATIONS

Bradbury Miller Associates (BMA) is owned and operated by Karen Miller as of January 2020. Brian Hare serves as Managing Consultant and Briana Trudell serves as Associate Consultant. The firm was originally established as Gossage Regan Associates in 1983 and became Gossage Sager Associates under Don Sager. In 2006, Dan and Jobeth Bradbury assumed ownership of the firm and reorganized it as a Missouri LLC operating it as Bradbury Associates-Gossage Sager Associates. In 2016, the name changed to Bradbury Miller Associates to acknowledge Karen's status as partner in the firm. BMA legally qualifies as a WBE (Woman-owned Business Enterprise).

Over the past ten years, the firm has successfully completed more than 300+ national executive searches for public, academic, and special libraries. Current clients include Red Wing (MN), Laramie County Library (WY), Hennepin County Library (MN), Nashville Public Library (TN), Rocky River Public Library (OH), Pickaway County Library (OH), and West Lafayette Public Library (IN).

In each of these engagements, we have performed a scope of work like that which is proposed for Oshkosh Public Library.

Partial List of Past Clients

McCracken County Public Library (KY)
Park Ridge Public Library (IL)
New Milford Public Library (CT)
Wicomico Public Library (MD)
Hoboken Public Library (NJ)
LibraryLinkNJ (NJ)
Reed Memorial Library (OH)
Broward County Libraries (FL)
Florence Lauderdale Public Library (AL)
Allegheny County Library Association (PA)
Fairfield Public Library (CT)
Topeka & Shawnee County Public Library (KS)
Elyria Public Library System (OH)
State Library of Oregon (OR)
Orion Township Public Library (MI)
Belvedere Tiburon Library (CA)
Davenport Public Library (IA)
Buffalo & Erie County Public Library (NY)
Wilton Library (CT)
Pierce County Library System (WA)
Ann Arbor District Library (MI)
Muskegon Area District Library (MI)
Irving Public Library (TX)
Loveland Public Library (CO)
Durango Public Library (CO)
Willard Library (MI)
Anythink Libraries (CO)
Bullitt County Public Library (KY)
Montclair Public Library (NJ)
Cromaine District Library (MI)
Pueblo City-County Library District (CO)
Lincoln City Libraries (NE)
Massanutten Regional Library (VA)
Greenwich Library (CT)
Worthington Libraries (OH)
La Grange Public Library (IL)

SCOPE OF SERVICES & METHODOLOGY

If Bradbury Miller Associates is selected to assist you in your search for a new Library Director, our first step is to understand your needs as thoroughly as possible.

- Position Description – Review, recommend and otherwise assist with updates/revisions to existing position description or the creation of a new position description, as desired
- Candidate Profile – Use surveys collect feedback from Board/Search Committee members, staff, and stakeholders
- Initial virtual meeting with the Search Committee, Board, and key staff to understand the Library’s distinctive organizational culture, mission, and concerns

RECRUITMENT STRATEGY

More important than attracting candidates through electronic advertising, we will carry out a regional and national networking effort to identify outstanding candidates who do not normally respond to ads or announcements. Many excellent people in the library and non-profit professions ARE interested in challenging jobs when approached by a respected recruitment firm. We start with a network of outstanding members of the library profession whom we know and, based on their suggestions and nominations, we broaden our search.

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

Announcements in the library media start the process, but the best candidates usually must be asked. In our previous searches, we have personally contacted 350+ potential applicants for positions resulting in qualified candidates for each position.

RECRUITMENT TIMELINE

Our second step is to review our process with you to determine whether any changes to our initial proposal may be needed to satisfy your specific requirements.

- Review and finalize a search schedule listing key tasks and completion dates
- Standard full search takes 3-4 months to complete

We can generally customize the search schedule to have your new leader “on board” at the appropriate time. A timeline illustrating the major steps conducted over the proposed time frame is attached.

PROMOTION, OUTREACH, AND IDENTIFYING POTENTIAL CANDIDATES

Once the search schedule is determined, we will finalize an advertising/marketing plan to stimulate greater awareness of the opening. Our goal is to work with existing marketing teams or help you craft something unique in-house. We begin each search as a blank canvas and generate a fresh list of prospective candidates by including:

- Preparation of a detailed position announcement
- Strategies for using electronic media, social media and networking
- Advertising on 55+ professional library and non-profit sites
- A dedicated page for the position on Bradbury Miller Associates website with a supplemental page of links to library documents and information about the library's service area
- Distribution to 1,700+ library colleagues through our professional newsletter
- Direct communication with potential and prospective candidate

Diversifying the Applicant Pool

Bradbury Miller Associates consultants know that both female and BIPOC candidates are under-represented in senior management positions. Consequently, we make strenuous efforts to assure that both female and BIPOC candidates are represented in our candidate pools. We place announcements in a number of diverse library-related websites and/or Listservs—BCALA (Black Caucus of the American Library Association), REFORMA, CALA-ALA (Chinese American Librarians Association), APALA (Asian Pacific American Librarians Association), and actively seek leads and recruit diverse candidates.

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

COMMUNICATION

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

CANDIDATE SCREENING

- Bradbury Miller Associates conducts initial screenings on qualified candidates via phone or videoconference and shares the results of these interviews with the Search Committee/Board as part of the process.
- All candidate documents (cover letter, resume, and questionnaire) are uploaded to Dropbox.
- Other documents include a complete candidate list and a qualifications comparison matrix for review.
- Bradbury Miller Associates meets virtually with the Search Committee/Board and presents a list of recommended candidates and a discussion of each individual.
- Six to nine semifinalists are selected and invited to interview via videoconference for the preliminary round of interviews.
- We advise our clients to see as many candidates as feasible so that they have a sense of the scope and diversity of candidates actively interested in their position.

CANDIDATE ASSESSMENT – SEMIFINAL AND FINAL INTERVIEWS

We recommend a two-step interviewing process; the first round consists of the Search Committee/Board interviewing semifinalist candidates (we recommend six to nine) via videoconferencing and then selecting three to four finalist candidates for final interviews. The final interviews occur approximately two to three weeks following the semifinal interviews. We believe that it is important to move quickly through the process once the applications close, so no strong candidates withdraw for other opportunities, and we do not lose our momentum.

Bradbury Miller Associates provides customized support during the final interview process:

- Draft of interview questions for all interviews.
- Types of questions to avoid for legal or quasi-legal reasons, and hints regarding interview approaches, techniques, and possible pitfalls.
- We serve as technical search experts during interviews, contributing to discussion of candidate strengths and weaknesses relative to the client's perceived needs and making suggestions from experience in respect to negotiating salary, benefits, and relocation expenses with the chosen finalist.

In short, we interact with you in whatever way you find helpful during the critical time when key decisions need to be made. Selecting your new Library Director is a crucial decision that could well affect Oshkosh Public Library and its constituents for many years to come.

CHECKING REFERENCES

Once the finalists are selected to be interviewed by the final decision-making body, we conduct reference checks for the finalist candidates.

- We interview up to three references by phone for up to four finalist candidates. We believe that oral interviews with a candidate's references are far superior to letters of reference.
- We prepare brief reports paraphrasing reference-derived information. Nuances and "reading between the lines" gives our clients more realistic impressions of the strengths and possible weaknesses of finalist candidates.
- Because we maintain active contacts within the profession, we are often able to provide less formal assessments of a candidate's strengths and weaknesses and any areas still in need of development. Such informal reports are often vital to the decision-making process.

Background Checks

If you wish to have a pre-employment background check conducted on a finalist, we will engage an experienced investigative firm to verify academic credentials, review driving records, and research county and federal district court records for prior or current criminal or civil cases. This will require a release by the candidate(s). Typically, background checks cost \$350-\$900 per person, depending upon the time period and the number of jurisdictions to be researched. We will work with the agency and provide a written report of the research findings for the Library. Our flat fee includes a single background investigation.

HANDLING THE DETAIL WORK

Throughout the recruitment and selection process, Bradbury Miller Associates handles all the detail work—and there is a substantial amount.

- We are your staff team throughout the process.
- We recommend that all application materials be addressed to Bradbury Miller Associates so that consistency and comparability can be established and any omissions can be identified—we assume the responsibility to see that everything is done completely and correctly.
- We will acknowledge receipt of all applications and provide copies of all the documents to you at a scheduled time.
- As noted above, we will schedule and conduct calls with all candidates who meet the requirements determined by the Search Committee/Board.
- We coordinate with library staff to make arrangements for semifinal and final interviews and are a part of that process.
- We are also frequently asked to conduct final negotiations on behalf of the library—and we are pleased to do so.

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

Our Guarantee

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

ABOUT THE CONSULTANTS AND OFFICE LOCATIONS

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

Karen E. Miller, President/Owner, serves as project co-director and primary contact for the engagement, developing the search proposal, identifying qualified candidates and conducting pre-screening interviews and participating in site visits. Karen most recently worked as Associate Director at Stark County (Ohio) District Library and served as Interim Executive Director for SCDL in 2012. Karen has over 20 years of wide-ranging public library experience, from rural library directorships to branch management to administrative responsibilities in a county district library and in an urban metro library. Karen has demonstrated excellence in strategic planning, staff management and development, successful levy campaigns, event planning, fundraising, and public speaking. She is an active member of the Ohio Library Council, serving on the Library Education Committee and as an annual presenter for the OLC's New Library Directors Workshop, serves on the American Library Association Committee on Membership Meetings, as well as being a member of the Public Library Association. Karen also serves as Mentor and Steering Committee member for the ILEAD USA-Ohio leadership program for Ohio librarians and serves as a Director on the Board of the Bluecoats Drum and Bugle Corps, a world-class competitive marching band and performing arts education non-profit.

Brian C. Hare, [Managing Consultant](#), most recently served as the Director of Reed Memorial Public Library (Ravenna, Ohio) and has worked in a variety of settings during his 15+ years of library experience. He came to public library service through the AmeriCorps Network and obtained his Master of Library and Information Science degree from the University of Pittsburgh. Brian has also served as director for a small rural public library and manager for a metro suburb library. One of his most fond positions was Archive Intern at the Andy Warhol Museum in Pittsburgh where he got to rifle through Warhol's [Time Capsules](#). Specializing in strategic planning facilitation, marketing/branding, project management, levy campaigns, and public speaking, Brian stays active with the Ohio Library Council, American Library Association, and Public Library Association serving on various committees and presenting on library topics. Brian is also a past board member of Main Street Ravenna and Ravenna School District Equity Task Force. He believes that libraries are the most important part of any community.

Beth Barker, [Director of Finance & Communication](#), serves as support for the engagement. Beth has over 20 years of experience overseeing business practices and human resources for several offices in Northeast Ohio, most recently, having served as operations manager for The Chrysalis Center in New Philadelphia. Beth's experience includes overseeing all finances, including payroll and benefits, as well as human resources for the firm. Beth holds a Bachelor's degree in Business Management from Kent State University.

Briana Trudell, [Associate Consultant](#), joined the Bradbury Miller team as an associate consultant in 2022. She was most recently the Executive Coordinator at Grand Rapids Public Library in Grand Rapids, Michigan, and previously worked in Strategic Communications and Marketing. Briana is at her best when interacting with people. As a big-picture thinker and a problem solver, she is constantly identifying new ways to optimize existing systems to be more efficient and effective for the teams' needs. She believes that it is important to strive to improve processes and systems to make future outcomes stronger. Briana currently serves as the Secretary on the Executive Board of the Grandville Avenue Arts & Humanities Board of Directors, as the President of the Board of Directors of the Fulton Street Farmers Market, and a founding member of the Good Manufacturing Art Collective. She is also a member of the Michigan Library Association, American Library Association, and the Public Library Association.

Thomas Dillie, *Associate Consultant*, serves assisting with identifying qualified candidates and conducting pre-screening interviews and, depending on scheduling, may assist during site visits. Tom is currently Director of the Minerva Public Library (Ohio). Tom's earlier experience as a bookstore employee in Urbana, IL led to the completion of a Master's in Library Science at the University of Illinois at Urbana-Champaign. His first professional library position was as Adult Services Librarian, Wadsworth Public Library in Ohio. He was subsequently hired as a branch manager for the Greene County Public Library, Xenia, Ohio and became Assistant Director in 2006. Tom joined the Minerva Public Library in 2008 as Director. Tom is Board member for the Ohio Library Council, a professional association for librarians. He brings a variety of experience in both single and multi-branch libraries in rural and urban settings.

OFFICE LOCATIONS AND CONTACT DETAILS

Bradbury Miller Associates
3513 E. Harvard Blvd.
Canton, OH 44709

FEE PROPOSAL AND OPTIONAL BILLABLE EXPENSES

Bradbury Miller Associates' total fee for executive search services (*including all consultant expenses* in traveling) is a flat fee of \$28,000. A retainer of \$6,000 will be paid to the firm upon approval of the agreement and subtracted from the final invoice at the end of the search. This amount will be invoiced upon completion of the search, payable within 30 days of the selected candidate's acceptance of the client's offer.

- **Expenses included within our fee:** (1) All virtual meetings with the library; (2) all consultant pre-screening interview expenses; (3) videoconferencing charges; (4) all standard office expenses; (5) advertising costs based upon our marketing plan which provides excellent exposure to the library community; (6) a single background check (\$350-\$900) on the chosen candidate; (7) consultant in-person attendance for the final interviews.
- **Adjustments/Discounts:** The proposed fee covers the outlined scope of services and deliverables contained in this proposal. Other modifications to the scope of services are possible and negotiable with fee adjustments being made accordingly.
- **Candidate expenses:** It shall be the client's responsibility to reimburse candidates they have selected for onsite final interviews for the candidates' travel expenses. Candidate expenses will vary considerably depending on point of origin, length of stay and the amount of lead time allowed for booking airfare—a reasonable estimate might be \$1,200–1,500 per candidate inclusive of airfare, meals, hotel expenses, and rental car.
- **Additional reference reports:** our proposal allows for a maximum of four candidates with three references each—should it be desired to increase the number of candidates beyond four and/or increase the number of references per individual, the cost per reference is \$400.

- **HoganLead Hogan Personality Assessment:** Hogan Assessments provides organizations with valid and reliable assessment tools and professional consulting expertise. Hogan's personality, values, and cognitive-based assessment tools are the result of over 54 cumulative years of research and refinement and are used by over half of the Fortune 100 companies for employee selection and/or development purposes. Information gathered from the assessment tools will be used to develop reports that gauge a candidate's leadership potential and leadership style; how a candidate may react to challenges and stress; what a candidate's core values and goals appear to be; and a measure of a candidate's emotional intelligence. A summary report will allow direct comparison of one candidate to another across these assessments. A consultant from Bradbury Miller Associates who is trained and certified in Hogan Assessments will produce the reports and will work directly with the Library's Search Committee to interpret and understand the assessments and resulting reports. HoganLead inventory assessment fees are available upon request and includes a written report per candidate which is deliverable prior to final interviews.



Additional Information

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

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

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

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

FORM OF FINAL AGREEMENT

When we receive word that an engagement has been awarded, we allow our proposal to stand as the basis of our agreement, and then amend any of the details that need to be changed with the simple agreement addendum (see Attachment III).

In addition to specifying any changes in scope or approach a client may desire, our professional liability insurance carrier requires us to include paragraphs 4, 5, and 6 in any agreements or contracts we execute—and paragraph 7 should give ample assurance to the client that the library is in the driver's seat. (As a point of information, paragraphs 4-7 have never been invoked on any prior engagement.) *Our client's satisfaction is our bottom line—and we are willing to stake our reputation and our fee on ensuring that level of satisfaction.*

CONCLUSION

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

BRADBURY MILLER ASSOCIATES

Karen E. Miller

Karen E. Miller
Owner/President

We hereby accept the foregoing proposal (pages 1 – 12).

By _____

Title _____

Date _____

ATTACHMENT I:
SEARCH SCHEDULE OUTLINE

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

The following is an illustrative timeline and the actual target dates will be determined and approved by the Search Committee/Board.

Timeframe (approximate)	Tasks
First 30 Days	<ul style="list-style-type: none"> • Initial meeting with Search Committee/Board, staff, and stakeholders • Create position announcement and post/advertise nationally • Initiate recruitment strategy
45 Days	<ul style="list-style-type: none"> • Close position posting • Prepare candidate documents and screen qualified candidates • Present candidates to Search Committee/Board and facilitate discussion of selection of semifinal candidates
45 Days	<ul style="list-style-type: none"> • Prepare for and lead semifinal interviews • Facilitate discussion and assist with selection of finalists • Conduct reference reports and coordinate final interview planning • Facilitate final interviews • Coordinate presentation of offer to selected candidate and initiate background investigation

ATTACHMENT II: REPRESENTATIVE REFERENCES



ELYRIA PUBLIC
LIBRARY SYSTEM

Elyria Public Library System
211 2nd St
Elyria, OH 44035

Kaleena Whitfield, Board Chair
kaleena.whitfield@gmail.com
Jennifer Starkey, Director
jenniferstarkey@gmail.com

WILTON LIBRARY



Wilton Library
137 Old Ridgefield Rd.
Wilton, CT 06897

Rob Sanders, Board Chair
rsanders@rsarchct.com
Caroline Mandler, Executive
Director



MARION
Public Library

Marion Public Library
1064 7th Ave.
Marion, IA 52302

Sally Reck, Board/Search Chair
sallysreck@gmail.com
Bill Carroll, Director
wjcarroll70@yahoo.com



JOHNSON CITY
PUBLIC LIBRARY

Johnson City Public Library
100 West Millard St.
Johnson City, TN 37604

Joy Fulkerson, Board/Search Chair
fulkersj@mail.etsu.edu
Julia Turpin, Director
Jturpin07@gmail.com



Fairfield
Public
Library

Fairfield Public Library
1080 Old Post Road
Fairfield, CT 06824

David Gray, Board Chair
david.gray@epsilon.com
Scott Jarzombek, Director
sjarzombek@gmail.com



Park Ridge Public Library

Park Ridge Public Library
20 S. Prospect Ave.
Park Ridge, IL 60068

Lauren Rapisand, Board President
laurendrapisand@gmail.com
Joanna Bertucci, Library Director
joanna.bertucci@gmail.com