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CPS HR  CONSULTING



PROPOSAL

Coalinga-Huron Library District

Executive Search Services for Director of Library Services

January 24, 2025

Submitted by:

Melissa Asher

Chief of Client Services

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January 24, 2025

Mary S. Leal, MLIS
Director of Library Services
Coalinga-Huron Library District
305 N Fourth Street
Coalinga, CA 93210

Submitted via email to: mary.leal@coalingahuronlibrary.org

Subject: Executive Search Services for Director of Library Services

Dear Ms. Leal:

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

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

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

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

Thank you for the opportunity to be considered for this assignment. Should you have questions or comments about the information presented in this proposal, **please do not hesitate to contact me at (916) 471-3358 or via email at masher@cpsshr.us.**

Sincerely,



Melissa Asher
Chief of Client Services

Recruitment Experts

CPS HR specializes in the recruitment and selection of key professionals for cities, counties, special districts, and non-profits. Working in partnership with the governing body or selection team, we develop customized search strategies that focus on locating and recruiting qualified candidates who match the agency's unique needs. Our wealth of recruitment experience has been gained through *more than 20 years* of placing top and mid-level executives in public agencies throughout the United States.

- **Unmatched Recruitment Experience for Government Agencies.** CPS HR has extensive experience in recruiting executive-level professionals for public agencies across the United States. As a public agency ourselves, we understand how to work with and within government. Our understanding of public sector culture and policy uniquely sets us apart from our competitors.
- **Focus on Diversity Recruiting.** In the past three years, 57% of the candidates placed by CPS HR were female, members of ethnic minorities or both. To continue this trend, CPS HR is constantly assessing the best methods for reaching the broadest network of possible candidates. To that end, we have just signed a contract with Zoom Info, a new sourcing platform, that includes a diversity sourcing filter.
- **Seasoned Executive Recruiters.** Our recruiters possess a high level of expertise in recruiting and placing executive-level professionals. Our staff of experts includes an exceptional group of full-time employees as well as a full complement of subject matter experts, intermittent employees, and part-time employees with a variety of public and private sector experience.
- **Detailed Needs Assessments.** We conduct a detailed needs assessment to identify 1) future organizational direction; 2) challenges facing the position; 3) the working style and organizational climate; and 4) required core and job specific competencies as well as personal and professional characteristics.
- **Success Recruiting Non-Job Seeking Talent.** We recognize that the very best candidates for some types of positions may not be looking for a career change, therefore, our recruitment team takes a very aggressive approach to identify and recruit such candidates.
- **Vast Pool of Public Agency Contacts.** CPS HR maintains a database of candidates and an extensive network of external resources to leverage for executive-level positions. We utilize our vast pool of public and non-profit contacts to deliver a strong list of competitive candidates who will be well prepared to assist you in the accomplishment of your specific mission and goals.

- **Satisfied Clients.** *Our executive search client satisfaction rating averages 4.6 on a scale of 5.* While many companies talk about client satisfaction, how many measure the impact of that through assessing client satisfaction by distributing written surveys and tying the results of these surveys to their performance management system? CPS HR Consulting does. A client satisfaction survey is sent at the end of every engagement requesting feedback on the quality of our staff, deliverables, and the overall consulting relationship.
- **Retention/Success Rate.** Our success rate is tied to the longevity of the candidates we place, currently more than 95% of our placements are still in their position after two years.
- **Partial list of recruitments.** Below is a brief listing of recent similar recruitments to show our experience with similar executive recruitments.

Client	Title	Year Completed
City of St. Helena, CA	Deputy Director of Community Services - Library	2024
City of New Braunfels, TX	Library Director	2024
Berkeley Public Library, CA	Deputy Director	2023
Sonoma County Library, CA	Library Director	2023
County of Douglas, NV	Library Director	2022
City of Monterey, CA	Library Director	2022
City of Richmond, CA	Deputy Director of Community Services – Library	2022
Marin County Free Library	Director of County Library Services	2021
County of Flathead, MT	Library Director	2021
Sonoma County Library, CA	Library Chief Financial Officer	2021
County of Marin, CA	Director of County Library Services	2021
Berkeley Public Library, CA	Director of Library Services	2020
Nevada County, NV	County Librarian	2020
Sonoma County Library, CA	Library Director	2018
City of Louisville, CO	Director of Library and Museum Services	2018
Garfield County Public Library District, CO	Executive Director	2018

Our Approach

Key Stakeholder Involvement

The Library Board (Board) on behalf of the Coalinga-Huron Library District must be intimately involved in the search for a new Director of Library Services. Our approach assumes their direct participation in key phases of the search process. At the discretion of the Board, other key stakeholders may also be invited to provide input for the development of the candidate profile.

The District's Needs

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

Commitment to Communication

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

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

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

Aggressive, Proactive, and Robust Recruitment

We take an aggressive approach in identifying and recruiting the best available candidates. There are those candidates who would gladly rise to the professional challenge and apply for this position; however, some of the best candidates are often not actively seeking a new position and may only consider a change once we present them with your opportunity. Evoking the sense of vision and opportunity in qualified persons is among the responsibilities of CPS HR, and we pride ourselves in our efforts to reach the best available potential candidates.

We use advertisements, directly email the outreach brochure, post messages and connect with potential candidates on business media such as LinkedIn, and of course, pick up the phone and call qualified individuals and referral sources.

Diversity Outreach Process

CPS HR strives to attract the most highly qualified, diverse candidate pool possible. We are pleased that our diligent efforts have resulted in more than 57% of our executive level placements being people of color and/or female candidates within the past three years.

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

Our recruitment process results in an exceptionally diverse candidate pool and a high level of client satisfaction.

Methodology and Scope of Work

Our proposed executive search process is designed to provide the District with the full range of services required to ensure the ultimate selection of a new Director of Library Services is uniquely suited to the District's needs. CPS HR can perform Outreach Only or Partial Recruitment services if a Full Recruitment is not currently needed by the District.



Phase I: Our consultant will meet with the Board to ascertain the District’s needs and ideal candidate attributes, to target our search efforts, and maximize candidate fit with the District.

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

Phase III: The selection process is customized for the District. CPS HR will work with the Board to determine the process best suited to Coalinga-Huron Library District.

Below is a breakdown of the services included in each recruitment option.

Task	Description	Outreach	Partial	Full
Phase I - Develop Candidate Profile and Recruitment Strategy				
1	Finalize Schedule		X	X
2	Hold Key Stakeholder Meetings	X	X	X
3	Develop Candidate Profile	X	X	X
4	Develop Recruitment Brochure	X	X	X
Phase II – Aggressive, Proactive, and Robust Recruitment				
1	Place Ads	X	X	X
2	Identify and Contact Potential Candidates	X	X	X
3	Review Application Materials		X	X
4	Conduct Screening Interviews		X	X
5	Submit Client Report		X	X
6	Client Meeting to Select Semifinalists		X	X

7	Notify Candidates		X	X
Phase III – Selection				
1	Prepare Assessment			X
2	Schedule Candidates; Coordinate Travel			X
3	Prepare Evaluation manuals			X
4	Facilitate Finalist Selection Process			X
5	Conduct Reference and Background Checks			X
6	Assist in Negotiation (if requested)			X

Phase I - Develop Candidate Profile and Recruitment Strategy

Task 1 - Review and Finalize Executive Search Process and Schedule

Task 2 - Key Stakeholder Meetings

Task 3 - Candidate Profile and Recruitment Strategy Development

Task 4 - Develop Recruitment Brochure

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

- Identifying key priorities for the new Director of Library Services and the conditions and challenges likely to be encountered in achieving these priorities.
- Describing the type of working relationship the Board wishes to establish with the Director of Library Services.
- Generating lists of specific competencies, experiences, and personal attributes needed by the new Director of Library Services in light of the discussions above.
- Discussing recruitment and selection strategies for the Board’s consideration to best produce the intended results.

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

Following the completion of the workshop session, CPS HR will work with a professional graphic artist to design a recruitment brochure and present it to the District for review. Please refer to

Appendix A for a sample brochure. Additional brochure examples are available on our website at <https://www.cpshr.us/executive-level-recruitment-2/>.

Phase II - Aggressive, Proactive, and Robust Recruitment

Task 1 - Place Advertisements

Task 2 - Identify and Contact Potential Candidates

Task 3 - Resume Review and Screening Interviews

Task 4 - Board Selects Finalists

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

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

Advertising Sources	
<ul style="list-style-type: none">● CPS HR Website● American Library Association● Association of Specialized, Government and Cooperative Library Agencies● Association for Rural and Small Libraries● Black Caucus of the American Library Association● California Library Association● Chinese American Librarians Association	<ul style="list-style-type: none">● Government Jobs● International Federation of Library Associations and Institutions● Latino Literacy Now● Library Journal● LinkedIn● Diversityjobs.com● National League of Cities

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

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

Within the past three years, more than 57% of our executive level placements have been minority and/or female candidates.

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

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

We will:

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

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

CPS HR will prepare a written report that summarizes the results of the recruitment process and recommends candidates for further consideration by the Board. Typically, the report will recommend five to eight highly qualified candidates and will include resumes and a profile on each interviewee's background. CPS HR will meet with the Board to review this report and to assist them in selecting a group of finalists for further evaluation.

Phase III - Selection

Task 1 - Design Selection Process

Task 2 - Administer Selection Process

Task 3 - Final Preparation for Appointment

Task 4 - Contract Negotiation (if requested)

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

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

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

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

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

Timeline

The project team CPS HR has selected is prepared to begin work upon receipt of a fully-executed contractual agreement. All search activities up to and including the selection of a new Director of Library Services can be completed in 12 to 14 weeks. Partial recruitments can be completed in 10-12 weeks and Outreach Only projects in 4-6 weeks. The precise schedule will depend on the placement of advertising in the appropriate professional and affiliate websites, and the ability to schedule, as quickly as possible, the initial meeting. A proposed schedule of major milestones is presented below.

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

Our Executive Recruiting Team

CPS HR has assembled a strong project team with each member possessing extensive recruiting experience and a direct, in-depth understanding of local government. Our executive recruitment team will work collectively to fulfill the District's needs in a timely and effective manner. We are committed to providing each of our clients the same level of service excellence, and we take great care not to take on more work than this commitment allows. We will not utilize subcontractors for these services. No staff members will be removed or replaced without the prior written concurrence of the District.

Team Biographies

Fatima Nukic, Project Manager

Fatima Nukic brings over ten years of professional experience in the public sector, specializing in a wide range of executive recruitments for counties, cities, special districts, and associations. Her expertise includes recruiting for key leadership positions such as Executive Director, City Attorney, Police Chief, Human Resources Director, Finance Director, Health and Human Services Director, Risk Manager, and Environmental Resources Director, among others.

Ms. Nukic is an action-oriented, results-driven recruiter who excels in developing innovative strategies to promote recruitments and identify ideal candidates. With a strong background in promotion, sourcing, and social media marketing, she plays a key role as an Associate Executive Recruiter at CPS HR Consulting.

Melinda S. Cervantes, M.S., Subject Matter Expert

Ms. Cervantes is a recognized expert in Library Service. She has served as the Executive Director for three systems: Contra Costa County Library, Pima County Library and the Santa Clara County Library. She has just completed an interim stint as the Deputy Director of Community Services – Richmond Public Library.

She possesses more than 15 years of experience in senior management and research activities involved in the collection, storage, analysis, and reporting related to institutional planning, effectiveness, accreditation, and student success.

Ms. Cervantes is an exceptional communicator with strong engagement skills and significant background in civic and government environments. She holds a master's degree in Library Information Science, from Kent State University, OH and a Bachelor of Science Degree in Education, from Bowling Green State University, OH.

Al Bonnenfant, M.A., SPHR, Executive Recruiter

Al Bonnenfant is a highly accomplished human resources professional with a diverse blend of management and human resources experience spanning over 30 years. His core expertise is in human resources, business development, industrial engineering and operations. Throughout his career, he has demonstrated success as a progressive partner in executing collaborative solutions, inspiring cultural change, and focusing on organizational effectiveness. A hallmark of his style is being a coalition-builder and business partner focused on the interaction between sincere relationships and the achievement of organization, employee and client goals and objectives. He has worked in almost all areas of HR, but most notably, recruiting, onboarding, succession planning, leadership development, employee relations, safety and compliance, and workers' compensation. He has applied both private and public sector experience in his roles as a Business Manager, Human Resources Business Partner, and Human Resources Director.

References

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

Reference 1

Agency: City of Richmond, CA

Contact: LaShonda White, Deputy City Manager of Community Services

Phone/Email: (510) 620-6828; lashonda_white@ci.richmond.ca.us

Address: 450 Civic Center Plaza, Richmond, CA 94804

Project: Full Recruitment for Deputy Director of Community Services – Library (2023)

Reference 2

Agency: Sonoma County Library, CA

Contact: Suzanne Silva, Human Resources Manager

Phone/Email: (707) 545-0831; ssilva@sonomalibrary.org

Address: 221 E Street, Santa Rosa CA 94504

Project: Full Recruitment for Library Director (2023) and Full Recruitment for Library Chief Financial Officer (2021)

Reference 3

Agency: City of Monterey, CA

Contact: Nat Rojanasathira, Assistant City Manager

Phone/Email: (831) 646-3760; rojanasathira@monterey.org

Address: 625 Pacific Street, Monterey, CA 93940

Project: Full Recruitment for Library Director (2022)

Professional Fees and Guarantee

Professional Services

Our professional fixed fee covers all CPS HR services and deliverables associated with **Phases I, II, and III** of the recruitment process. We are also providing the fees associated with **Partial (Phase I and II only) and Outreach only services**.

Travel expenses for candidates who are invited forward in the interview process are not included.

Professional Fixed Fee Per Recruitment*	
Service	Pricing
Full Executive Recruitment – All Positions except City Manager, Fire Chief, Police Chief	\$27,000 Flat Fee
Partial Executive Recruitment	\$20,000 Flat Fee
Outreach Only Services	\$10,000 Flat Fee (includes brochure and direct advertising)

**Professional fees for Partial and Full recruitment would be in three equal installments upon completion of each phase. Professional fees for an Outreach/Advertising project will be billed and paid in full upon completion of the project.*



One-Year Service Guarantee

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




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

Appendix A: Sample Brochure



Library Director

This is a unique opportunity for a progressive, visionary library professional to join and build a dedicated staff in leading an exceptional public library in this beautiful and historically significant California coastal community.

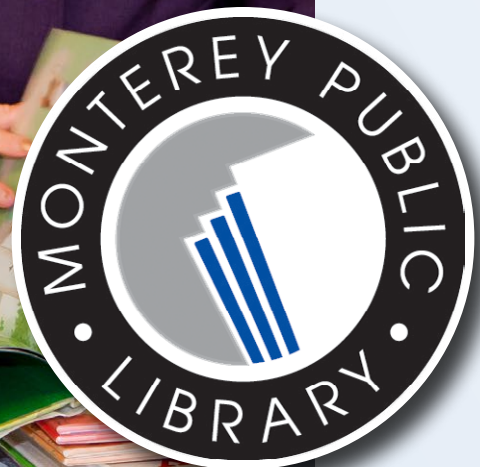


THE CITY OF
MONTEREY

VISION: Inspire, Delight, and Educate All: the Library IDEA!

MISSION

Monterey Public Library is a welcoming community, cultural, and learning center for people of all ages. We encourage discovery, share the joy of reading, celebrate Monterey's history and heritage, and protect the right to know.



MONTEREY PUBLIC LIBRARY

For more than 170 years the Monterey Public Library (MPL) has upheld a reputation for delivering excellent, forward-thinking library services responding to ever-evolving community needs. From its founding in 1849 as the first public library in California, MPL has played a vital role in the civic, cultural, educational, and economic life of the City of Monterey and surrounding communities. As its service population has grown and as the local economy and community have changed, the Library's array of services, materials, and technology continues to adapt.

Monterey is an economic, educational, and cultural hub for the region. Prior to the pandemic, the Library was a bustling destination, visited on average by over 800 people each day. MPL has consistently exceeded California statewide averages for library service metrics including circulation, program attendance, and Internet usage. MPL has about the same number of cardholders as the City has residents, an indication of its popularity among the broader community. The Library has an excellent location at the edge of downtown, on a prominent corner surrounded by other civic facilities such as the historic City Hall, police and fire headquarters, and the school district office. A facility feasibility study for renovation and expansion of the Library was completed in 2020 (to learn more, go to: https://monterey.org/services/library/get_involved/facility_feasibility_study.php).

The City of Monterey is a world-wide travel and tourist destination, and those tourism and conference activities were drastically impacted by the COVID-19 pandemic over the past two years. The pandemic created a major loss of revenue and forced the City to make significant cuts to municipal services. The Library's budget was reduced from \$3.2 million in FY 2019-20 to \$1.4 million in FY 2020-21 and has been partially restored to \$2.2 million in FY 2021-22. The Library staff was likewise reduced to 12.3 FTE currently, with increases slated for the new fiscal year. The City's revenue base has been significantly rebounding recently, and City leadership is committed to rebuilding service excellence in its Library and Museums. As the City continues to recover from its budget difficulties, the new Library Director will have the opportunity to work collaboratively with the Board of Library Trustees (Board), the City Leadership Team, and all library stakeholders to find innovative, strategic, and effective avenues to reimagine programs and rebuild this treasured City asset and its dedicated staff.

The Library Director also works with the active Monterey Public Library Friends & Foundation non-profit organization that helps organize events and raise funds to support Library programs. The Friends & Foundation recently completed its first ever comprehensive fund-raising campaign and exceeded its goal of \$200k, raising \$350k over 18 months during the height of the pandemic.

To learn more, go to:

<https://www.monterey.org/services/library/index.php>



■ BOARD OF LIBRARY TRUSTEES

Unlike other City boards and commissions, the Board of Library Trustees is an administrative board established by the Monterey City Charter. Appointed by the City Council to four-year, staggered terms, the five-member Board's mission is to oversee the administration and operation of the Monterey Public Library. It also serves as a conduit for Monterey's citizens to the Monterey City Council in a joint effort to provide superior library service to the citizens of Monterey. In the fulfilling of this mission the Board of Trustees recommends the Library's budgets, maintains and recommends expenditures from the Library Trust Fund, hires and oversees the Library Director, reports Library developments and needs to the City Council, and approves and develops policies and procedures for operating the Library and providing support for the Library staff.

■ MUSEUMS & CULTURAL ARTS DIVISION

In addition to directing the operations of the Monterey Public Library, the Library Director oversees the Museums & Cultural Arts Division activities in coordination with the City Manager's Office and the Museums & Cultural Arts Commission. The City's Museums include the Colton Hall Museum (site of the 1849 California Constitutional Convention), Old Monterey Jail, Presidio of Monterey Museum, Pacific Biological Laboratories, and Cannery Row Worker Shacks. Other Division activities include the Alvarado Gallery at the Monterey Conference Center, cultural programs, and the City's public art collection.





BECOME PART OF A COMMUNITY

One of California's most historic cities, Monterey was home to the Native Rumsen people for thousands of years, was the original capital of Alta California, and features more historic buildings in its downtown than any other city west of Santa Fe. Known for preservation of its history, culture, and natural environment, Monterey is also a leader in creating a sustainable community by striking a balance between tourists and residents. The City covers an area of approximately 8 square miles and has a resident population of 30,218, which daily rises to 70,000. Monterey attracts over 4 million visitors annually and is famous for its dazzling waterfront including the Monterey Bay Aquarium, Fisherman's Wharf, Cannery Row and a scenic Coastal Recreation Trail that connects surrounding communities. There are over two miles of City-maintained beaches and the Monterey Bay National Marine Sanctuary featuring harbor seals, sea otters, and migrating whales, and providing opportunities for kayaking, surfing, swimming and biking along the waterfront.



Monterey is called the "language capital of the world" due to its military and educational language institutions and private sector companies providing translation services. 23 percent of the population speak a wide variety of languages other than English at home. Academic institutions including the Naval Postgraduate School, Defense Language Institute, Middlebury Institute of International Studies, Monterey Peninsula College, and nearby CSU Monterey Bay contribute many short-term residents to the area, including a unique demographic of military students and families. Monterey's population includes a higher proportion of young adults (25-34 years old) and older adults (55+ years) compared with County and Statewide averages.

The Monterey Peninsula Unified School District (MPUSD) operates a public middle school and high school that serve Monterey. The campuses are located within walking distance of the Library and downtown area. While only 6% of the population fall within this age group, the release of some 2,000 12- to 18-year-olds on weekday afternoons has a significant impact on Library operations. Many MPUSD students live in neighboring communities and wait in the Library until a bus, parent or guardian can transport them home.



THE CITY ORGANIZATION

The City operates under the Council-Manager form of government and currently has 380 full-time and regular part-time employees. The annual City budget is approximately \$145 million (about \$80 million General Fund). Monterey is a full-service city that provides police, fire, public works, planning, recreation, parks, library and museum services. The City also operates its own conference center, sports center, parking, campground, cemetery, beaches, and marina facilities.

To learn more go to: www.monterey.org

Library Priorities and Strategic Initiatives 2021 - 2023 (Adopted 12/20)

1. **Organizational Excellence** – Rebuild and Reorganize Staffing and Operations, and Enhance Fund Development.
2. **Digital Strategy** – Install and Assess RFID, Explore Automated Material Handling, Implement New Content Management System, Enhance Public Technology, Provide Technology Training, and Digitize California History Room Materials.
3. **Learning and Literacy** – Enhance Virtual and In-person Programs for All Ages.
4. **A Welcoming Community Space for All** – Balance Facility Needs of Diverse Groups, Advocate for Library Renovation Project, and Replace the Bookmobile.
5. **Balanced Physical and Digital Collections and Enhanced Information Sources in all Formats** – Keep Collections Current, Outsource Cataloging and Processing, and Explore Regional Shared Catalog.





IDEAL CANDIDATE

The Board of Library Trustees is seeking an experienced, progressive, visionary leader committed to reimagining library services in response to community needs. The next Director will be able to invigorate stakeholders and create buy-in around the initiatives necessary to innovate, raise funds, and accomplish strategic goals. Exceptional communication skills – that include public speaking, active listening, and effective writing – are essential to the success of the next Director. This committed public servant will be politically astute and possess the ability to collaborate with their City colleagues while advocating for the needs of the Library. Also important is the ability to effectively lead and manage change and address short-term challenges while fostering a long-term vision.

Additional characteristics identified by the Board include:

- » Teambuilding skills – The need to rebuild and reorganize, and the ability to value, recognize, and nurture staff.
- » Strong advocacy and fundraising skills.
- » Analytical and budgetary skills.
- » Knowledge of museum management.
- » Technological savviness and a willingness to explore innovative approaches.
- » Strong interpersonal skills and the ability to interact effectively with the broad spectrum of Library stakeholders both individually and in groups, from unhoused patrons to City leadership.
- » Adeptness at juggling priorities and at conflict resolution.
- » A team-oriented, can-do attitude and sense of humor.
- » Supports transparency, justice, equity, diversity, inclusion, and belonging.

EDUCATION AND EXPERIENCE

Completion of a Master of Library Science Degree from a college or university accredited by the American Library Association and eight (8) years of increasingly responsible experience in professional public library administration at a supervisory level. Equivalent combination of education and experience may be considered.

COMPENSATION AND BENEFITS

Salary is \$186,984 per year. Salary negotiations for all bargaining units are ongoing, and this salary may increase in July 2022. In addition, the City of Monterey offers an attractive benefits package, including:

Retirement: CalPERS 2.7% @ 55 with highest year formula is provided for current City of Monterey employees or new employees who were hired prior to January 1, 2013 and who are currently active or have been active within six months of the date of hire in the CalPERS retirement system. The employee retirement contribution for these employees is 11% and is deducted on a pre-tax basis. The CalPERS retirement formula for new employees who do not meet the criteria stated above is 2% @ 62 with highest three-year compensation. The employee retirement contribution is 6.5% and is deducted on a pre-tax basis. The City participates in the Medicare portion of Social Security.

Health Plan Spending Fund: A minimum of \$899 per month up to \$2,540 per month, dependent upon level of participation (cash-in-lieu of benefits is \$300) may be used to purchase medical benefits for the employee and dependents through the PERS Health Plan Program, dependent dental, additional life insurance, dependent care, and/or health care expenses through a Section 125 Flexible Spending Account.

Dental: Fully paid employee premium.

Vision: Fully paid premium for employee and eligible dependents.

Life Insurance: \$65,000 policy paid by the City, with an option to purchase additional coverage up to \$350,000.

Deferred Compensation: City will match employee contributions up to a maximum of \$100 per month.

Tuition Reimbursement: \$1,000 per fiscal year.

Short Term / Long Term Disability Plan

Flexible Spending Account

Additional Wellness Benefits: Includes Fitness Pass, Fitness Activity Plan (up to 40 hours leave), City Recreation Program Fees, Employee Assistance Program.

Voluntary Group Legal Services Plan

Voluntary Unpaid Leave: Up to 80 hours of unpaid leave per calendar year.

Management Leave: 40 hours of Management Leave at the beginning of each calendar year. Newly hired managers awarded leave on a prorated basis.

Holidays: 13 paid days annually plus 1 floating holiday.

Sick Leave*: 12 days per year.

Vacation*: 1-5 years/10 days; 5-10 years/15 days; 10-15 years/17 days; 15-20 years/20 days; 20+ years/23 days.

* Relocation assistance, initial sick leave and vacation balances, and initial vacation accrual rate negotiable.

The City of Monterey is an Equal Opportunity Employer

APPLICATION AND SELECTION PROCEDURE

To be considered for this exceptional career opportunity, submit your résumé, cover letter, and a list of six work-related references (two supervisors, two direct reports and two colleagues, who will not be contacted in the early stages of the process) by **Tuesday, May 31st**. Résumé should reflect years and months of employment, beginning/ending dates as well as size of staff and budgets you have managed.

Please go to our website to submit your application: <https://www.cpshr.us/recruitment/2013>

For further information contact:

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Website: www.cpshr.us



Résumés will be screened in relation to the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by the consultants. Candidates deemed most qualified will be referred to the Board of Library Trustees. Selected candidates will be invited to participate in further interview and selection activities. An appointment will be made following comprehensive reference and background checks. The appointed candidate must provide proof of COVID-19 vaccination, or request (and receive approval for) a religious or medical exemption to the COVID-19 vaccination, prior to employment.

