

Chief of Operations and Customer Experience Officer (CXO)

“Under the leadership of the Executive Director, the CXO will ensure continuous improvement of customer satisfaction through programs and services that promote the DPL brand, culture, mission, and vision of the library.”

“We Love the Library, We Love Detroit, We Love What We Do!”



THE CITY OF

DETROIT

Detroit is a dynamic, diverse city with an intriguing history. It's a place of people and places, trends and events, world changing inventions and groundbreaking music. Long known as the automobile capital of the world, Detroit is also famous for its distinctive Motown music sound from the 1960s.

Detroit, located in southeast Michigan on the Detroit River between Lake Huron and Lake Erie, is the largest city in the state. It is the oldest major city west of the original colonies and the only city in the US that allows you to travel south into Canada. It began as a fur-trading town in the 1700s, Detroit took full advantage of its prime geographical location in the 1800s, becoming a major shipping and manufacturing center. With an influx of workers from Europe and the American South, including many African Americans, Detroit was an industrial juggernaut in the early 1900s. During the two World Wars, Detroit was a leading supplier to the military. The birthplace of the automobile and the home of the "Big 3" (General Motors, Ford and Stellantis, formerly Chrysler), Detroit remains the nucleus of the industry despite competition from Japan and Europe. One of the largest manufacturing cities in the country, Detroit is a leader in steel, fabricated-metal, chemicals, paper products, food and beverages. The health industry is also among the city's leading employers.

There are also several postsecondary institutions in Detroit, including Wayne State University, University of Detroit Mercy, College for Creative Studies and Wayne County Community College District.



DETROIT

MUSIC

Perhaps more than any other city, Detroit has contributed great names in the music industry to America's ears. Detroit record producer Berry Gordy created the Motown sound in the 1960s, with legendary Detroit artists such as Smokey Robinson, Stevie Wonder, Marvin Gaye, the Supremes, the Temptations, and the Four Tops. Even aside from Motown, the seemingly endless list of Detroit musicians reads like a who's who in music, with John Lee Hooker, Aretha Franklin, Madonna, Bob Seger, George Clinton, Anita Baker, Wilson Pickett, Iggy Pop, Alice Cooper, Kid Rock and Eminem.



DETROIT

CULTURE

Music and cars dominate the cultural attractions in the Detroit area. The Motown Museum in the north of the city offers a memorable tribute to Berry Gordy and his influential stable of artists. The International Jazz Festival, held each September at Hart Plaza on the Detroit Riverfront, is the largest free jazz festival in North America, featuring 1000 musicians and over 100 performances.

Detroit has a long sports history in all four major leagues. Baseball's Detroit Tigers play downtown at 40,000-seat, state-of-the-art Comerica Park. The adjacent 65,000-seat Ford Field is the domed den of the NFL's Detroit Lions. The NHL's Detroit Red Wings and the NBA's Detroit Pistons play near-by at Little Caesars Arena.

With easy access to water sports on the Great Lakes and Detroit River, Detroit offers an endless array of outdoor activities.

Detroit has gone through a tremendous arc over the last century, which only adds to its fascinating centuries-long history. Though the faithful residents have seen better days, the long-term patterns of this vital Michigan city show that there are more evolutions to come. In the meantime, it is not hard to enjoy oneself in this grand and exciting city.



DETROIT

A LOOK AT THE NUMBERS

As of April 1, 2020, the population of Detroit, as estimated by the U.S. Census Bureau, is about 639,111. This was down from the 2010 figure of 713,777 residents. The population is roughly composed of 52.7% females and 47.3% males, with 7.2% of residents being under five years of age, 24.8% under 18 years of age, and 13.9% above the age of 65. In terms of racial and cultural backgrounds, 77.1% of Detroit citizens are Black or African American, 11.0% are White (not Hispanic or Latino), 7.7% are Hispanic or Latino, 1.9% are Asian, 0.4% American Indian or Alaska Native, and 2.4% identify as two or more races. At the time of the most recent census, 6.1% of Detroit residents were born outside of the United States. Finally, between 2016 and 2022, Detroit was home to about 25,491 veterans.





THE DETROIT PUBLIC LIBRARY

The Detroit Public Library (DPL) is the largest public library system in the state of Michigan. DPL's Main Library and 21 neighborhood branches make it one of the most valuable and accessible public institutions in the state. As an independent municipal corporation, governed by the Detroit Library Commission, funding for the library is primarily generated through a dedicated millage, approved by the citizens of Detroit.

For 157 years, the Library has served as a vital community resource. It not only provides books and research materials, it has been a longtime provider to Detroiters of essential technology and technology training that minimizes the digital divide. These resources connect citizens to employment opportunities, needed information, and lifelong learning. Each day the Library strives to live up to its mission statement: *The Detroit Public Library enlightens and empowers people by providing diverse and dynamic pathways to literacy and learning.*

Historically, Detroit Public Library staff has played a major role as “first responders” – from the influx of immigrants who needed help navigating a new country to the requests of the Red Cross and the Armed Forces during wars. So, when the Covid-19 pandemic forced the DPL to close its physical doors on March 13, 2020, it presented an opportunity for the Library’s dedicated staff to re-shape programs and services to meet the needs of a community in crisis. DPL staff assumed a “first responder” role by expanding the Library’s virtual environment to provide digital library cards, 200 circulating laptops, additional e-books, online storytelling, author talks and programs, curbside pick-up, and a live-chat service. The *2020-2021 Community Report* provides details about the Library’s Covid-19 response.



By July 2020, our courageous frontline staff boarded the Mobile Library to visit parks, schools, food distribution sites, and recreation and community centers. Since September 2020, we have reopened select locations, while observing all safety precautions that help to keep everyone safe.

The silver lining to the impact of Covid-19 was that it allowed us the opportunity to focus on strengthening our abilities to offer meaningful and fun-filled library services and programs in a digital environment. To that end, we began offering online chat reference service, we enhanced and promoted our electronic collections, we circulated laptops, we offered digital library cards, and we entered the world of virtual programming.

On a daily basis, hundreds of Detroiters have access to nearly 1,130 public computers and free Wi-Fi. Our staff support residents who want to improve their literacy skills or who are seeking employment. We offer quality educational and recreational programs and activities for children, teens, adults and seniors. The system has more than 2.7 million volumes and items in its collection including books, manuscripts, DVDs, audio books and magazines.

DPL SPECIAL COLLECTIONS

The Library's Special Collections are local and national treasures used by researchers in the city, throughout the state of Michigan, across the country, and around the world. Special collections include:

Burton Historical Collection

The Clarence M. Burton Historical Collection was established in 1914. The Collection is a nationally recognized archival collection that documents the history of Detroit and Southeast Michigan.

National Automotive History Collection

The National Automotive History Collection is regarded as the nation's premier public automotive archive documenting the history of the automobile and other motorized, wheeled-land transportation.

E. Azalia Hackley Collection

Established in 1943, when the Detroit Musicians' Association presented materials to DPL to establish a special music collection devoted to Black performers. Over the years, the Hackley Collection expanded to include all performing arts genres.

Ernie Harwell Sports Collection

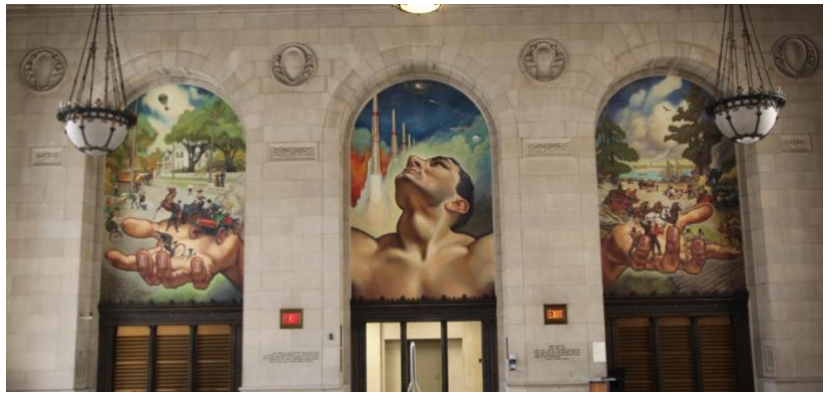
The Harwell Collection was established in 1966 when sportscaster Ernie Harwell made an initial donation of materials. The Collection consists of books, team annuals, media guides, programs, scorecards, baseball cards, clippings, photographs, video and audio tapes.

The Detroit Public Library Mission Statement

*The Detroit Public
Library enlightens
and empowers people
by providing diverse
and dynamic
pathways to literacy
and learning.*

DPL BY THE ■ NUMBERS

	FY 2019 -2020 <i>(System Closed 03/13/20: COVID-19)</i>	FY 2020 -2021 <i>(Due to COVID -19: Limited Public Service, Seven locations & Mobile Library)</i>
Hours Open to Public	30,684	14,928
Collection Size	2,010,750	2,681,256
Computers for Public Use	1,148	1,130
Sessions on Public Computers	174,088	27,349
Programs Offered	15,112	822 (Virtual)
Program Attendance	167,594	11, 774
In-person Visitors	2,214,811	45,837
Active Library Cardholders	112,034	116,751
Virtual Visits to DPL Website	2,772,437	322,000
Annual Revenues/Staff	\$25 Million/298 Staff	\$29.3 Million/126 staff



DPL GOVERNANCE

The Detroit Library Commission is appointed by the Detroit Public Schools Community District's Board of Education. There are six-members who each serve a six-year term. In addition, the President of the Board of Education serves in an ex-officio capacity.



THE ROLE

CHIEF OF OPERATIONS AND CUSTOMER EXPERIENCE OFFICER

Under the leadership of the Executive Director, the CXO ensures continuous improvement of customer satisfaction through programs and services that promote the culture, mission and vision of the library. Plans, directs, and oversees the operational policies, practices, initiatives, and strategic goals of the Detroit Public Library (DPL). Facilitates the execution of long-term and short-term plans and directives by implementing judgement, vision, management, and leadership. In tandem with executive and senior administrators, provides leadership in operational efficiencies and delivers customer excellence through the Main Library and a network of 21 DPL branch libraries.

Manages relationships with community partners and other stakeholders and drives the organization to work together for optimum customer experiences.

EDUCATION AND EXPERIENCE

Master's Degree in Library and Information Science from an ALA-accredited institution, Level I Certification, 10 years of library management experience that includes program and project management, strategic planning, budget development and management, and five years of supervisory experience in a multi-sited non-profit or public sector environment.

REQUIRED LICENSES OR CERTIFICATIONS:

- Must possess and/or obtain a valid State of Michigan Driver's License.
- Must possess and/or obtain Level I Certification from the Library of Michigan.

THE IDEAL CANDIDATE:

- Experience in a large urban library system
 - Demonstrated ability to interact with people of different social, economic, and ethnic backgrounds.
 - Ability to effectively administer library policy and best practices programs.
 - Strong project management and administration experience.
 - Superior skills in problem solving and making effective decisions.
- Ability to implement programs and services that advance the customer service experience at DPL
- Demonstrate in-depth knowledge of customer services strategies and models for customer engagement.

KEY QUALITIES OF THE CHIEF OF OPERATIONS AND CUSTOMER EXPERIENCE OFFICER

A visionary who is accountable and adaptable. A masterful communicator who works for the good of all people. Someone with courage and a high degree of emotional intelligence.

Compensation and Benefits:

Salary Range \$140,000 - \$160,000

Link to Benefits: The DPL benefit package is offered through the City of Detroit. Review at:

detroitmi.gov/departments/human-resources-department/city-employee-information



APPLICATION PROCESS

The Chief Operations and Customer Experience Officer (CXO) recruitment is being conducted on a national basis by The Hawkins Company. The Hawkins Company will review all written materials submitted and will screen and evaluate all candidates. The most highly qualified candidates will be invited to participate in an on-site interview.

To be considered, please submit your resume and cover letter, including the key personal and professional attributes you would bring to DPL electronically to cxo.dpl@thehawkinscompany.com. Resumes received by July 29, 2022, will receive first consideration. The position is open until filled.

All questions must be addressed to The Hawkins Company. For additional information or questions, please contact Ms. Brett Byers at 323-403-8279, brett@thehawkinscompany.com or Mr. Bill Hawkins at 310-348-8800, bill@thehawkinscompany.com or Special Library Consultant Mr. Martin Gomez at 415-999-9601; (mjgomezassociates@gmail.com). ***All questions must be addressed to The Hawkins Company.***



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