

## Proposal

### Waukesha Public Library

Proposal to Provide Executive Recruitment Services

April 7, 2017

#### Springsted | Waters

380 Jackson Street, Suite 300  
Saint Paul, Minnesota 55101-2887

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**a. Cover Letter**

April 7, 2017

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

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

Dear Human Resources Committee,

We appreciate the opportunity to submit our proposal for executive recruitment services for the Waukesha Public Library's next Executive Library Director. Our extensive experience in providing executive recruitment services to cities, counties and other public sector organizations nationwide will be beneficial for this recruitment and allow us to find the ideal candidate for the Waukesha Public Library.

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

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

The proposal document will provide you the details about our approach, expertise, client references and pricing for this executive recruitment.

Waukesha Public Library

April 7, 2017

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If you have any questions, please contact either one of us for additional information:

**Co-Project Leader Information**

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Chuck Anderson, Senior Vice President

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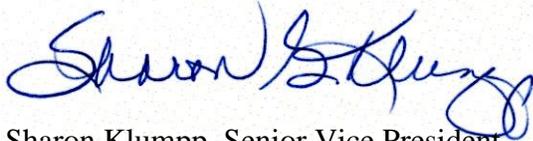
**Firm Information**

**Springsted | Waters  
380 Jackson Street, Suite 300  
St. Paul, Minnesota 55101**

**Springsted | Waters  
14285 Midway Road, Suite 340  
Addison, Texas 75001**

Our Team would consider it a professional privilege to provide these services to Waukesha Public Library.

Respectfully submitted,



Sharon Klumpp, Senior Vice President  
*Consultant*



Chuck Anderson, Senior Vice President  
*Consultant*

sml

**Waukesha Public Library  
Proposal to Provide  
Executive Recruitment Services**

**b. Qualifications**

The Executive Recruitment Division of Waters Consulting merged with Springsted Incorporated in May 2014, establishing one of the largest public sector executive recruitment and human capital consulting firms in the United States. Our firm name, Waters & Company, has recently been changed to Springsted | Waters (S|W) to more clearly reflect the connection to and support from the Springsted group of companies. Springsted Incorporated, our parent company, has been a Women Business Enterprise since 1993. Three employee-owners lead the Springsted group of firms and their 70-member staff. Our corporate office is located in Saint Paul, Minnesota, with regional offices located in Dallas, Texas; Chicago, Illinois; Milwaukee, Wisconsin; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; and Denver, Colorado.

S|W has a team of seven recruitment consultants available to meet your executive recruitment needs. Each consultant assigned to this recruitment has experience working with libraries and local government organizations. In 2015, we conducted the search for the Fulton County, Georgia Director of Library Systems and we conducted the search for the Executive Director of the Metropolitan Library Service Agency, a regional library system serving over 100 libraries in the Minneapolis-St. Paul metropolitan area.

Our consultants bring an experienced, participatory and energetic perspective to each engagement; our unique approach and personal touch are reflected in our internal standard to provide outstanding services that exceed the Waukesha Public Library's expectations. Since 2012 our combined consultant team has conducted more than 423 executive recruitments.

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

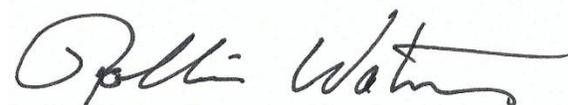
We have structured the S|W Recruitment Project Team to draw upon S|W's and Springsted's 50-plus years of service to the public sector and to leverage Waters Consulting's experience and capacity to focus nationwide to find the most qualified candidates.

**Physical Address**

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380 Jackson Street, Suite 300  
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Fax: 651-223-3002

Springsted | Waters  
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Fax: 972-481-1951

Respectfully submitted,



Rollie Waters, Executive Vice President  
*Consultant*

**c. Scope of Services**

**Task I: Recruitment Brochure Development and Advertising**

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

To prepare the recruitment brochure, the Recruitment Co-Project Team Leaders will come on site to meet with the Board of Trustees and designated staff to discuss the required background, professional experience and management and leadership characteristics for your Executive Library Director position. We will also meet with the Board of Trustees Human Resources Committee to provide an overview of the process and with department heads and other staff as designated to broaden our understanding of the position’s leadership and management requirements, current issues, and strategic priorities and to identify expectations for the Executive Library Director. If requested by the Library, S|W can develop and administer a survey for employees, stakeholders and/or library patrons to provide additional information about the background and experience desired in the Executive Library Director position. [See example of a recruitment brochure in Appendix I.]

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

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

<b>Advertisements for the Executive Library Director position could be placed with:</b>
American Library Association
LibraryJournal.com
Wisconsin Library Association and other regional state library associations

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

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

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

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

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

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

Project Milestone	Deliverables	Estimated Duration
Execution of recruitment strategy and candidate outreach.	<ul style="list-style-type: none"> <li>Online data collection and profile development.</li> <li>Development of interactive searchable applicant database for recruitment of the Executive Library Director.</li> <li>S W performs direct outreach to prospective candidates identified in the recruitment strategy.</li> </ul>	4 – 5 Weeks

	<ul style="list-style-type: none"> <li>Utilization of extensive applicant database to identify applications and review applicant pool for competencies/demographics.</li> </ul>	
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### **Task III: Screening of Applicants and Recommendation of Semi-Finalists**

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

The most promising applicants will receive a candidate essay questionnaire to complete that will provide additional information about the candidates’ background and experience. We will then narrow the list to a group of at least eight semifinalists for your review and to select finalists.

Another unique aspect of our recruitment process is our use of online recorded interviews for the screening process. Responses are timed and questions are not provided in advance. This tool allows our Team to develop a more comprehensive understanding of the candidate’s ability to think “on their feet” as well as their personal and professional demeanor. This virtual interview can be scored by individual selection team members as well as the consulting team for later review and comparison.

Our Team will provide an online link for the Board of Trustees Human Resources Committee and others designated, who have input into the hiring decision, allowing them to review and rate the recorded responses. This provides the organization with additional candidate assessments that can be customized to fit the Library’s unique needs.

Throughout the process, you will have access to our Master Applicant List (MAL), which will provide pertinent data for each applicant.

<b>Project Milestone</b>	<b>Deliverables</b>	<b>Estimated Duration</b>
Applicant screening and recommendation of semi-finalists.	<ul style="list-style-type: none"> <li>S W compares applications to the approved candidate profile developed in our searchable applicant database.</li> <li>S W develops customized candidate questionnaire &amp; due diligence questionnaire to provide to applicants who most closely meet the candidate profile.</li> <li>Eight or more candidates identified as semi-finalists.</li> <li>Semi-Final Report is prepared, including the brochure, master applicant list, cover letter, resume and completed questionnaire of candidates to be considered.</li> <li>S W and the Library review and rate video interviews.</li> <li>S W sends links to Library to review the aggregate responses and ratings.</li> </ul>	2 Weeks

	<ul style="list-style-type: none"> <li>• Semi-finalists complete candidate management style assessment, responses are reviewed, and interview questions are developed.</li> <li>• Recruitment Co-Project Team Leaders meet with Board of Trustees Human Resources Committee to review recommended semi-finalists. Human Resources Committee selects finalists for on-site interviews.</li> </ul>	
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#### **Task IV: Conducting Background Checks, Reference Checks and Academic Verifications**

When the Board of Trustees Human Resources Committee approves of a group of finalists for on-site interviews, S|W will begin the process of conducting reference checks, background checks, and academic verifications. A Confidential Reference Report is prepared for each finalist to complete our understanding of his/her management and leadership characteristics and professional work performance.

For the background checks, S|W will develop information on the candidates in the following areas:

- Consumer Credit
- City/County Criminal
- City/County Civil Litigation
- Judgment/Tax Lien
- Motor Vehicle
- Bankruptcy
- State District Superior Court Criminal
- State District Superior Court Civil Litigation
- Federal District Criminal
- Federal District Civil Litigation

*To ensure that our quality standards are maintained, we require a minimum of ten business days between the time that you select the finalists for on-site interviews and when we submit the candidate documentation for your final interview process.*

<b>Project Milestone</b>	<b>Deliverables</b>	<b>Estimated Duration</b>
Finalists complete supplemental work products.	<ul style="list-style-type: none"> <li>• Finalists complete narrative of their two most significant professional achievements and a critical problem analysis.</li> </ul>	1 Week
Design final process with the Library for on-site interviews with finalists.	<ul style="list-style-type: none"> <li>• S W confirms interviews with candidates.</li> <li>• Travel logistics are scheduled for the candidates.</li> </ul>	1 – 2 Days
Background checks, reference checks and academic verification.	<ul style="list-style-type: none"> <li>• S W completes background checks, reference checks and academic verifications for finalists.</li> </ul>	2 Weeks

#### **Task V: Final Interview Process**

Upon completion of Task IV, we will work with you to develop the final interview process. We will provide documentation on each of the finalists which will provide the highlights of their professional experience and leadership/management profile (Gap Analysis) as well as a summary of the results of the reference checks, background checks and academic verifications. In addition, the Final Report will include guidelines for interviewing the candidates, suggested interview questions and a candidate assessment process for your interview panel(s).

The Recruitment Co-Project Team Leaders will be available during the final interview process to answer questions about the candidates and, if requested, assist with the final evaluation of the candidates. In addition, if the Library requests the service, we will assist you with the development of a compensation package and related employment considerations and assist with the negotiation of an employment agreement.

Project Milestone	Deliverables	Estimated Duration
Final Report prepared and delivered to the Library.	<ul style="list-style-type: none"> <li>Final Report is prepared, including brochure, interview schedule, cover letter, resume, candidate questionnaire, two examples of candidates' most significant professional achievements, suggested interview questions, candidate assessment form and management style probing questions.</li> </ul>	1 Day
On-site interviews with finalists.	<ul style="list-style-type: none"> <li>Interviews are scheduled.</li> <li>Recruitment Co-Project Team Leaders attends client interviews and is available to participate during deliberations of candidates.</li> </ul>	1 – 2 Days
Offer made / accepted.	<ul style="list-style-type: none"> <li>If requested, S W participates in candidate employment agreement negotiations.</li> <li>S W notifies candidates of decision.</li> <li>S W confirms final process close out items with Waukesha Public Library.</li> </ul>	1 – 2 Days

### Strategy for Recruitment of Diverse Candidates

Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity, and cross-cultural respect. We have established strong and credible networks with minority and female leaders nationwide. In addition, we are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network and are on their National Corporate Advisory Council. We participate in their membership events on a regular basis.

To that end, we take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. In this recruitment, we will use our established networks to make direct and personal contacts with prospective minority and female candidates and encourage them to consider the Waukesha Public Library's Executive Library Director position. Because of our performance record in presenting a diverse applicant pool, these prospective candidates know they will be fairly considered in the process.

Springsted | Waters, is committed to ensuring equitable participation in our business and employment opportunities without regard to race, color, religion, gender, national origin, age, disability, veteran status, marital status or sexual orientation. As a leader in the executive recruitment industry, we take positive actions to prevent and to remedy any discriminatory effects of business and employment practices.

S|W is a WBE.

## Timeline

Below is an estimated Timeline for the executive recruitment process. You will be asked during the first on-site meeting to review and approve a Timeline for the recruitment project. It is our intent to conduct the recruitment expeditiously, but not at the expense of finding high-quality candidates for you.

<b>WAUKESHA PUBLIC LIBRARY EXECUTIVE RECRUITMENT PRELIMINARY TIMELINE</b>		
The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of April 26. Actual target dates will be developed in consultation with and approved by the Board of Trustees Human Resources Committee.		
<b>Project Milestone</b>	<b>Deliverables</b>	<b>Target Date</b>
Profile development, advertising and candidate outreach.	<ul style="list-style-type: none"> <li>• S W completes on-site interviews to develop candidate profile and recruitment brochure; Library approves ad placement schedule and timeline.</li> <li>• S W sends draft recruitment brochure to the Library.</li> <li>• Library returns draft recruitment brochure (with edits) to S W.</li> <li>• S W commences executive recruitment advertising and marketing.</li> <li>• Online data collection and profile development.</li> </ul>	April 26 – June 9
Applicant screening and assessment and recommendation of semi-finalists.	<ul style="list-style-type: none"> <li>• S W commences formal review of applications and sends most promising applicants a Candidate Questionnaire to provide additional information about background and experience. Candidates complete recorded interview online.</li> <li>• S W completes formal review of applications and sends selected resumes and questionnaire responses to the Library for review. Also candidates' recorded interviews are presented.</li> <li>• Semi-finalists complete candidate management style assessment and responses are reviewed and interview questions are developed.</li> <li>• S W meets with the Library and recommends semi-finalists; the Library selects finalists for on-site interviews.</li> </ul>	June 9 – 30
Comprehensive background check, academic verifications, and reference checks completed for finalists.	<ul style="list-style-type: none"> <li>• S W completes reference checks/background checks/ academic verification on finalists.</li> </ul>	July 14
On-site Interviews with finalists.	<ul style="list-style-type: none"> <li>• S W sends documentation for finalists to the Library.</li> <li>• The Library conducts on-site interviews with finalists.</li> </ul>	Week of July 17
Employment offer made / accepted.	<ul style="list-style-type: none"> <li>• The Library extends employment offer to selected candidate.</li> </ul>	Week of July 24

## d. Costs

**Springsted | Waters (S|W) Professional Recruitment Not-To-Exceed Fee of \$19,500.00.** The Professional Services Fee includes all services provided by Recruitment Co-Project Team Leaders (Lead Consultants), the Consulting Team (when assistance is necessary) and the project support staff.

All project-related expenses such as advertising, printing and development of the recruitment brochure, candidate background, reference and academic verification investigations in addition to all activities directed toward candidate vetting as well as travel related expenditures for the Consultant's on-site visits will be invoiced for reimbursement. The total amount for project related expenses is estimated to be **\$4,900.00** and will be invoiced as incurred.

**Please Note: *Travel expenses incurred by candidates for on-site interviews with the client are not the responsibility of S|W and are handled directly by the client organization.***

The **\$19,500.00** fee will be billed in four installments: 30% of the fee will be billed at the beginning of the recruitment; 30% at the implementation of Phase I; 30% at the implementation of Phase II; and 10% upon acceptance of an offer by the candidate. The project-related reimbursable expenses projected to be \$4,900,000, will be invoiced at the conclusion of the project.

All questions regarding the professional fees and project-related expenses should be directed to Sharon Klumpp at [sklumpp@springsted.com](mailto:sklumpp@springsted.com), 651-223-3053 or Chuck Anderson at [canderson@springsted.com](mailto:canderson@springsted.com), 817-965-3911.

PHASE	DESCRIPTION OF PROFESSIONAL SERVICES	FEES
Phase I	Task 1 – Candidate Profile Development/Advertising/Marketing (includes one day on site by Recruitment Co-Project Team Leaders) Task 2 – Identify Quality Candidates	
Phase II	Task 3 – Screening of Applications and Submission of Recommended Semi-Finalists to Client (includes one day on site by the Recruitment Co-Project Team Leaders) Task 4 – Reference Checks, Background Checks and Academic Verifications	
Phase III	Task 5 – Final Process/On-Site Interviews with Finalists (includes two days on site by Recruitment Co-Project Team Leaders)	
Conclusion	Acceptance of offer by candidate	
<b>PROFESSIONAL FEE</b>		<b>\$19,500</b>
<b>ESTIMATED PROJECT RELATED EXPENSES (advertising, printing/shipping, backgrounds, and travel)</b>		<b>\$ 4,900</b>
<b>TOTAL NOT-TO-EXCEED COST</b>		<b>\$24,400</b>

<b>OPTIONAL SERVICES FOR CONSIDERATION</b>	<b>FEES</b>
At the Library's option, S W will conduct a web-based survey to determine key community-wide issues and priorities that could be considered in the selection of a new Executive Library Director. This survey is completed by stakeholders and Library patrons and Library employees (Note: the survey could alter the project timeline by one to two weeks.	<b>\$1,650</b>
On rare occasions, S W is asked to provide additional search services that are not included in this scope of service or to provide more than three on-site visits to the Library. Additional work specifically requested by the Library which is outside of the scope of this project will be invoiced at the hourly rate of \$220 plus expenses. S W will submit a written explanation of the additional services to be provided and the estimated hours that will be required prior to commencing any additional services.	<b>\$220</b> per hour plus expenses

**e. Consulting Staff**

**Mr. Rollie Waters, Executive Vice President**

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**Ms. Jada Kent, Project Manager**

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**Recruitment Co-Project Team Leader**

**Ms. Sharon Klumpp, Senior Vice President**

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**Ms. Jenelle Stapleton, Project Coordinator**

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**Recruitment Co-Project Team Leader**

**Mr. Chuck Anderson, Senior Vice President**

Direct Phone: (817) 965-3911

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## **Rollie Waters**

### *Executive Vice President*

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

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

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

### ***Areas of Expertise***

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

### ***Professional Accomplishments and Education***

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

**Sharon G. Klumpp**

*Senior Vice President and Consultant*

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

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

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

**Professional Accomplishments and Education**

*Education*

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

*Affiliations*

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

## **Charles (Chuck) Anderson**

### *Senior Vice President and Consultant*

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

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

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

### ***Areas of Expertise***

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

### ***Professional Accomplishments and Education***

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

## **Jada Kent**

### *Project Manager*

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

### *Areas of Expertise*

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

### *Professional Accomplishments and Education*

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

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

**Jenelle Stapleton**  
*Project Coordinator*

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

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

***Professional Accomplishments and Education***

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

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

**f. Subcontractors**

No subcontractors will be used to perform the proposed executive recruitment services.

**g. Insurance**

A Certificate of Insurance sample is provided on the following page.



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

1/12/2017

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Horizon Agency, Inc. 6500 City West Pkwy #100 Eden Prairie, Minnesota 55344	Phone: (952)944-2929 Fax: (952)944-3091	<b>CONTACT NAME:</b> Jane Doerfler <b>PHONE (A/C, No. Ext):</b> (952)914-7131 <b>E-MAIL ADDRESS:</b> jane@horizonagency.com	<b>FAX (A/C, No):</b> (952)944-3091
	<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>
<b>INSURED</b> Springsted Inc.; Springsted Investment Advisors, Inc.; Waters & Company Inc 380 Jackson Street #300 St. Paul, MN 55101	<b>INSURER A:</b> Federal Insurance Company		20281
	<b>INSURER B:</b> Executive Risk Indemnity Inc.		35181
	<b>INSURER C:</b>		
	<b>INSURER D:</b>		
	<b>INSURER E:</b>		
	<b>INSURER F:</b>		

**COVERAGES**

CERTIFICATE NUMBER: 8208

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			35342568	8/11/2016	8/11/2017	EACH OCCURRENCE	\$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 1,000,000
							MED EXP (Any one person)	\$ 10,000
							PERSONAL & ADV INJURY	\$ 1,000,000
							GENERAL AGGREGATE	\$ 2,000,000
							PRODUCTS - COMP/OP AGG	\$ 2,000,000
								\$
A	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			73234006	8/11/2016	8/11/2017	COMBINED SINGLE LIMIT (Ea accident)	\$ 1,000,000
							BODILY INJURY (Per person)	\$
							BODILY INJURY (Per accident)	\$
							PROPERTY DAMAGE (Per accident)	\$
								\$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 0			79764838	8/11/2016	8/11/2017	EACH OCCURRENCE	\$ 2,000,000
							AGGREGATE	\$ 2,000,000
								\$
A	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	71646620	8/11/2016	8/11/2017	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER	
							E.L. EACH ACCIDENT	\$ 500,000
							E.L. DISEASE - EA EMPLOYEE	\$ 500,000
							E.L. DISEASE - POLICY LIMIT	\$ 500,000
B	Errors & Omissions \$25,000 Deductible			82079210	1/14/2017	1/14/2018	Each Claim	2,000,000
							Aggregate	2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

**CERTIFICATE HOLDER**

Holder's Nature of Interest : Certificate Holder

"For Informational Purposes Only"

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**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Robert R. Kirschbaum

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## h. References

### Fulton County, Georgia

**Mr. Kenneth Hermon**, *Director of Personnel*  
141 Pryor Street  
Atlanta, Georgia 30303  
Kenneth.Hermon@fultoncountyga.gov  
404-613-0923

**Project:** *Selection of Director of Library Systems*

### Metropolitan Library Service Agency

**Mr. Gayle O. Degler**, *Director of Personnel*  
1619 Dayton Avenue  
Suite 314  
St. Paul, Minnesota 55104  
gdegler@co.carver.mn.us  
763-381-1879

**Project:** *Selection of Executive Director*

### City of Racine, Wisconsin

**Mr. Scott Letteney**, *City Attorney*  
730 Washington Avenue  
Racine, Wisconsin 53403  
262-636-9115  
scott.letteney@cityofracine.org

**Projects:** *Selection of Police Chief, Public Works Commissioner, Public Health Administrator, Director of City Development and Director of Parks, Recreation and Community Services*

### Village of Glenview, Illinois (in progress)

**Mr. Jim Patterson**, *President, Board of Trustees*  
2500 East Lake Avenue  
Glenview, Illinois 60026  
847-904-4370  
jpatterson@glenview.il.us

**Project:** *Selection of Village Manager*

### Knoxville's Community Development Corporation

**Ms. Denise Campbell**  
901 N Broadway St  
Knoxville, Tennessee 37917  
865-403-1321 ext. 1110  
dcampbell@kcdc.org

**Project:** *Selection of CEO/Executive Director*

### City of St. Louis Park, Minnesota

**Ms. Nancy Deno**, *HR Director and Deputy City Manager*  
5005 Minnetonka Boulevard  
St. Louis Park, Minnesota 56002-3368  
952-924-2519  
ndeno@stlouispark.org

**Projects:** *Selection of Police Chief*

## i. Performance Guarantee

Our Triple Guarantee is defined as: (1) A commitment to remain with the recruitment assignment until you have made an appointment for the fees and tasks quoted in this proposal. If you are unable to make a selection from the initial group of finalists, S|W will work to identify a supplemental group until you find a candidate to hire. (2) Your executive recruitment is guaranteed for 24 months against termination or resignation for any reason. The replacement recruitment will be repeated with no additional professional fee, but only for project-related expenses. Candidates appointed from within your organization do not qualify for this guarantee. This guarantee is subject to further limitations and restrictions of your state laws. (3) S|W will not directly solicit any candidates selected under this contract for any other position while the candidate is employed with your organization.

## j. Additional Services

Since 2012, S|W has provided facilitation services to approximately 50 public sector clients ranging from cities and counties to school districts and special purpose governments. We are pleased to provide references upon request.

Strategic planning services typically entail group facilitation, conducting a SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis, identification of strategic issues and priorities, and development of a strategic plan. We also assist public sector clients in determining strategies to ensure implementation of the strategic plan as well as periodic assessment and course correction of the plan.

**APPENDIX I**  
**Sample Brochure**



# FULTON COUNTY LIBRARY SYSTEM SEEKS A VISIONARY, DYNAMIC AND HIGHLY EXPERIENCED LIBRARY PROFESSIONAL WHO IS AN OUTSTANDING LEADER AND ADMINISTRATOR TO SERVE AS THE NEXT ....

## THE COMMUNITY

Fulton County, the heart of the Atlanta metropolitan area, is located in the Georgia Piedmont near the foothills of the Blue Ridge Mountains. The Chattahoochee River forms its diagonal border from the northeast to the southwest. With a population approaching one million, Fulton has the largest and most diverse population of any county in the State. It encompasses 528.7 square miles, stretching over 70 miles from one end to the other. The County is comprised of 14 cities/communities and has gone through extensive change in the recent past.

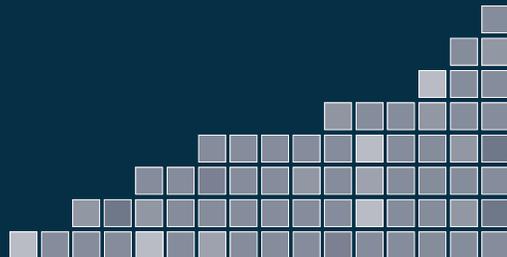
North Fulton County, once an agricultural area, now is known for its economic vitality and upscale-living in the incorporated cities of Alpharetta, Mountain Park, Roswell, Milton, Johns Creek, and Sandy Springs. Atlanta is the county seat of this many-cities area. Other incorporated cities in South Fulton County include College Park, East Point, Fairburn, Hapeville, Palmetto, and Union City. Atlanta, and by extension Fulton County, has become a leading distribution center for goods and services in the Southeastern United States as well as a major financial and telecommunications hub. Prominent corporations such as Coca-Cola, CNN, Georgia-Pacific, United

## EXECUTIVE LIBRARY DIRECTOR

### THE POSITION

The Library Director reports directly to the eight-member Fulton County Library System Board of Trustees, appointed by elected officials serving on the Fulton County Commission, and the Mayor of Atlanta. The Library Director is responsible for a staff of approximately 300+ with an anticipated budget of \$29.2 million. The successful candidate will oversee the development of innovative programs and services for youth and adults alike, including those disabled or elderly. The ideal candidate should demonstrate superior past performance in library leadership and be accomplished in providing "Best Practices" in the management of urban/suburban libraries. Toward that end, strong people-and-team-building skills are essential. The successful candidate must also be effective in diverse environments and the management of change. In addition, this leadership role develops and implements business process improvements recommended through research, audits, and the

analysis of existing and new processes, policies, and/or regulations that have department or county-wide impact while supporting organizational goals and objectives. Exceptional knowledge of strategic planning and execution, highlighted by proven communication skills with people from diverse ethnic and cultural backgrounds, is required. An understanding of budgeting and general financial practices is also essential. Further, the candidate must relate well to community groups, governing boards and staff, as well as library patrons. The growth and development of a strong library system Foundation Board is also inherent in the position as is a high degree of professionalism, demonstrated through personal and professional integrity.





## THE COMMUNITY (Continued)

Parcel Service, Home Depot and Delta Airlines make Fulton County their headquarters.

Fulton County is known as one of the best places in the country to work, live and play. Arts and cultural institutions include the High Museum of Art, the Art History Center, the Jimmy Carter Library and Museum, the World of Coca-Cola Museum, Zoo Atlanta, the world-class Georgia Aquarium and the Martin Luther King Center for Non-Violence. Known world-wide from the early days of the Civil Rights movement, the city is home to numerous historical sites, including the newly opened Center for Civil and Human Rights.

Atlanta is one of the top academic centers in the country as well, including Emory University, Georgia State University, the Georgia Institute of Technology, Oglethorpe University, and the Atlanta University Center (Clark-Atlanta University; Morehouse College and its School of Medicine; Spelman College and the International Theological Center).

Sport aficionados enjoy the NFL's Atlanta Falcons, the MLB's Atlanta Braves, the NBA's Atlanta Hawks, and the WNBA's Dream along with excellent college athletic teams. The College Football Hall of Fame recently opened and is poised to become another popular tourist attraction.

Notable individuals from Fulton County include the late civil rights leader and Nobel Prize winner Martin Luther King, Jr., the writers Margaret Mitchell and Anne Rivers Siddons, golfer Bobby Jones, and Helen Douglas Mankin, the first U.S. congresswoman from Georgia.

## CANDIDATE PROFILE

The next Director must be able to thoughtfully articulate a vision for public libraries in the years ahead, promoting a strong sense of how libraries will remain not only relevant, but also important to the communities they serve, now and in the future. He/she must be able to balance his or her persona between being "the library person" in the community — representing the Fulton County Library System among the various constituencies — and being the "diplomat" before local government leaders, knowing full well that good political acumen is important to the Director's role as the leader of an intricate organization with complex and sometimes competing needs.



## HIGH-PRIORITY ISSUES

### Leadership Stability

This library system has been led by qualified Interim Directors in recent years, but has not had a permanent Director in the past three (3) years. However, once a permanent Director is hired, the selected individual will benefit from the full support of the Library Board of Trustees and the County and will be expected to provide continuous leadership for the future. In recent years, the Library system has undergone budget reductions and staffing cuts during the nation's recessionary period. However, this trend is on the wane as the county's financial position has improved, allowing for more library staff to be hired in the future. Toward that end, the next Director will be expected to be an inspirational as well as stabilizing force for the Fulton County Library System and should be ready to establish him/herself as a leader for the staff, board, and community.

### Relationship Management

The next Director will be expected to energize the Library Foundation as well as civic and community leaders to bring forth partnerships that will garner new monies for innovative programming. This programming must not only meet the needs of the diverse populations served by the system — ranging from supplementing educational opportunities to providing leisure-time classes — but it also must determine the long-term needs of high-growth communities. Partnerships with colleges, universities, as well as fulfilling the needs of those pursuing their GED, are imperative as is anticipating the needs of those requiring employment help. Technical resources offered to those who have no direct access in their homes is a top priority as well, even as important as is continuing to build upon the love of reading and learning for all ages, from toddlers through seniors.

## ORGANIZATION

Fulton County is governed by a seven-member Board of Commissioners, serving as the governmental and policy-making board. County Manager, Richard “Dick” Anderson, serves as the Chief Executive Officer. Recently appointed in early 2015, Mr. Anderson has brought needed stability and leadership to the organization with a strong record of accomplishment in the public and private sector. The County’s staff is over 5,000 with a \$625.4 million general fund budget.

The Fulton County Library System, instituted 1902 as the Carnegie Library of Atlanta, was one of the first public libraries in the country. The Fulton County Library System provides library services to Fulton County and that part of Atlanta in DeKalb County. The system includes 33 branch libraries in a 70-mile-long county, in addition to the Auburn Avenue Research Library on African American Culture and History.

Its combined collection includes more than 2.5 million in books and materials and access to e-campus, an on-line learning suite of free resources. This major library system is in the midst of a building campaign where a total of six new libraries were constructed in 2014 and 2015 — with construction of two additional new libraries and two major renovations in progress. Twenty-three additional renovations are slated in the near future. Known for its timely programs, customer satisfaction and virtual resources that are tailored to meet the needs of each branch’s communities, the system attracted over four million visitors in 2014 and circulated more than 4.2 million items.



## EDUCATION AND EXPERIENCE

Required education includes a Master's degree in Library Science or Information Studies from an ALA-accredited university. Required experience includes 8-to-10 years' management experience in a central library system or a large, complex branch in a major system. The ideal candidate further will have library leadership experience in a large urban/suburban setting as a Director or Assistant/Deputy Director. Emphasis will be placed on a background that demonstrates the ability to foster and create superior team relationships, coalition building, management and communication skills. The Library Board of Trustees may elect to consider any combination of related education, experience, or certifications that will result in a candidate successfully performing the essential functions of the job.



## APPLICATION & SELECTION PROCESS

Qualified candidates should submit a cover letter and resume online by visiting the Waters & Co. website at [www.waters-company.com/recruitment/home](http://www.waters-company.com/recruitment/home). This position is open until filled; however, interested applicants are strongly encouraged to apply by **September 30, 2015**. Applications will be screened against criteria outlined in this brochure. On-site interviews in Fulton County will be offered by the Library Board to those candidates named as Finalists, with reference checks, background checks and academic verifications conducted after receiving candidates' permission.

For more information, please contact:

Andrea Battle Sims  
(216) 695-4776 (mobile)  
Email: [asims@waters-company.com](mailto:asims@waters-company.com)

or by visiting our website at:  
[www.waters-company.com](http://www.waters-company.com).

**The Fulton County Library System is an Equal Opportunity Employer and values diversity at all levels of its workforce.**

**Applicants selected as finalists for this position will be subject to an extensive background check, including criminal history/credit/driver's license check prior to interview.**



## COMPENSATION

The starting salary range and benefits are competitive and negotiable, depending on the experience and qualifications of the successful candidate. This starting range is expected to be from \$120,000 - \$159,119 and is currently under review by the Library Board, the County, and the State. Fulton County offers generous benefits including a defined contribution plan. The county also offers medical, dental, and vision assistance as well as flexible spending accounts and other competitive benefits.



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