

**ROCKY RIVER PUBLIC LIBRARY  
BOARD OF TRUSTEES  
SPECIAL MEETING FOR SEARCH FIRM PRESENTATIONS**

January 12, 2023  
4:00 P.M.  
Auditorium

**\*\* No Public Comment at Special Meetings**

1. Call to Order
2. Business of the Board
  - a) Presentation: Bradbury Miller Associates
  - b) Presentation: Organizational Architecture, Inc.
  - c) Discussion of the Ease@Work Climate Assessment
3. New Business
4. Adjournment

## Search Firm Questions

- Who will be working on the search?
- How many other searches might you be working on at the same time?
- How you work with internal candidates?
- How does you ensure a fair and equitable search process?
- How do you source and screen potential candidates?
- Can you describe your involvement in the interview process?
- What are different ways you have involved employees in the search process?
- What are different ways you have involved community stakeholders in the search process?
- How do you intend to learn about RRPL, its culture, its long and short-term goals, and its current initiatives?
- What is your client communication protocol?
- What is your average placement time?
- What information will you request initially from the board to begin the process?
- Do you offer an an off-limits policy in your engagement agreement?
- What is your success rate with candidates staying in the role?
- Will you submit resumes as candidates present them or in a standardized format?
- What kind of assistance do you provide in evaluations finalists and in compensation negotiations?
- What kind of follow-thought do you offer after the selected candidate begins employment?
- Fees: are there any additional fees not spelled out in your proposal?  
What's the biggest mistake you've seen in a search process?



Library Director



# Executive Search Proposal

BradburyMiller  
Associates

[bradburymiller.com](http://bradburymiller.com)

# BradburyMiller Associates

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

November 9, 2022

Melissa Stickney  
President, Board of Trustees  
Rocky River Public Library  
1600 Hampton Rd.  
Rocky River, OH 44116

## **Proposal: Library Director Search – Rocky River Public Library (OH)**

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

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

### ***Market Your Position, the Library, & the Region***

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

### ***Evaluate & Recommend the List of Qualified Candidates***

- Candidates must submit a cover letter, resume, and complete a questionnaire
- Phone conversations with each qualified candidate
- Share all candidate documents on Dropbox with the Search Committee/Board
- Meet with Search Committee/Board to discuss candidates/select 6-9 semifinalists for first round of interviews

### ***Coordinate & Assist with Interview Process***

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

### ***Reference Checks & Background Check***

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

### ***Coordinate & Assist with Offer & Negotiation***

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

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

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

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

Sincerely,

*Karen E. Miller*

Karen E. Miller  
Owner and President, Bradbury Miller Associates



## Library Director Search

### FIRM BACKGROUND AND QUALIFICATIONS

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

Over the past ten years, the firm has successfully completed more than 300+ national executive searches for public, academic, and special libraries. Current clients include East Baton Rouge Parish Library (LA), La Grange Public Library (IL), Worthington Libraries (OH), Greenwich Library (CT), Indianapolis Public Library (IN).

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

### Partial List of Past Clients

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

## SCOPE OF SERVICES & METHODOLOGY

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

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

### RECRUITMENT STRATEGY

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

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

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

### RECRUITMENT TIMELINE

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

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

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

## **PROMOTION, OUTREACH, AND IDENTIFYING POTENTIAL CANDIDATES**

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

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

### **Diversifying the Applicant Pool**

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

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

## **COMMUNICATION**

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

## **CANDIDATE SCREENING**

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

## **CANDIDATE ASSESSMENT – SEMIFINAL AND FINAL INTERVIEWS**

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

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

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

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

## **CHECKING REFERENCES**

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

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

### **Background Checks**

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

## **HANDLING THE DETAIL WORK**

Throughout the recruitment and selection process, Bradbury Miller Associates handles all the detail work—and there is a substantial amount, considering that there are commonly 20 to 30 or more 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 calls with all candidates who meet the requirements determined by the Search Committee/Board.
- We coordinate with Library staff to make arrangements for semifinal and final interviews and are a part of that process.

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

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

## Our Guarantee

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

### ABOUT THE CONSULTANTS AND OFFICE LOCATIONS

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

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

program for Ohio librarians and serves as a Director on the Board of the Bluecoats Drum and Bugle Corps, a world-class competitive marching band and performing arts education non-profit.

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

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

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

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

## **OFFICE LOCATIONS AND CONTACT DETAILS**

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

## **FEE PROPOSAL AND OPTIONAL BILLABLE EXPENSES**

Bradbury Miller Associates' total fee for executive search services (*including all consultant expenses* in traveling) is a flat fee of \$25,000. A retainer of \$6,000 will be paid to the firm upon approval of the agreement and subtracted from the final invoice at the end of the search. This amount will be invoiced upon completion of the search, payable within 30 days of the selected candidate's acceptance of the client's offer.

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

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



## Additional Information

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

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

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

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

## **FORM OF FINAL AGREEMENT**

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

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

## **CONCLUSION**

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

## **BRADBURY MILLER ASSOCIATES**

*Karen E. Miller*

*Karen E. Miller*  
Owner/President

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

By \_\_\_\_\_

Title \_\_\_\_\_

Date \_\_\_\_\_

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

## ATTACHMENT I: SEARCH SCHEDULE OUTLINE

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

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

Timeframe	Tasks
<b>First 30 Days</b>	<ul style="list-style-type: none"><li>• Initial meeting with Search Committee/Board, staff, and stakeholders</li><li>• Create position announcement and post/advertise nationally</li><li>• Initiate recruitment strategy</li></ul>
<b>30-60 Days</b>	<ul style="list-style-type: none"><li>• Close position posting</li><li>• Prepare candidate documents and screen qualified candidates</li><li>• Present candidates to Search Committee/Board and facilitate discussion of selection of semifinal candidates</li></ul>
<b>60-90 Days</b>	<ul style="list-style-type: none"><li>• Prepare for and lead semi-final interviews</li><li>• Facilitate discussion and assist with selection of finalists</li><li>• Conduct reference reports and coordinate final interview planning</li><li>• Facilitate final interviews</li><li>• Coordinate presentation of offer to selected candidate and initiate background investigation</li></ul>

## ATTACHMENT II: REPRESENTATIVE REFERENCES



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

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



**Rodman Public Library (OH)**  
215 E. Broadway Street  
Alliance, OH 44601

**Guy Hall**, Board President  
Ghall9969@gmail.com  
**Eric Taggart**, Director  
Etaggart76@yahoo.com



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

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



**Reed Memorial Library**  
167 E Main St.  
Ravenna, OH 44266

**Frank Cimino**, Board/Search Chair  
officeF3@sbcglobal.net  
**Amy Young**, Director  
aeyoung@reedlibrary.org



**Fairfield Public Library**  
1080 Old Post Road  
Fairfield, CT 06824

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



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

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

### ATTACHMENT III:

#### **SAMPLE ADDENDUM AGREEMENT BETWEEN BRADBURY MILLER ASSOCIATES AND ROCKY RIVER PUBLIC LIBRARY (OH)**

By signed proposal dated \_\_\_\_\_ and acceptance by Rocky River Public Library (OH) (hereinafter called Library), the Library has entered into 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 \_\_\_\_\_ proposal, supersede the prior provisions:

1. All work performed under this contract shall be performed by or under the direct supervision and control of Karen Miller as project director.
2. A final schedule will be developed at the initial meeting with the library and mutually agreed upon 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 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 notice. If the Library terminates the contract because 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 \_\_\_\_\_, 2022.

BRADBURY MILLER ASSOCIATES

ROCKY RIVER PUBLIC LIBRARY (OH)

By \_\_\_\_\_

By \_\_\_\_\_

# EXECUTIVE SEARCH SERVICES

## ROCKY RIVER PUBLIC LIBRARY

### **ORGANIZATIONAL ARCHITECTURE, INC.**

3100 East 45th Street, Suite 462

Cleveland, Ohio 44127

216.586.4762 | [oahumanresources.com](http://oahumanresources.com)





## EXECUTIVE SUMMARY

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Rocky River Public Library wishes to partner with a qualified Human Resources consultant to lead the process to define job duties, technical expertise, qualifications, compensation, and other elements of the position, and provide guidance throughout the sourcing, screening, and selection process for the Library Director position.

Additionally, Rocky River Public Library seeks a trusted advisor to assist with other, on-going organizational design and workforce strategy projects as they arise.

Organizational Architecture is uniquely qualified to provide these services based on our proven track record of successful client engagements and deep experience with:

- Public libraries and other public entities
- Senior-level recruiting projects
- Recruitment of diverse candidates
- Organizational design projects that build alignment between workforce strategy and business strategy
- Organizations with unique missions and needs

We appreciate this opportunity to share our capabilities and look forward to discussing the value that **Organizational Architecture** brings to its clients.

## ABOUT ORGANIZATIONAL ARCHITECTURE

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[Organizational Architecture](#) is a [veteran-owned business](#) and was founded in 2007 to provide organizations with **workforce strategy solutions that align with their organizational strategy.**

We believe our approach differentiates us from other organizations that provide Human Resources services because we begin by asking questions about your organization, your clients, and your strategy. We are then able to provide solutions tailored to your specific needs and which support your strategy.

Our services include:

- [Human Resources consulting](#) – Employee relations, compensation, benefits, training and development, organizational design, performance, and compliance.
- [Recruiting and talent acquisition](#) – Candidate sourcing, screening, and selection assistance.
- [Temporary HR contractors](#) – Temporary consultants or contractors for when you have a need for extra staffing or expertise.

Our value to our clients is that we are able to solve their problems without the need to have them seek other Human Resources professionals...**we are a single-source solution for their workforce strategy needs.**

## SCOPE AND PROJECT GOALS

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We understand the goals of this project are to:

1. Develop a target candidate profile and complete role description [i.e., define the job duties, technical expertise, qualifications, compensation, and other criteria] for the Library Director role;
2. Lead the process to source and screen qualified candidates;
3. Assist Rocky River Public Library with the selection process.

## METHODS OF ANALYSIS AND APPROACH

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To accomplish our analysis, we will perform the following activities to learn about Rocky River Public Library and understand its workforce challenges:

- Facilitate discussions with management and staff about the organization, the jobs performed by staff, reporting relationships, and work processes;
- Collect data provided by Rocky River Public Library as well as other sources;
- Analyze the data and documents;
- Develop the deliverables such as reports, charts, and other work products;
- Review deliverables with Rocky River Public Library and enhance those deliverables as appropriate.

Due to the scope of this project, we will work in phases in order to accomplish our goals. We anticipate that several of the components of this engagement **will occur simultaneously** and are not contingent on one segment being completed before the others.

Once we are selected as your partner, we will provide a time-and-action plan, along with other project management tools to ensure we stay on track, and that critical milestones and deadlines are achieved in accordance with our plan.

### 1. Project Kick-Off and Document and Data Collection and Review Process

- Facilitate project kick-off meeting with Rocky River Public Library's Project Leader, Key Stakeholders, and OA project team.
- Discuss Rocky River Public Library's strategic plan.
- Review list of resources needed to perform work and establish delivery commitments.
- Review library priorities and goals to be able to source appropriate candidates and convey this information to them.
- Establish project milestones and deliverable due dates.
- Review and analyze documents and data required for the project, with follow-up discussions as needed.

### 2. Job Analysis, Job Evaluation, and Recruiting

- Conduct job analysis, job evaluation, and recruiting planning for the following position:
  - Library Director
- Develop job specification.

- Develop cash and non-cash compensation package, including benchmarking of positions against market data and internal equity considerations.
- Develop candidate sourcing methods including identification of target organizations, targeting potential candidates and contacting them directly, Internet job boards, social media, and professional networks, which includes Ohio public libraries and public-sector industry groups.
- Work with diverse sourcing channels to reach candidates representing communities that are representative of the Library's service area.
- Develop candidate screening and selection guidelines, including composition of your interview team and development of interview questions to uncover information on both candidate experience and approach to work.
- Screen resumes submitted by candidates in response to job postings. This includes telephone conversations and video and/or face-to-face meetings with qualified candidates.
- Participate in interviewing process as needed, to include coordinating candidate on-site 'interview days.'
- Complete a minimum of three professional references for the selected candidate.
- Provide recommendations to making and negotiating an offer of employment with the selected candidates.
- Provide recommendations to develop orientation and on-boarding process.
- Document all methodologies for record-keeping purposes.

### **3. Interim Library Director compensation recommendations**

- Provide recommendations for a temporary cash compensation level for the interim Library Director based on your current pay system, market data, and best practices.
- Provide guidance on communicating the terms and conditions of the temporary cash compensation level if needed.

### **4. Deliverables**

- Weekly / bi-weekly progress updates
- Job analysis and job profile for the Library Director role
- Job / employer branding collateral to share with prospective candidates
- Job ad postings
- Compensation recommendations based on market analysis of the position using valid, reliable survey data and public information

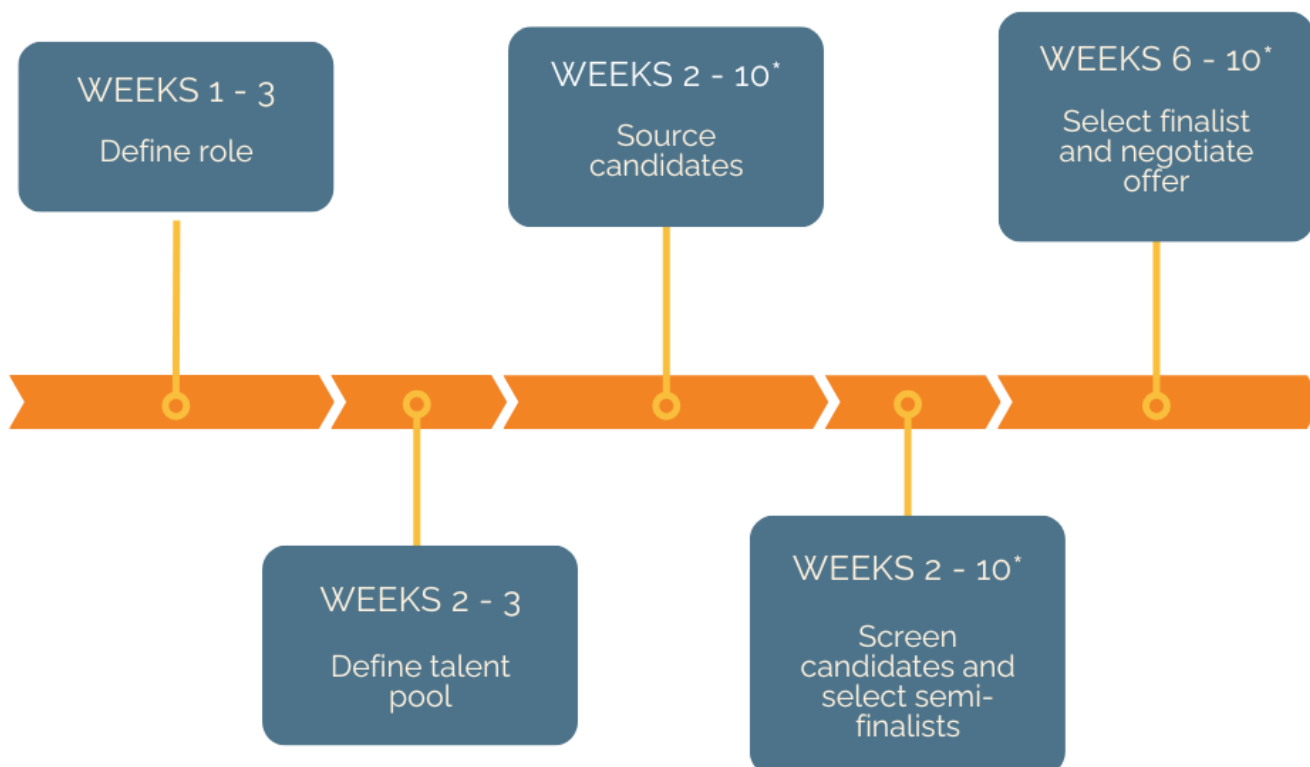
- Assistance with managing onsite interviews
- Presentation of two to three well-qualified finalist candidates
- Recommendations for making and negotiating an offer of employment with the selected candidates
- Orientation and on-boarding process recommendations

We are prepared to begin the project immediately upon acceptance of our proposal and the receipt of a signed engagement letter.

Our ability to complete the project in a timely manner is contingent on the availability of Rocky River Public Library's Project Leader, Key Stakeholders, and the provision of the data and documentation necessary to complete the project work.

## TIMELINE

# TALENT ACQUISITION TIMELINE



\*Length of search depends on size of talent pool and other factors we may not fully control.

## OUR SEARCH GUARANTEE

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The following is our search guarantee.

- We will continue our work sourcing, screening, and submitting candidates until you have selected a finalist for the position and the finalist has accepted the offer.
- If a selected finalist ultimately decides not to accept the offer of employment or rescinds it we will continue to source, screen, and submit candidates until you have selected a new finalist. Any expenses related to the search will be paid by the library but no additional fees will be due to OA.

In the unlikely event that the selected finalist leaves employment within one year:

- If the selected candidate voluntarily resigns their position within the first year of employment, we will reactivate the search and perform the sourcing, screening, and selection assistance per the original engagement. Any expenses related to the search will be paid by the library but no additional fees will be due to OA.
- If the selected candidate is terminated for cause within the first year of employment, we would like to discuss these circumstances and will provide additional assistance with sourcing, screening, and selection on a mutually-acceptable basis.

We will not be required to reactivate the search under the following circumstances:

- The death of the candidate.
- The departure of the candidate resulting from their inability to perform the duties of their position due to their physical disability.
- The failure of the candidate to return from leave under the Family and Medical Leave Act, provided that the candidate is physically unable to return to work following their leave under the Family and Medical Leave Act.
- The departure of the candidate resulting directly from illegal harassment or discrimination by the Library directed against the candidate in violation of state or federal law.

## RESOURCES

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Upon acceptance of the proposal and receipt of the signed engagement letter, we will provide a detailed list of necessary documents and data in order to start the project. This will include introductions to Key Stakeholders and other activities, including:

1. Organization chart, to include job titles and names
2. Organization mission and vision and strategic plans
3. Annual revenue or operating budget
4. Position descriptions and job analysis documentation for the Library Director, if any
5. Total rewards philosophy and compensation strategy, if any
6. Information on incumbent or out-going Library Director's offer letter, pay history, perquisites, and incentive programs, or the programs available to employees at a similar level in the organization
7. Summary information related to bonus and incentive plans, including informal program communications such as emails and memos. If there are formal plan documents, please forward them, along with information on funding, payout schemes, and timing of payouts.
8. Summary documentation related to employee benefit programs, including all welfare benefit plans [medical, dental, etc.] and retirement programs [pension, 401k, profit sharing, etc.]
9. Summary information related to equity compensation, deferred compensation, qualified and non-qualified programs, and other long-term compensation programs, if any
10. Summary documentation related to relocation benefits, home office, car allowances, and other types of programs
11. Paid time off, sick leave, and other benefits for time not worked
12. Information on training and development programs for which employees are eligible
13. Employee recognition programs, whether formal or informal
14. Information on performance management programs, individual development plans, and talent review or succession planning processes
15. Key performance indicators related to outcomes that are the responsibility of the Library Director role
16. Number of hours per week to be considered full-time versus part-time
17. Number of hours in your workweek, i.e., 37.5 hours, 40.0 hours, etc.

## ASSUMPTIONS

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Organizational Architecture assumed the following as it developed this proposal:

- Travel outside of Northeast Ohio for Organizational Architecture project team members will be paid for by Rocky River Public Library. This will include transportation and lodging expenses. We are willing to abide by your travel and expense policy.
- Out-of-pocket expenses incurred in relation to this project, such as travel, printing, rental of meeting space and classrooms, document preparation, and others, will be billed in addition to the professional fees.
- Rocky River Public Library will provide administrative and logistical support in scheduling meetings and providing meeting space, media, and other resources for Project Team meetings.
- Rocky River Public Library will provide a Project Team that will be in place and available throughout the project life cycle to allow for completion of the project in accordance with Rocky River Public Library's needs.
- Rocky River Public Library's Project Leader will have the appropriate level of authority to accept deliverables and authorize changes.
- Any new requirements outside the scope of this proposal will be handled through a Change Request and Control process.
- Fees associated with posting internet job ads will be billed to Rocky River Public Library along with our regular invoices. All fees for third party recruitment advertising will be reviewed and pre-approved by client.
- The scope of this project does not include assumption of any liability by Organizational Architecture for any of the Rocky River Public Library's employment actions made related to staff or any other employee or affiliate thereof.
- The scope of this project does not include acting as a legal advisor or providing legal counsel. Organizational Architecture is not a law firm. Organizational Architecture recommends client engage with appropriate legal counsel as necessary.
- Organizational Architecture understands the required practice of Ohio's public bid process, and respectfully requests that this proposal be shared with other prospective bidders only to the extent required, in order to ensure Organizational Architecture's ability to fairly compete in public bids against such other prospective bidders in the future.
- The information provided by Organizational Architecture in this proposal is and remains confidential and proprietary information of Organizational Architecture, Inc. and may be used by you solely in connection with your consideration of Organizational Architecture's proposal and, if a contract is subsequently executed by the parties, in connection with the receipt of services from Organizational Architecture. In no event will you disclose the information provided in the Organizational Architecture proposal to any third party except as may be required by law.

- If Rocky River Public Library requests significant changes to Organizational Architecture's regular engagement letter and statement of work, Rocky River Public Library will disclose the nature of these proposed changes as early as possible in the service provider screening process. We are willing to share a sample engagement letter and statement of work for review.
- If Rocky River Public Library's invoice payment terms are significantly different than those stated by Organizational Architecture in this proposal, Rocky River Public Library will disclose them as early as possible in the service provider screening process.
- This proposal is valid for 90 days.

## PERFORMANCE COMMITMENT

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While we realize there are many tasks to complete and there will be deadlines to meet, we intend to maintain our focus on providing solutions, being innovative, providing superior work product, learning from each other, and having fun.

We will also

- Return telephone calls and emails within 24 hours, if not sooner;
- Provide access via cell phone at any time to any member of the Project Team;
- Communicate with you frequently;
- Resolve issues to your satisfaction;
- Notify you of concerns, issues, and problems as early as we can, and provide you with recommendations on how to resolve.

All work product is reviewed by Mark Fiala, President of Organizational Architecture. As a small firm our quality control systems are informal yet standardized. We have integrity in our processes based on over fifteen years of developing and delivering quality client work product. Our clients frequently return to use our services. To the greatest extent possible our quantitative analysis tools rely on developing processes which we test before using client data. Our work product is reviewed several times before delivery.

## STATEMENT ON DIVERSITY AND INCLUSION

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Organizational Architecture takes its commitment to diversity and inclusion seriously. Whether we are working on a recruitment project, recommending broader equal employment opportunity language in an employee handbook, providing training on diversity and inclusion, or ensuring people are paid fairly for their work, we strive to ensure that each and every person has an opportunity to be their authentic self at work, be recognized, and to expand employers' understanding of the value of diversity in their workplace.

We put this commitment into action by:

- Recommending our clients use the broadest and most inclusive language when developing policies and procedures and going beyond what is considered a 'protected class' by the courts.
- Collaborating with minority-owned organizations as project partners and subcontractors, introducing them to our clients, and seeking opportunities to connect them with our network.
- Engaging with professional and social organizations that promote diversity and inclusion as dues-paying members.
- Investing our 'time and treasure' as board members and active volunteers with organizations that support diversity and inclusion.
- Leveraging our networks to connect with candidates who may otherwise be overlooked in a recruitment process.
- Investing in our own training to understand our own biases and blind spots.

It is our goal to drive understanding and connection among people. It makes our society better and strengthens our workplace and social communities.

## REFERENCES

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Organizational Architecture works with many types of clients, from large, publicly-traded firms, to small privately-held companies. Additionally, we are the trusted partners of several public-sector and nonprofit organizations and understand their unique needs.




Our library clients include:

- Akron-Summit County Public Library
- Anderson Public Library
- Clermont County Public Library
- Cleveland Public Library
- CLEVNET
- Cuyahoga County Public Library
- Cuyahoga Falls Library
- Dayton Metro Library
- Delaware County District Library
- Marysville Public Library
- Oberlin Public Library
- Preble County District Library
- Ritter Public Library
- Stark County Library
- Stow-Munroe Falls Public Library
- Tiffin-Seneca Public Library
- Toledo-Lucas County Public Library
- Upper Arlington Public Library
- Wadsworth Public Library
- Westerville Public Library
- Wickliffe Public Library
- Worthington Libraries

We support the following organizations as members and programming partners:

- American Library Association / Public Library Association
- International Public Management Association – Human Resources
- Indiana Library Federation
- Michigan Library Association
- Northeast Ohio Regional Library System
- Ohio Association of Public Treasurers
- Ohio Government Finance Officers Association
- Ohio Library Council

We are pleased to provide the following references for you to contact to learn more about how we solved our clients' needs.

 <p><b>Debbie Ziccardi</b> Trustee <a href="#">Cuyahoga Falls Library</a></p>	 <p><b>Marie Warden</b> Trustee <a href="#">Ritter Public Library</a></p>	 <p><b>Tom Shubert</b> Trustee <a href="#">Stow-Munroe Falls Public Library</a></p>
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If you intend to speak to any of the organizations with which we have worked, kindly let us know in advance so we may notify them and provide you with their contact information.

You can find examples of how we have helped our clients by visiting these [success stories](#) on our website.

## PROJECT TEAM AND ROLES

Depending on your preference, you may feel free to contact any member of the project team. If you prefer to deal with one point of contact, you may call Mark Fiala directly at any time.

Deliverables will be reviewed and approved for presentation to you by Mark.

Team Member	Role	Contact Information
<b>Mark Fiala</b>	Project Leader	216.242.2698 <a href="mailto:markfiala@oahumanresources.com">markfiala@oahumanresources.com</a>
<b>Ryan Sheehan</b>	Project Specialist	440.313.5023 <a href="mailto:ryansheehan@oahumanresources.com">ryansheehan@oahumanresources.com</a>
<b>Heather Muller MLIS</b>	Project Specialist	253.722.9641 <a href="mailto:heathermuller@oahumanresources.com">heathermuller@oahumanresources.com</a>
<b>Heather Brown</b>	Project Support Specialist	216.242.2697 <a href="mailto:heatherbrown@oahumanresources.com">heatherbrown@oahumanresources.com</a>

Other resources may be used to augment the OA Project Team as needed. We will provide contact information for these professionals along with their professional profiles and capabilities.

Our offices are located at:

3100 East 45th Street Suite 462  
Cleveland, Ohio 44127  
216.586.4762

Clients, friends, and colleagues can connect with Organizational Architecture on our [website](#), on [LinkedIn](#), and on [Facebook](#).

### Mark Fiala // Project Leader

Mark Fiala brings over 30 years of strategic Human Resources leadership to provide you with solutions to your business' needs in talent management. As a member of senior management himself, Mark has led the Human Resources functions in both privately-held and public companies with revenues exceeding \$500 million. Mark understands your needs and can provide solutions to help you achieve your organization's goals.

Prior to Organizational Architecture, Mark held senior Human Resources positions in the retail, specialty chemical and mortgage industries. Additionally, he has experience in the insurance and health care industries. He holds the designations of Certified Employee Benefits Specialist and Senior Professional in Human Resources. Mark earned his MBA from The Ohio State University.

Mark served in the United States Navy as an intelligence officer.

### **Ryan Sheehan // Project Specialist**

Ryan Sheehan is an accomplished talent management and Human Resources professional with a solid track record of aligning people and business strategies. Across his 20 years of career experience, he has developed, implemented, and improved HR programs, processes, and tools / technologies. Also, Ryan is adept at directly matching top talent with esteemed employers and creating strong talent acquisition strategies, trainings, and teams. Specifically, he has successfully completed Executive Director searches for several Northeast Ohio-based cultural agencies.

Prior to partnering with Organizational Architecture, Ryan grew and led the HR function of a four-time Weatherhead 100 award recipient – an emerging staff augmentation / Healthcare IT company based in Cleveland, Ohio. Additionally, he has worked for local, regional, and international companies within the healthcare, not-for-profit, information technology, and professional services industries. Ryan earned his Bachelor of Arts degree in Communications and Psychology from John Carroll University.

### **Heather Muller // Project Specialist**

Heather Muller has over 20 years of experience working in the library profession. She has worked in small, rural settings as well as large, urban libraries. Heather has worked with diverse staff, library boards, administrations, volunteers, and collections. She has worked in various library departments including, Tech Services, IT, Reference, and Administration. Heather can identify and capitalize on her knowledge and experience to create best practices and standards. She is a proven leader in academic, special, and public libraries with a focus on public service, efficiencies, and staff motivation.

Heather has an undergraduate degree from Wright State University in Communications and Media Studies, a Master's degree in Computer Resource Management from Webster University and earned her Master's in Library and Information Science from the University of Missouri-Columbia.

### **Heather Brown // Project Support Specialist**

Heather Brown provides support to clients and staff as a Project Support Specialist. She brings experience as a business owner having established both a successful hair salon and school of cosmetology in Colorado, as well as providing office and bookkeeping support for a general contractor / construction company. Her experience with small business operations not only helps us at OA but our clients as well.

In addition to her training and licensure in the salon industry, Heather earned an Associate of Arts degree from the University of Cincinnati.

## FEES

The following table is a breakdown of fees by project component.

Project Component	Investment
1. Project Kick-Off and Document and Data Collection and Review Process	20.0% of base pay rate, estimated to be \$24,000
2. Job Analysis, Job Evaluation, and Recruitment for Library Director	[discounted for not-for-profit / public sector]
3. Interim Library Director compensation recommendations	No charge
<b>Total Project Investment</b>	<b>20.0% of the base pay rate, estimated to be \$24,000</b>

Work outside the scope of this project will be billed as follows:

- Senior workforce strategy professional .....\$250.00 to \$375.00 per hour
- Junior workforce strategy professional.....\$75.00 to \$150.00 per hour
- Administrative and paraprofessional.....\$50.00 to \$75.00 per hour

Work will commence upon receipt of signed engagement letter and one-third of the estimated total fee, or **\$8,000.00**.

- Client will be billed an additional one-third thirty [30] days from the commencement of the engagement, or **\$8,000.00**.
- The final fee will be based on the base compensation rate of the selected candidate.
- The project balance will be invoiced at the conclusion of the project.

OA guarantees not to exceed the top end of the estimated fee range provided the project scope remains as described in this proposal.

Billing will only include charges for actual time worked on behalf of the project. Out-of-pocket expenses incurred in relation to this project, such as travel, printing, document preparation, and others will be billed in addition to the professional fees. We will submit summary bills to you during the course of the engagement or on a monthly basis, as appropriate. Out-of-pocket expenses, if applicable, may also be billed. These costs may include items such as delivery charges, photocopier charges, postage, travel costs, etc. Prompt payment is appreciated on issuance of our invoices, which are due upon receipt. Invoices not paid within 15 days will accrue interest at the rate of 1% per month.



## **ORGANIZATIONAL ARCHITECTURE, INC.**

3100 East 45th Street, Suite 462

Cleveland, Ohio 44127

216.586.4762 | [oahumanresources.com](http://oahumanresources.com)

## Fwd: Reference request for Bradberry Miller

Melissa Stickney <m.stickney@rrpl.org>

Tue 1/10/2023 10:38 AM

To: Trent Ross <t.ross@rrpl.org>

Cc: Krista Carte <k.carte@rrpl.org>

---

**From:** Frank Cimino <office3@sbcglobal.net>

**Sent:** Tuesday, January 3, 2023 3:13:23 PM

**To:** Melissa Stickney <m.stickney@rrpl.org>

**Subject:** Re: Reference request for Bradberry Miller

This message originated outside the CLEVNET organization. Please exercise caution when opening links or attachments or when providing sensitive information or materials.

Dear Ms. Stickney,

Thank you for your recent email of December 19, 2022. We in fact did work with Bradbury Miller and felt very comfortable with the services they provided to us. I would indicate to you that the time frame that they established for us was kept very diligently by them and in fact insured that we did move the process along in a very efficient manner.

I would indicate to you that I believe they were very supportive through this process and in fact shortened the process beyond what we had initially anticipated.

The answers for questions that we had were provided to us quickly and the candidates were provided their answer quickly along with the board.

As a matter of disclosure, I would indicate to you that our prior director, Brian was in the process of leaving our library to become an employee of Bradbury Miller when we in fact chose to go with Bradbury Miller. I would state we had contact with individuals in the Chicago area and out west as additional alternatives but made a determination to go with Bradbury Miller.

Should you have any other questions, please feel free to contact me at your convenience.

Frank J. Cimino  
Attorney at Law  
250 South Chestnut Street, Suite 18  
Ravenna, Ohio 44266  
PH: 330-297-5788  
FAX: 330-297-7578

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On Monday, December 19, 2022 at 11:20:28 AM EST, Melissa Stickney <m.stickney@rrpl.org> wrote:

Dear Mr. Camino,

I'm Melissa Stickney, the current president of the Rocky River Public Library Board and we will be embarking on a search for a new Director in 2023 under our new president, Jill James.

You were provided as a reference for Bradberry Miller and so I'm reaching out for your input. If you have time during this already busy time of year, we would appreciate your perspective on the following:

Tell us briefly about your Director search process.

Tell us how Bradbury Miller worked with your Board.

What was your timeline from start to finish (new Director's first day)?

If you had internal candidates, how did Bradberry Miller handle them?

What Bradbury Miller services did you find particularly valuable?

What's surprised you about working with Bradbury Miller or about your search in general?

Thank you for your response and happy holidays.

Melissa Stickney  
RRPL Board President

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## Fwd: Referral request for Bradberry Miller

Melissa Stickney <m.stickney@rrpl.org>

Tue 1/10/2023 10:39 AM

To: Trent Ross <t.ross@rrpl.org>

Cc: Krista Carte <k.carte@rrpl.org>

---

**From:** Jennifer Starkey <jenniferstarkey@gmail.com>

**Sent:** Wednesday, December 28, 2022 9:59 AM

**To:** Melissa Stickney <m.stickney@rrpl.org>

**Subject:** Re: Referral request for Bradberry Miller

This message originated outside the CLEVNET organization. Please exercise caution when opening links or attachments or when providing sensitive information or materials.

Dear Melissa,

My impression of Bradbury Miller is from the perspective of a candidate so I can only offer limited information about the search process. I was selected through the search process that the EPLS Board engaged their services for. From the beginning I was impressed by their clear communication, responsiveness, knowledge, professionalism and courtesy. The consultants were very attentive during the interview process and were a step ahead in terms of anticipating questions and orchestrating the process. I have no hesitation to highly recommend working with them.

Please do not hesitate to reach out in the future! I have had great conversations with Jamie Mason and I've appreciated the helpful idea-sharing between EPL and RRPL, as we have similar sized budgets and number of staff.

Jennifer

On Mon, Dec 19, 2022 at 11:15 AM Melissa Stickney <[m.stickney@rrpl.org](mailto:m.stickney@rrpl.org)> wrote:

Dear Ms. Whitfield and Ms. Starkey,

I'm Melissa Stickney, the current president of the Rocky River Public Library Board and we will be embarking on a search for a new Director in 2023 under our new president, Jill James.

You were provided as a reference for Bradberry Miller and so I'm reaching out for your input. If you have time during this already busy time of year, we would appreciate your perspective on the following:

Tell us briefly about your Director search process.

Tell us how Bradbury Miller worked with your Board.

What was your timeline from start to finish (new Director's first day)?

If you had internal candidates, how did Bradberry Miller handle them?

What Bradbury Miller services did you find particularly valuable?

What's surprised you about working with Bradbury Miller or about your search in general?

Thank you for your response and happy holidays!

Melissa Stickney  
RRPL Board President

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**From:** Marie Warden <marie.warden@ritter.lib.oh.us>  
**Sent:** Tuesday, January 10, 2023 11:17:06 AM  
**To:** Melissa Stickney <m.stickney@rrpl.org>  
**Cc:** Jill James <j.james@rrpl.org>  
**Subject:** Re: Reference Request for Organizational Architecture, Inc.

Good Morning Melissa,

I am happy to answer all your questions about Organizational Architecture. We had such a pleasant experience with them. Our new director is a great match for us and we couldn't be happier.

I have a board meeting tonight. Our gas boiler stopped working last night and I am awaiting the arrival of Raymond Heating and Plumbing. I will happily answer all your questions as soon as I can.

Rest assured you would be well served with Mark and Ryan from Organizational Architecture. They are good listeners, and they do a thorough search to find the best candidates for your library.

Marie Warden

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**From:** Melissa Stickney <m.stickney@rrpl.org>  
**Sent:** Tuesday, January 10, 2023 10:50:22 AM  
**To:** Marie Warden <marie.warden@ritter.lib.oh.us>  
**Cc:** Jill James <j.james@rrpl.org>  
**Subject:** Reference Request for Organizational Architecture, Inc.

Dear Ms. Warden,

I'm Melissa Stickney, the current president of the Rocky River Public Library Board and we are embarking on a search for a new Director in 2023 under our new president, Jill James.

You were provided as a reference for Organizational Architecture and so I'm reaching out for your input. If you have time, we would appreciate your perspective on the following:

Tell us briefly about your Director search process.

Tell us how Organizational Architecture worked with your Board.

What was your timeline from start to finish (new Director's first day)?

If you had internal candidates, how did Organizational Architecture handle them?

What Organizational Architecture services did you find particularly valuable?

What's surprised you about working with Organizational Architecture or about your search in general?

Thank you,  
Melissa Stickney  
RRPL President



# Rocky River Public Library

## *Executive Summary and Recommendations*

December 1, 2022

Ease@Work  
18051 Jefferson Park Rd. Suite 102  
Middleburg Hts, Ohio 44130  
[www.easeatwork.com](http://www.easeatwork.com)

Samantha Delaney  
Organizational Development Consultant  
216.325.9386  
[sdelaney@easeatwork.com](mailto:sdelaney@easeatwork.com)

# Executive Summary

## Overview

In August 2022, Rocky River Public Library (RRPL) partnered with AllOne Health Organizational Development (AOH OD) to conduct a comprehensive organizational climate assessment. The objective of this assessment was to engage staff in a feedback process to better understand their experience and perceptions of RRPL as a workplace and community resource. All employees were invited to engage in the assessment during three feedback opportunities:

1. A confidential online comprehensive survey – 89% response rate
2. On-site group interviews – All staff participated
3. A confidential online final comment survey - 26 responses received

The feedback gathered includes ways RRPL excels as an employer and public library and identifies opportunities for development. The following summary will review prevailing themes that emerged during the assessment process and highlight related details. Following this summary, we have made recommendations to support RRPL's continued development.

## Strengths

RRPL's staff believe the library adds value to the community. 73% of respondents are proud to work at RRPL and multiple examples of the library's mission, vision, and values in action were given. Staff acknowledge their collective talent and note a shared willingness to collaborate and help.

Employees appreciate the beauty of the library space. There is pride inspired by the ambience and upkeep of the facility.

RRPL is engaging all employees in feedback. This open stance is well received as leadership recognizes that employee input is integral to improvements that will serve staff and patrons.

## Development Opportunities

### Communication

Poor horizontal and vertical communication was cited as a problem at each feedback opportunity. Only 25% of survey respondents agree there is good communication and coordination between departments. Over 40% do not agree that Executive Leadership communicates well with employees. Staff reported that communication from different executive leaders on identical matters is often inconsistent or contrary. Consequently, departments operate with different understandings depending on the

executive leader that manages them. Staff want consistent messaging across Executive Leadership and more context given for announcements and changes.

Only 37% of staff report feeling that management listens to its employees and appropriately considers staff suggestions. Staff want a consistent, well-communicated process whereby staff feedback is collected, thoughtfully considered, and acted upon as appropriate. Staff repeatedly expressed concern that issues are identified but not addressed. They want to ensure all team members, with their diversity of communication styles, have an opportunity to express themselves.

Throughout group interviews, staff expressed desire for a standardized method of communicating updates and changes across the library system that accommodates staff without ready access to work email during their shifts. Staff also discussed reevaluating the purpose of one-on-one meetings, department staff meetings, and all-staff meetings. They expressed concern that meetings are often held for the sake of having a meeting and frequently disrupt workflows to no benefit.

#### Culture & Relationship Management

Over 65% of staff report feeling valued by their immediate supervisor, while only 37% report feeling valued by executive leadership. Multiple contributing factors were identified:

Multiple staff expressed frustration that Executive Leadership is rarely seen on the library floor. Many said it would boost morale to see Executive Leaders throughout the day and asked if they could stay until close occasionally. Staff noted they are often uncertain when Executive Leaders will be on site and in their offices. Staff described Executive Leaders as detached and desire more expressions of appreciation and a warmer tone in executive communications.

A perception of favoritism by leadership exists. Staff believe some leaders are inappropriately influenced by their outside-work relationships with staff. Specific instances of perceived favoritism by Executive Leadership were cited. Staff question whether leadership can maintain impartiality when managing personnel issues and struggle to trust Executive Leaders.

Additionally, staff commented that different standards are held by different managers. Staff believe issues are resolved with varying levels of equity across departments. This relates to a larger sense that managers have varying levels of leadership skill and hold different expectations of supervisees. Staff expressed concern that private matters expressed to managers and executive leaders are not held in confidence. Examples of breaches of confidentiality were given by staff.

Staff do not feel a strong sense of workplace community. Multiple people expressed concern for poor interdepartmental communication, and many noted they do not know everyone who works at the library. Multiple staff lamented the end of workplace celebrations such as holidays, birthdays, and milestones. Others expressed some discomfort at the perceived expectation that they “should” attend events such as these. Overall, staff would like more opportunities to connect with one another in ways that feel meaningful to all.

During onsite interviews, staff emphasized desire for continued diversity and inclusion initiatives.

### Operations Issues

While almost half of employees surveyed electronically reported that the performance evaluation system provides them with useful information to support them in their role, each group interview included comments that the evaluation process needs to change. Staff expressed a sense that they have become rote, do not identify meaningful goals, and are not collaborative. Some want reviews to be department-centric with different professional development expectations for full-time and part-time staff. Some staff said they are unclear how performance reviews relate to merit-based raises.

Multiple staff members want a process for reevaluating library programming after implementation. Some expressed concern that programs continue out of habit instead of relevance. Others commented that program planning focuses on quantity instead of quality. Staff would like more interdepartmental programming.

Concern for inequitable distribution of work was raised. The volume of passport processing by circulation was given as an example.

The need for technical support during all hours of operation was expressed.

Some staff named concern that internal candidates for open positions are not given appropriate consideration through a formal process.

Regarding safety issues, staff would like updated first aid kits. Others expressed concerns for the high volume of traffic in the parking lot, especially during school arrival and departure times.

# Recommended Next Steps

Work items are a la carte and to be mutually agreed upon between RRPL & AllOne OD.  
Additional details to be agreed upon on authorization for each service selected below.

Item	Estimated Investment
<b>Phase Two</b> <i>Next Recommended Steps</i>	
<b>Kick-Off Meeting</b> <i>1.5 hours</i> Working session with Administration to identify goals and map out a plan for 2023. <ul style="list-style-type: none"> <li>Identify Executive Leadership commitments</li> <li>Initiate communication plan</li> <li>Identify three key aspects to improve workplace culture (to be used for Townhall event)</li> </ul>	Included
<b>All Staff Townhall</b> <i>Half Day- Full Day</i> A state of the union to foster camaraderie among staff and leadership and to communicate the future goals for RRPL culture. <ul style="list-style-type: none"> <li>Includes staff working sessions to identify deliverables for three key aspects from above session to improve workplace culture</li> </ul>	\$3,000 Half-Day \$5,000 Full-Day
<b>Executive Coaching</b> <i>6-12 hours per coachee</i> <ul style="list-style-type: none"> <li>Coaching needs identified for HR Generalist, Interim Director, and Adult Manager</li> <li>3-6 month coaching engagements for each coachee (bi-weekly coaching sessions)</li> <li>Initial goal setting meeting with each coachee.</li> <li>Halfway and end point check-ins with direct supervisor if applicable</li> </ul>	\$300/per hour, total cost TBD

Item	Estimated Investment
<b>Phase Three</b> <i>Suggested Phase 3</i>	
<b>Executive Communication Plan</b> <i>Estimated at 7-10 hours</i> Identify a communication plan for library operations, including the deliverables outline in Townhall working sessions. Initial meeting required to define scope of work.	\$350 per hour
<b>Performance Review Consulting</b> <i>Estimated at 10-15 hours</i> A review of the current performance evaluation process, needs determination, consultation and design of new process. Initial meeting required to define scope of work.	\$350 per hour
<b>Employee Working Groups</b> <i>Estimated at 5-7 hours</i> Consultation to create and maintain employee working groups for areas of improvement as identified in Executive Summary. Initial group ideas include <b>Employee Culture and Wellness, Programming Strategy, and Departmental Collaboration</b> . Initial meeting required to define scope of work.	\$350 per hour
<b>Policy and Guidelines Review</b> <i>Estimated at 10-15 hours</i> A review of the current performance policies, procedures and guidelines. Needs assessment and consultation on design of new policies and procedures if needed. Initial meeting required to define scope of work.	\$350 per hour
<b>Manager Development</b> <i>TBD</i> A review of the system to develop managers at RRPL. Identify needs and design programs for continued development of current staff and future leaders.	Consultation \$350/hour Training TBD