

Bradbury Miller Associates
4545 Wornall Road, Ste. 805 Kansas City, MO 64111
816.531.2468

April 2, 2017

Waukesha Public Library
Human Resources Committee
321 Wisconsin Avenue
Waukesha, WI 53186

Proposal: REQUEST FOR PROPOSAL: EXECUTIVE RECRUITING FOR LIBRARY DIRECTOR

Thank you for contacting us about the possibility of Bradbury Miller Associates assisting the Waukesha Public Library and Board in the search for their new Library Director. We are pleased to submit the attached proposal for the Committee's consideration.

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

Market your position, the Library, & the Waukesha community

- Each search is tailored to the specific library and its community-first site visit to meet with staff, Board, Search Committee & community constituents; review existing position description
- Develop a candidate profile based on initial Board survey and staff focus groups input
- Recruit and build the candidate pool from scratch
- Design announcement and post position in 55+ professional sites
- Create a website on our page devoted to the Library and the Waukesha community
- Develop a pool of 15-20 qualified candidates meeting criteria

Evaluate & Recommend the List of Qualified Candidates

- Candidates must submit a cover letter, resume and completed questionnaire
- Phone conversations with each qualified candidate
- Share all candidate documents on Dropbox with Board/Search Committee
- Meet with Board/Search Committee to discuss candidates/select 6-8 semifinalists for first round of interviews

Reference Checks & Background Check

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

4545 WORNALL ROAD, SUITE 805 • KANSAS CITY, MISSOURI 64111 • PHONE 816.531.2468

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

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

Coordinate & Assist with Post-Hire Support

Additional services after completion of the search:

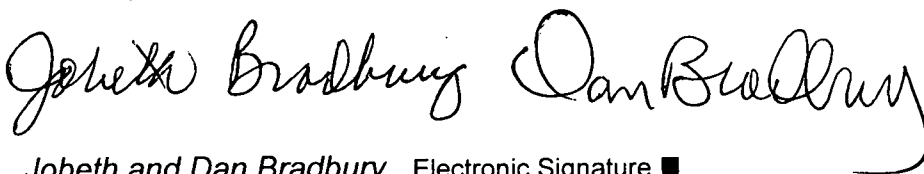
Our firm focuses exclusively on executive searches for libraries. We often recommend library consultants who focus on strategic planning and other types of consulting services. We will be happy to share our findings and information (Board survey results, staff focus groups input, community stakeholder information) on the opportunities and challenges facing the new Waukesha Public Library Director.

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

Handwritten signatures of Jobeth and Dan Bradbury in cursive script.

Jobeth and Dan Bradbury Electronic Signature ■

jobethbradbury@bradburymiller.com;
danbradbury@bradburymiller.com

Bradbury Miller Associates

4545 Wornall Road, Ste. 805 Kansas City, MO 64111

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LIBRARY DIRECTOR SEARCH – WAUKESHA (WI) PUBLIC LIBRARY

FIRM BACKGROUND AND QUALIFICATIONS:

Bradbury Miller Associates (Bradbury Associates LLC dba Bradbury Miller Associates) is owned and operated by Dan and Jobeth Bradbury. The firm was originally established as Gossage Regan Associates in 1983 and later became Gossage Sager Associates under Don Sager. During the last quarter of 2006, Dan and Jobeth Bradbury assumed ownership of the firm and reorganized as a Missouri LLC—operating it as Bradbury Associates-Gossage Sager Associates. In 2016, the name was changed to Bradbury Miller Associates to reflect Karen Miller joining the firm. The firm legally qualifies as a WBE (Woman-owned Business Enterprise). Since 1983, the firm has successfully completed 200+ national executive searches for academic, special, and public libraries.

Current Clients:

- Ferndale Area District Library (MI)
- Kalamazoo Public Library (MI)
- Enoch Pratt Free Library (MD)
- Johnson City Public Library (TN)

These current searches are in various stages with some being completed within the next month. In each of these engagements, we have performed a scope of work like that which is proposed for the Waukesha Public Library.

PARTIAL LIST OF RECENT PAST CLIENTS

Waukesha Public Library (WI) 2011
Kent District Library (MI) 2011
Muskegon Area District Library (MI) 2014
Alameda County (CA) 2016
Arapahoe District Libraries (CO) 2016
Petoskey District Library (MI) 2014
Branch District Library (MI) 2016
New Jersey State Library 2012
Poudre River Public Library (CO) 2016
Denver Public Library (CO) 2015
Boulder Public Library (CO) 2014
Charleston County Public Library (SC) 2016
Las Vegas Clark County Library District (NV) 2015
Metropolitan Library System (OK) 2014
Hartford Library (CT) 2016
Natrona County Public Library (WY) 2016
York County Libraries (PA) 2016
Downers Grove Public Library (IL) 2016
Providence Public Library (RI) 2013
McCracken County Public Library (KY) 2016
Montclair Public Library (NJ) 2016
Crown Point Community Library (IN) 2014
Ohio Township Public Library (IN) 2014
Indianapolis-Marion County Public Library (IN) 2009
Sonoma County Library (CA) 2014
Tulsa City-County Library District (OK) 2010
New Canaan Library (CT) 2013
Ridgefield Library (CT) 2016

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.

- Board/Search Committee Attributes Survey
- Initial meeting on site with the Search Committee, Board, staff & key stakeholders to understand the Library's distinctive organizational culture, mission and present concerns
- Review and recommend updates/revisions to existing job description
- Self-directed tour of the library and the community

SEARCH SCHEDULE:

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

If selection of the search firm is finalized, a contract awarded and a preliminary meeting with the Library occurs late April 2017, a realistic date for the successful completion of the process under the standard search process would be late August 2017 with the new Director reporting four to six weeks later. However, we can generally customize the search schedule to have your new Library Director "on board" at the appropriate time. A **sample schedule** illustrating the major steps conducted over the proposed time frame is attached.

MARKETING:

Once the search schedule is determined, we will finalize an advertising/marketing plan to stimulate greater awareness of the opening. We begin each search as a blank canvas and generate a fresh list of prospective candidates.

The **advertising/marketing plan** includes:

- Preparation of a detailed position announcement
- Strategies for using electronic media, social media and networking
- Advertising on 55+ professional library and nonprofit sites
- A dedicated page for the position on Bradbury Miller Associates with a supplemental page of links to library documents & information about the Waukesha Public Library and Waukesha
- Distribution to 1300+ library colleagues through our professional newsletter

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.

DIVERSIFYING THE APPLICANT POOL

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

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

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

Announcements in the library media start the process, but the best candidates usually must be asked. In our previous searches, we have personally contacted 350+ potential applicants for positions resulting in at least 15-20 qualified candidates for each position.

COMMUNICATION:

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

PRELIMINARY INTERVIEW SCREENING:

- Bradbury Miller Associates interviews all qualified candidates via Skype or phone as part of the initial screening process.
- The results of these interviews shared with the Board/Search Committee-we consider it essential to being able to stand behind every individual we refer to you for a semi-finalist or finalist interview.
- All candidate documents (cover letter, resume, and questionnaire) are uploaded to Dropbox for the Board/Search Committee.
- Other documents include a complete candidate list and a qualifications comparison matrix for the Board/Search Committee's review.
- Bradbury Miller Associates meets with the Board/Search Committee (**second site visit by consultants**) and presents a list of recommended candidates and a discussion of each individual.
- Working with the Board/Search Committee, 6-8 semi-finalists are selected and invited to interview via Skype or in person for the preliminary round of interviews.
- We advise our clients to see as many as feasible (generally 6 to 8) so that they have a sense of the scope and diversity of candidates actively interested in their position.

CANDIDATE ASSESSMENT—SEMI-FINALIST AND FINALIST INTERVIEWS:

As noted earlier, we recommend a two-step interviewing process; the first round usually consists of the Board/Search Committee interviewing six to eight semi-finalist candidates and then selecting three or four finalist candidates to be interviewed again by those involved in the final decision making process. The finalist interviews usually occur two or three weeks following the semi-finalist interviews. The inclusion of two rounds of interviews represents our standard search process; however, if the Board/Search Committee wishes to move more quickly based on the strength of the pool, the semi-finalist round of interviews may be eliminated and only a single round of finalists' interviews can be held on-site.

Bradbury Miller Associates provides customized support during the semifinal (**third site visit by consultants**) and final interview (**fourth site visit by consultants**) sessions:

- Draft of interview questions for both sets of interviews
- Types of questions to avoid for legal or quasi-legal reasons and suggestions regarding approaches, techniques and possible pitfalls.

- We are present as technical search experts during interviews, contributing to discussion of candidate strengths and weaknesses relative to the client's perceived needs and making suggestions from experience in respect to negotiating salary, benefits, and relocation expenses with the chosen finalist.

In short, we interact with you in whatever ways you find helpful during the critical time when key decisions need to be made. Selecting your new Library Director is a crucial decision that could well affect the Waukesha Public Library and the community 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 and many of our associates are working professionals, we are often able to provide less formal assessments (street reconnaissance) of a candidate's strengths and weaknesses and any areas still in need of development. Such informal reports are often vital to the decision-making process.

BACKGROUND CHECKS

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

HANDLING THE DETAIL WORK:

Throughout the recruitment and selection process, Bradbury Miller Associates handles almost all of the detail work—and there is a substantial amount, considering that there is a minimum of 20 to 30 potential candidates for an attractive position.

- We are your staff team throughout the process.
- We recommend that all application materials be addressed to Bradbury 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 screening interviews with all candidates who meet the basic requirements determined by the Board/Search Committee
- We coordinate with Library staff to make arrangements for semifinalist and finalist interviews and are a part of that final process.
- We are also frequently asked to conduct final negotiations on behalf of the Library -- and we are pleased to do so.

We 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 preliminary list of the most viable candidates is determined.

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 the Waukesha 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:

Dan Bradbury, Managing Partner, serves as project co-director and primary contact for the engagement assisting with identifying qualified candidates and conducting pre-screening interviews and, depending on scheduling, may assist during site visits. Dan has worked as a search consultant for the past eleven years and previously has over 30 years of successful experience as a library director, including nineteen years as Director of the Kansas City (MO) Public Library District. During his tenure in Kansas City he reorganized/rebuilt the branch system, established two public/private partnerships for the creation of new facilities and initiated a successful capital campaign and construction projects for a new Central Library. Prior to coming to Kansas City, he served as Director of the Janesville (WI) Public Library and the Rolling Hills Consolidated Library (a two-county system) in St. Joseph, Missouri; he also served as Associate

Director for Branch and Extension Services at the Waco-McLennan County Library in Waco, Texas. He received a Distinguished Graduate Award from Emporia's School of Library and Information Management in 1985; *Library Journal* named him as Librarian of the Year for 1991; the University of Missouri-Kansas City granted an Alumni Achievement Award to him in 2001; and the Greater Kansas City Council on Philanthropy named him Non-Profit Executive of the Year in 2003.

Jobeth Bradbury, President/Owner, serves as project co-director and primary contact for the engagement assisting with identifying qualified candidates and conducting pre-screening interviews and, depending on scheduling, may assist during site visits. She has worked as a search consultant for the past ten years, and was, most recently, the Library Director at the North Kansas City Public Library/High School Media Center. During her ten years at North Kansas City, she was the project co-lead in the Library's Building Project and one of the Project Managers in facilitating the Combined Public Library/High School Media Center Project. She also worked closely with elected officials and with the business community. Prior to coming to North Kansas City, she served as Library Consultant, Northeast Kansas Library System; Adult Services Department Chair, Kansas City, KS Public Library and Associate Director, Rolling Hills Consolidated Library, where she participated in a successful tax levy campaign. In addition to her public library experience, Jobeth taught for the University of Missouri's Masters in Library Science program—courses included Collections Management, Public Libraries, and Reference. Volunteer activities include Past President-North Kansas City Kiwanis Club; Kansas City Academy Annual Auction Chair, Community Treasures Annual Architectural Awards Co-Chair; and the Parkway Towers Condominium Homeowners Association Board.

Karen E. Miller, Managing Consultant, serves alternate 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 is Chairman of the Pro Football Hall of Fame Enshrinement Festival Drum Corps Competition held each year in Canton, Ohio.

ASSOCIATE CONSULTANTS:

Thomas Dillie serves as associate consultant 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 book store employee in Urbana, IL led to the completion of a Master's in Library Science at the University of Illinois at Urbana-Champaign. His first professional library position was as Adult Services Librarian, Wadsworth Public Library in Ohio. He was subsequently hired as a branch manager for the Greene County Public Library, Xenia, Ohio and became Assistant Director in 2006. Tom joined the Minerva Public Library in 2008 as Director. Tom is a member of the SEO (Serving Every Ohioan) Library Consortium Advisory Committee. He brings a variety of experience in both single-building and multi-branch libraries in both rural and urban settings.

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

OFFICE LOCATIONS AND CONTACT DETAILS:

Bradbury Miller Associates has consultants and offices in the following cities:

Bradbury Miller Associates
4545 Wornall Road, Suite 805; Kansas City, MO 64111

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 to Waukesha is a flat fee of \$20,000. A retainer of \$5,000, which helps defray our up-front expenses, will be paid to us upon approval of the agreement and subtracted from the invoice at the end of the search. This amount will be invoiced upon completion of the search, payable within 30 days of the selected candidate's acceptance of the client's offer.

- **Expenses included within our fee:** (1) All transportation, including lodging and meals, for the assigned consultant(s) to travel to Waukesha for meetings with the Library staff and others (up to four trips for assigned consultants, depending on scheduling and availability); (2) all consultant pre-screening interview expenses including any required travel; (3) phone/videoconferencing charges; (4) all standard office expenses (clerical support, local telephone, supplies, etc.); (5) advertising costs based upon our marketing plan which provides excellent exposure to the library community; and (6) a single background check (\$350-\$450) on the chosen candidate.
- **Optional billable expenses—Additional Consultant Services:** In some prior executive searches, Bradbury Miller Associates have been called upon to facilitate staff or community forums for candidates, conduct surveys or focus groups, coordinate informal meetings between candidates and Board/Search Committee members, participate in conducting tours, etc. Any and all such services are available, but to the extent that they are outside the normal scope of services as outlined in the proposal and/or cannot be accomplished within a scheduled overnight stay, such additional time is billable at a rate of \$1000 per day per consultant inclusive of travel expenses.
- **Adjustments/Discounts:** The proposed fee covers the outlined scope of services and deliverables contained in this proposal. If you do not wish to have Bradbury Miller Associates' participation in either the semi-final or finalist interviews, or if you decide not to conduct a semi-final round of interviews, then the final fee will be reduced by \$1,000 per interview round. We would, however, recommend that you include the full scope of services outlined, as this has proven to produce the most satisfactory results in previous engagements. Other modifications to the scope of services are possible and negotiable with fee adjustments being made accordingly.
- **Candidate expenses:** It shall be the client's responsibility to reimburse candidates they have selected for an interview(s) in Waukesha for their travel expenses. Candidate expenses will vary considerably depending on point of origin, length of stay and the amount of lead time allowed for booking airfare—a reasonable estimate might be \$1,200-1,500 per candidate inclusive of airfare, meals, hotel expenses, and rental car.

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.

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

FORM OF FINAL AGREEMENT:

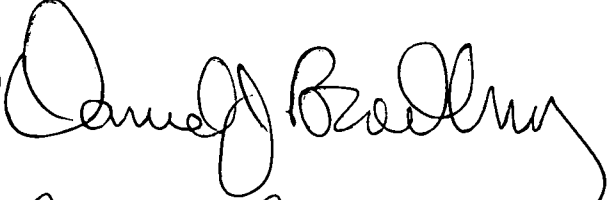
When we receive word that an engagement has been awarded, we allow our proposal to stand as the basis of our agreement, and then amend any of the details that need to be changed with the simple agreement addendum (see Attachment III).

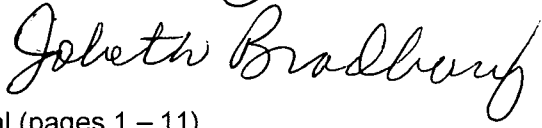
In addition to specifying any changes in scope or approach a client may desire, our professional liability insurance carrier requires us to include paragraphs 4, 5, and 6 in any agreements or contracts we execute—and paragraph 7 should give ample assurance to the client that the Library is in the driver's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

CONCLUSION:

We look forward to the possibility of working with the Waukesha 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

Daniel J. Bradbury (Electronic Signature) 
Managing Partner

Jobeth Bradbury (Electronic Signature) 
Owner

We hereby accept the foregoing proposal (pages 1 – 11).

By _____

Title _____

Date _____

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

**ATTACHMENT I:
TENTATIVE SEARCH SCHEDULE TIMELINE
WAUKESHA PUBLIC LIBRARY**

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

The following timeline represents an illustrative search schedule based on approving the contract in April 2017. The actual target dates will be determined and approved by the Waukesha Public Library Board/Search Committee.

Activity	Target Date:
Consultants make first visit to Waukesha; meet with Board, Search Committee and staff; establish definitive work schedule and marketing plan	May 24 & 25 2017
Advertisement is approved by Board/Search Committee	June 1 2017
Post ads, actively recruit candidate pool	June 2 – July 23 2017
Applications Close	July 23 1017
All candidate documents sent to Board/Search Committee	July 25 2017
All pre-screening interviews (by consultants) completed	July 25 2017
Meet with Board/Search Committee and present the pool of candidates; select 6-8 semifinalists-2-hour meeting (consultants present in Waukesha)	August 1 2017
Semi-final Interviews on Site or via Skype w/Board/Search Committee- (consultants present in Waukesha)	Aug. 10 & 11 2017
Reference Reports to Board	August 20 2017
Final Interviews on Site (consultants present in Waukesha)	Aug. 23 & 24 2017
Negotiations Completed	August 31 2017
New Director Start Date	Early to Mid-October 2017

ATTACHMENT II-REPRESENTATIVE REFERENCES

Muskegon Area District (MI) Library (2015) 4845 Airline Road, Unit 5 Muskegon, MI 49444 Doug Hughes, Board Chair doughughes@williamshugheslaw.com Kelly Richards, Director krichards@madl.org	Daviess County (KY) Public Library (2016) 2020 Frederica Street Owensboro, KY 42301 Polly Reynolds, Board President reynolds-polly@rvbh.com Erin Waller, Incoming Director erinc4477@gmail.com
Branch District (MI) Library (2016) 10 East Chicago Street Coldwater, MI 49036 Martha Watson, Chair, Board/Search Committee aunthoot@gmail.com Linda Lyshol, Director linda.s.lyshol@gmail.com	Charleston County (SC) Public Library (2016) 68 Calhoun Street Charleston, SC 29401 Andy Brack, Board President/Search Co-Chair acbrack@gmail.com Nicolle Davies, Executive Director nicolledavies@q.com
Kent District (MI) Library (2010) 814 W. River Center Dr NE Comstock Park, MI 49321 Shirley Bruursema, Search Chair LIBSABSARG@aol.com Lance Warner, Director lwarnar@kdl.org	Poudre River Public Library District (CO) (2016) 201 Peterson Street Fort Collins, CO 80524 Linda Gabel, Board Chair/Search Committee Chair LindaGabel08@gmail.com David Slivken, Director, Booklover553@yahoo.com
Petoskey District (MI) Library (2014) 500 E. Mitchell St. Petoskey, MI 49770 Christine Gebhard, Search Chair cgebhard@norcocomh.org	Ridgefield (CT) Library (2016) 472 Main St. Ridgefield, CT 06877 Dean Miller, Board President Dmiller933@aol.com Brenda McKinley, Director kbmckinley@charter.net
Hartford (CT) Public Library (2016) 500 Main Street Hartford, CT 06103 Gregory Davis, Chair, Transition Committee gregorycdavis@att.net Bridget Quinn-Carey, Incoming CEO quinnccarey@hotmail.com	Downers Grove (IL) Public Library (2016) 1050 Curtiss St. Downers Grove, IL 60515 Wendee Greene, Board Chair/Search Committee earle.wendee@sbcglobal.net Julie Milavec, Director juliemilavec@comcast.net
Natrona County (WY) Library System (2016) 307 E. 2 nd Street Casper, WY 82601 Hampton O'Neill, Board President honeill@wsmtlaw.com Lisa Scroggins, Incoming Director lscroggins@natronacountylibrary.org	Denver (CO) Public Library (2015) 10 W. Fourteenth Ave. Pkwy. Denver, CO 80204 Jay Mead, Commission President jaymead@yahoo.com Michelle Jeske, Executive Director emrj@me.com

ATTACHMENT III:
SAMPLE ADDENDUM AGREEMENT BETWEEN BRADBURY MILLER ASSOCIATES AND
THE WAUKESHA PUBLIC LIBRARY

By signed proposal dated _____, 2017 and acceptance by the Waukesha Public Library (hereinafter called Library), the Library has entered an agreement with Bradbury Miller Associates (hereinafter called Consultant) to perform an executive search for a new Library Director. That agreement is hereby amended to contain the following provisions, which shall, to the extent they are inconsistent with the terms of the _____ 2017 proposal, supersede the prior provisions:

1. All work performed under this contract shall be performed by or under the direct supervision and control of Dan Bradbury and Jobeth Bradbury as project co-directors.
2. The search schedule as outlined in the original proposal dated _____, 2017 will be superseded by a final schedule to be developed after the _____ 2017 meeting with the Library and mutually agreed to by both the Library and the Consultant.
3. (Add other relevant elements you wish to specify or change and adjust numbers accordingly.)
4. Regardless of which party hereto retains responsibility for conducting criminal and financial background checks on prospective candidates under the agreement, the Library and Consultant will defend and indemnify each other from all claims, lawsuits, administrative actions, and other causes of action arising from the negligence or misconduct of a party hereto in conducting such background checks and/or from the misuse of information obtained from such background checks by either party, its officers, directors, agents, servants, or employees.
5. The Library and Consultant each agree and warrant to each other that (1) any such background checks will be conducted solely for the purposes of evaluating prospective candidates' suitability for employment; (2) before a background check is conducted, the prospective candidate will be provided with and sign a clear and conspicuous written disclosure informing him/her that a criminal and/or financial report may be obtained for employment purposes; and (3) information obtained as a result of such background checks will not be used in a manner that violates any state or federal employment laws or regulations.
6. If a dispute arises between the parties relating to this Agreement, the parties agree to participate in good faith negotiations to resolve the dispute for a period of up to thirty (30) days. If the dispute is not settled during such period, the parties agree that the matter shall be settled by non-binding arbitration held in accordance with the commercial rules of the American Arbitration Association, by a panel of three (3) arbitrators. The parties shall each choose an arbitrator who will then agree on a neutral arbitrator.
7. The Library may terminate this contract at any time with 30 days of advance notice. If the Library terminates the contract as a result of being dissatisfied with the quality or amount of services provided by the Consultant, the Consultant will rely on the collective good judgment of the Library to determine what represents a fair and appropriate level of refund/rebate/discount for the work performed under the agreement.

WHEREFORE, the parties have set their hand this _____ day of _____ 2017.

BRADBURY MILLER ASSOCIATES

WAUKESHA PUBLIC LIBRARY

By _____

By _____