

## STAFF REPORT

LIBRARY BOARD MEETING DATE: February 18, 2026

**DATE:** February 18, 2026

**TO:** Library Board of Trustees

**FROM:** Jamie Hemingway, Development Officer, Library  
775-327-8360, [JHemingway@washoecounty.gov](mailto:JHemingway@washoecounty.gov)

**THROUGH** David Solaro, Assistant County Manager

**SUBJECT:** Recommendation to acknowledge \$110,000.00 Donation from Friends of Washoe County Library. [For possible action]

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## **SUMMARY**

The Friends of Washoe County Library nonprofit made a monetary donation in the amount of \$110,000.00 to Washoe County Library during the first quarter of Fiscal Year 2025-2026.

## **Washoe County Library System Strategic Objective supported by this item:**

Lifelong Learning

## **PREVIOUS ACTION**

No previous action.

## **BACKGROUND**

The Library Board of Trustees, the governing authority of Washoe County Library System, is authorized by Nevada Revised Statutes, Section 379.026 to establish with the County Treasurer/Comptroller, as custodian, a special fund known as the Washoe County Library System Gift Fund (hereinafter Gift Fund). The monies in the Gift Fund must be derived from all or any part of any gift, bequest or devise, including the interest thereon. The gift fund is a separate and continuing fund and no money in it shall revert to the General Fund of the County at any time.

The Friends of Washoe County Library was established in 1980 and is a Nevada nonprofit, 501(c)(3) organization supporting Washoe County Library System. Through their projects, they strive to give children an educational head start, encourage literacy, and foster lifelong learning and recreation for adults. In the First Quarter of Fiscal Year 2025–2026, the Friends of Washoe County Library nonprofit donated \$110,000.00 to Washoe County Library System. Upon acknowledgement

by the Library Board of Trustees, these funds will be made available for use by Washoe County Library.

**FISCAL IMPACT**

This donation will increase Gift Funds for Washoe County Library System by \$110,000.00. Monies in the Gift Fund may be used for the construction of new library buildings, capital improvement to existing buildings, special library services or programs, staff development and training, collection development, equipment and furniture and other identified Library purposes.

**RECOMMENDATION**

Staff recommends that the Library Board of Trustees acknowledge \$110,000.00 Donation from Friends of Washoe County Library.

**POSSIBLE MOTION**

Should the Library Board of Trustees agree with staff's recommendation, a possible motion would be: *“move to acknowledge \$110,000.00 Donation from Friends of Washoe County Library.”*



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## FOR PUBLIC COMMENT: Director of Washoe County Library System

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**From** Amy Pulver [REDACTED]  
**Date** Mon 2/16/2026 4:52 PM  
**To** Silver, Ann (Board member) <ASilver@washoecounty.gov>; Moser, Lea (Trustee) <LMoser@washoecounty.gov>; Rodriguez, Marie L. (Board Member) <MLRodriguez@washoecounty.gov>; Ruf, Tami (Trustee) <TRuf@washoecounty.gov>; Jacks, Gianna (Board Member) <GJacks@washoecounty.gov>; Schubach, Siera <SSchubach@washoecounty.gov>

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### This Message Is From an Untrusted Sender

You have not previously corresponded with this sender.

Report Suspicious

Board of Trustees of the Washoe County Library System:

With this email for the public record, I strongly urge the Board of Trustees of Washoe County Library System only to consider candidates for the position of Director of the WCLS who hold a master's degree in library or information science from a college or university accredited by the American Library Association.

Nevada State Library, Archives and Public Records' list of Minimum Public Library Standards for Nevada states, in part, "Population (legal service area) of 50,000 or more. Public library jurisdictions shall have a library director who holds a master's degree in library or information science from a college or university accredited by the American Library Association." (Item 8 Library Certification for Staff, sub item c [https://nsla.nv.gov/ld.php?content\\_id=74269751](https://nsla.nv.gov/ld.php?content_id=74269751)).

Even after the discussion at the January board meeting, it remains unclear to me why the qualifications in the recruitment brochure for Education and Experience say "Master's Degree in Library Science from a college or university accredited by the American Library Association, or Master's Degree in Public Administration (MPA), Business Administration (MBA) or related field. Preferred: Master's Degree in Library Science from a college or university accredited by the American Library Association with a dual degree or concentration in Business Administration or related field." While having an MBA or MPA might be a nice **additional** degree for our new director to hold, neither of those degrees qualify someone to run a library system. As someone who earned an MBA (and two additional master's degrees in academic subjects), I am in no way qualified to run a library system.

Over the past months, we have heard from library patrons across the county how deeply we value our libraries. We deserve to have a library director whose credentials conform with Nevada law and with recommended best practices for public libraries. The new library director has a very challenging road ahead of her/him. We need someone who has the professional credentials and professional experience to step up to these leadership challenges, not provide on-the-job training to someone without such credentials.

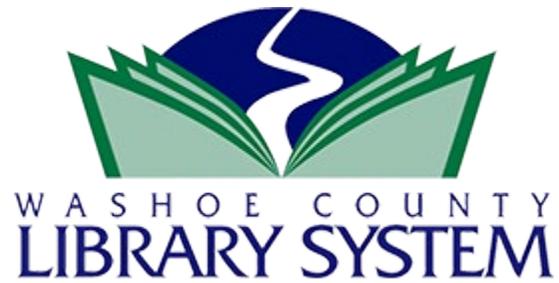
Thank you for your consideration of my opinion.

AP

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Amy Pulver





LIBRARY BOARD OF TRUSTEES MEETING MINUTES

WEDNESDAY, January 21<sup>st</sup> 2026

6:00 P.M.

DOWNTOWN RENO LIBRARY 301 S. Center St, Reno NV 89501

Library Trustees:

Ann Silver, Chair

Lea Moser, Vice Chair

Gianna Jacks, Trustee

Tami Ruf, Trustee

Marie Rodriguez, Trustee

0) Salute to the Flag led by Trustee Ruf.

1) Roll Call [Non-Action Item]

- Present: Chair Silver, Vice Chair Moser, Trustee Jacks, Trustee Ruf, Trustee Rodriguez.
- Land acknowledgement read by Vice Chair Moser.

2) Public Comment –Three Minute Time Limit Per Person [Non-Action Item]

- Janice Brown-Silveira: Praised library's ESL programs and multilingual materials. Emphasized the library's role in welcoming non-English speakers.
- Mitchell Brown-Silveira: Noted the education qualification listed in the library director job description and urged the board to hire a library director with a Master's in Library Science and not an MBA. Stressed the need for a director who will advocate for library services over cost-cutting.
- Sean Sullivan: Supported hiring a qualified library director with a library degree. Advocated for inclusive programming such as Drag Queen Story Hour.
- Eitane Barton: Strongly recommended hiring a director with an MLS degree. Cited ALA standards and the importance of specialized skills.
- Krysta Flannagan: Echoed earlier statements regarding library director qualifications. Cited Nevada statutes. Noted that libraries are not for profit and therefore do not require a director with an MBA.
- Cate Salim: Shared details from public records requests regarding the Chair and Vice Chair's participation in the recruitment process. Questioned Chair and Vice Chair's involvement in setting director qualifications and if all trustees were aware of the changes made.
- William Puchard: Voiced concerns about board transparency, political influence, and past controversies. Requested board accountability.
- Sandee Tibbett: Questioned the cancellation of the December meeting and cited reasons why it should have occurred. Expressed disappointment in perceived lack

of transparency and claimed Debi Stears was appointed acting director without input.

- Jean Griffith: Cited ALA recommendations for library director qualifications and opposed the current job description's mention of an MBA. Stressed the library's public service mission and urged the board to follow ALA recommendations.
- Alanna Fitzgerald: Praised library services and strategic plan goals. Urged the board to continue to focus on diversity, community needs, and to keep the libraries as welcoming spaces to everyone.
- Janet Butcher: Mentioned article that stated Debi Stears as Acting Director and questioned transparency of that decision. Questioned how meeting minutes are composed. Urged board to hire a director with no affiliation with ALA and a strong business background.

3) Board Comment [Non-Action Item] – Limited to Announcements, Strategic Plan Activity, Updates or Issues Proposed for Future Agendas and/or Workshops

- Vice Chair Moser thanked public commenters and acknowledged their request for a library director with an MLS degree; noted she will take that into consideration during application review and interviews. Asked if the public should have been able to give input on the appointment of an Acting Director.
- Chair Silver noted she was not aware of Debi Stears being appointed Acting Director.
- Assistant County Manager Dave Solaro clarified that Debi Stears was not appointed Acting Director but has been given out of class pay to take on the daily duties left by the vacancy. He emphasized that her title has not changed; she is helping the library system stay afloat.
- Vice Chair Moser and Chair Silver thanked Debi for stepping forward.
- Chair Silver reiterated the board's commitment to transparency and confirmed there have been no discussions of privatization. Praised library staff for their resilience.

- Trustee Rodriguez questioned if creation of the strategic plan would be on a future agenda. Trustees agreed to add a preliminary discussion to a future agenda while awaiting the new director.

4) Approval of Minutes from the Library Board meeting on November 19<sup>th</sup>, 2025 [For Possible Action]

- Trustee Ruf questioned if Vice Chair Moser had really been absent from the November 19<sup>th</sup> meeting as stated in the minutes. The absence was confirmed.
- On motion by Vice Chair Moser, seconded by Trustee Ruf, which motion duly carried on a 5-0 vote, the meeting minutes from November 19, 2025 were approved.

5) General Business

a) Update by Washoe County Human Resources on the recruitment process for the Washoe County Library System Director. [For Information Only]

- HR Division Director for Talent Management Julie Paholke shared that HR is a month ahead of schedule in the recruitment process. The recruitment was open November to January. 21 applications were received and have been narrowed down to 12 candidates. HR is working with the recruiting firm, CPS, to conduct candidate evaluations. Public interviews of finalists will occur during a special meeting, the agenda of which include candidate names and materials.
- Trustee Rodriguez asked for clarification regarding who would be involved in narrowing down the candidates. Noted that Chair and Vice Chair cannot serve as representatives of the library board per the bylaws.
- Paholke clarified that all decisions were made based on best practices and that HR took a large role even though the Chair and Vice Chair were involved in the process.
- Vice Chair Moser invited her fellow trustees to reach out to herself and Chair Silver for additional information about the candidates. Mentioned that CPS

interviewed branch managers and members of administration for their feedback. Noted the CPS consultant has library director experience. Thanked HR and CPS.

- Trustee Ruf mentioned the CPS consultant will be available to help the new director adjust to their position and guide them in the first month. Chair Silver shared her admiration for the consultant's experience and her appreciation for County HR.

b) Presentation by Adrienne Santiago, Executive Director, Northern Nevada Literacy Council on the High School Equivalency and English as a Second Language classes to be conducted at three (3) library locations: Sierra View, Sparks, and Northwest. Classes are free at no cost to the library system. Rooms will be reserved in accordance with the Library meeting Room Policy. [For Information Only]

- Executive Director of NNLC, Adrian Santiago, outlined the free programs her organization offers and the impact they have on the community. Shared history of NNLC activities at the library and her hope that branches will be available for scheduling. Shared that volunteers are welcome.
- Vice Chair Moser thanked Santiago for her presentation and Chair Silver for supporting NNLC. Emphasized the importance of NNLC's mission.
- Chair Silver thanked branch managers for their cooperation with the program.
- Vice Chair Moser questioned if an MOU was on file for the program. Santiago explained that an MOU had been created in the past but due to federal budget cuts, NNLC had to pull back their programming and the MOU was not extended. The funding is now available and NNLC is ready to restart the partnership.

c) Review and possible approval of the proposed calendar year 2026 library schedule as reviewed, discussed, and crated through the Fiscal year 2027 (July 1, 2026 – June 30, 2027) budget setting exercise performed by the Library Board of Trustees in August, September, and October 2026. [For Possible Action]

- Assistant County Manager Dave Solaro presented a revised schedule based on the approved "ideal schedule" from October with minor adjustments for the

Northwest, Sierra View, Senior Center, and Verdi branches. Explained that library managers were involved in these decisions.

- Chair Silver questioned why Downtown Reno will be closed on Sundays. Solaro explained that the weekends pose challenges due to the unavailability of Court Control to assist with difficult patrons. Chair Silver emphasized the iconic nature of the Downtown branch and its place in the revitalization of Reno.
- Trustee Rodriguez noted the Sierra View and Sparks branches may serve as alternatives for weekend patrons. Questioned if Downtown Reno will be open for special events. Solaro stated it might.
- Solaro further clarified that the size of the Downtown Reno library creates issues with patron and staff safety and requires sufficient staff numbers to monitor all floors adequately. A new director can review these hours and make changes as needed.
- Trustee Jacks asked for clarification regarding the hours and if the board was being asked to approve an early change to the hours. Solaro confirmed; request for early adoption plus a few minor changes. Trustee Jacks noted her interest in the correlation between open hours and security needs. Mentioned that the hours can be discussed in the future with a new director and changes made as needed.
- Chair Silver expressed her disappointment that the iconic setting of the Downtown library would be closed during the weekend but noted her understanding of the importance of staff and patron safety. Hopes this can be addressed in the future with a new director and the weekend hours can be altered.
- On motion by Trustee Rodriguez, seconded by Trustee Ruf, which motion duly carried on a 5-0 vote, early adoption and changes to the 2026 library schedule were approved.

6) Public Comment – Three Minute Time Limit Per Person [Non-Action Item]

- Cate Salim: Praised NNLC partnership. Noted the powerful impact libraries make on individuals and communities.
- Sean Sullivan: Supported keeping Downtown Reno Library open on weekends. Reiterated support for Drag Queen Story Hour.

#### 7) Staff Announcements [Non-Action Item]

- Collection Development Manager Debi Stears thanked the board for their approval of the hour changes and noted that she also hopes the Downtown branch will be open on weekends in the future with the guidance of a new director. Emphasized the necessity of staff and patron safety and reiterated the difficulties of fulfilling security needs on the weekends.
- Stears shared the progress made in filling vacancies; 3 Business Technologist IIs, 2 Librarians, 4 Library Assistant IIIs and 12 Library Assistant IIs. Emphasized how these filled positions positively impact the library and its direction going forward. Acknowledged the work of branch managers and thanked the board.
- Chair Silver reiterated that Stears is not Acting Director and thanked her for her efforts. Mentioned that the library budget was heard at the BCC but not yet approved. Noted that trustees are all volunteers. Shared that is a privilege to serve on the library board and work with Solaro and the library staff. Encouraged the public to attend and give comment.
- Downtown Reno Branch Manager Kristen Ryan thanked the board for their approval of the hours. Echoed Trustee Jack's comments about the change not being permanent and that she will look to a new strategic plan for guidance about weekend hours. Noted how difficult the situation was to make. Shared a positive interaction she had with a patron who mentioned how well the library was functioning despite being understaffed; the patron felt there had been no reduction in service. Ryan thanked all library staff. Announced 60<sup>th</sup> anniversary celebration plans.

- Vice Chair Moser noted that other states have separate county and city libraries and suggested the City of Reno could share budget and security. Chair Silver noted that may be difficult.
- Chair Silver thanked Kristen Ryan and the library for accommodating the board and public attendees.

8) Adjournment

- Chair Silver adjourned the meeting at 7:47pm.

DOCUMENTS From  
January 21st 2026  
Meeting

Submitted for  
inclusion in the  
record

Madame Chair, members of the board, thank you for letting me speak.

And I apologize if this sounds like repetition from before.

My name is Mitchell Brown-Silveira, and this is my first time speaking in front of any board meeting or even public speaking, I have lived in Reno for the last 24 years. I got my library card, my children their library card and I think my wife got her library card within a month or 2 of us moving here.

I wish to voice my strong support for the hiring of a new library director with a degree in library sciences.

I do not think that there is any equivalency degrees in business that will serve our libraries. A director with just an MBA, no matter their experience, will likely <sup>focus on making</sup> try to make the library system run on less money, which is how success is measured for an MBA.

Budget cutting should be the job of someone else.

A person with a background in library sciences will advocate for and try to protect what we have here, and will provide us with new ideas moving forward for our libraries. This is what I want in a director.

Thank you. I know that the wording of the job description posted allows you some leeway with regard to educational qualifications, but I hope you will sensibly pick someone with a library sciences degree.

1/21/26 First LOBT public comment

Good evening Madam chair for the Washoe County Library Board of Trustees and all of you fellow board members.

My name is Janice Brown-Silveira. I became a Reno resident along with my family in December, 2001.

I started using the library within the first few months of being here. When I checked out books for my personal use I noticed and really enjoyed checking out the art exhibits, book displays and the children's library.

Tonight I want to address the topic of supporting residents who come from non-English speaking countries. Thank you for opening the library facilities for ESL activities. It is my understanding that ESL can help people integrate into the community and better achieve their life aspirations in the community at large. Thank you for having books and other materials on hand that are in other languages. I think that these kinds of resources draw in non-English speaking people which can lead them into learning about how to understand and speak English.

The welcoming atmosphere of the library for all peoples builds a stronger and more resilient community.

Thank you for you time and hard work.

**Janet Butcher for the record:**

**Happy New Year!**

I was surprised to read in an article that Debi Stears had been appointed as the acting director. There was no public knowledge of this appointment (my apologies if I am incorrect). To the best of my knowledge, nothing was ever stated at any of the meetings. I just question the transparency of this if it was for reasons to get the budget through that's fine but should it not have been made public knowledge in the meetings so that people knew rather than read about it in the newspaper, news journal or tabloid. The information about the acting director can be found in 'This Is Reno' article titled "Acting library director fired by Washoe County" on December 4, 2025. I am submitting a copy of the article.

I will comment on the minutes they are far better now than they have been in the past whether they're perfect I don't know as I didn't scrutinize them that much, but I appreciated the fact that when my comment was laid out conjecture was not present. I'd like to remind the public unless you're just getting up and winging it and speaking from the heart, which I love to do, it is helpful if you can just type it up and present a copy of your comments. Chair Silver once suggested this idea, and it seems to make the recorders' life a little easier and accuracy of content is preserved. The document you submit is then added at the end of the minutes. I for one, do appreciate that about my part of the minutes. Since I did not scrutinize the rest of the minutes, I am curious as to how the meeting notes are composed, are they typed in during the meeting or is AI used after the meeting? I understand you cannot respond immediately, however, if at some time this could be clarified? Thank you.

I have concerns about the process of finding the director for the library system. I do not think that they should have to have any affiliation with the American library association. I believe it would be more beneficial to the community to have a candidate that is above the ideology that is displayed by this group. The American Library Association has veered from its original mission into a platform for social engineering. The county library system needs a serious business type that can oversee the efficiency of the system, get into the weeds of the financials and be neutral to the community by bringing common sense. **NO BIAS – PERIOD!**

From observation it appears that the Washoe County Library System should change its name to the Washoe Democrat Party Library System.

Washoe County Library Board of Trustees – dated January 21, 2026

Jan 21, 2026

Sandee Tibbett for the record.

I have serious concerns and questions that I want on the record tonight.

First, the cancellation of the December 17 board meeting. I read in the Picon Press that it was canceled at the urging of Dave Solaro and Herb Kaplan, citing a "lack of library business." Is that accurate? If so, I don't know how anyone could reach that conclusion when our libraries are in crisis with ongoing funding uncertainty, budget constraints, staffing shortages, service delays, no permanent director, and pending arbitration from Stacy McKenzie's firing over her code of conduct violations. She demonstrated untrustworthy behavior and poor leadership judgment, a firing she earned. Canceling a meeting during these critical times erodes public confidence even further. It was a very poor decision.

Second, the appointment of Debi Stears as acting director. This appears to have happened quietly, without board discussion, public notice, or community input. Was this done to move forward the business of the library budget? If so, it reeks of the same lack of transparency plaguing our county. How can residents trust this board or county personnel when major decisions, like naming an acting director, are made in secret? It bothers me deeply, and it should bother the chair and vice chair too. Frankly, the chair should be Dave Solaro and the vice chair Herb Kaplan, since they seem to be the ones actually running this board.

The Stears appointment may have been pragmatic, but it deserved an open discussion. Sadly, this is the same playbook used in the hiring process of our current county manager, Kate Thomas. Install them as interim to seal the permanent deal.

I originally supported Dave Solaro's flat budget proposal presented in October, but after these last two months, those discussions now feel like a dog-and-pony show designed to manipulate the board and community members like me into backing the full funding with no cuts or layoffs for FY2027. I have to question how much influence Commissioners Hill and Garcia exerted, especially given Garcia's family ties to library staff and Hill's allegiance to her brainwashed voter base.

With the Lord's guidance, our library system is finally moving in a positive direction with the end of Drag Queen Story Hours, Jeff Scott's resignation, and Stacy McKenzie's firing. God is good. I strongly urge this board to take control of hiring the new permanent director, without undue influence from county staff or the DA's office. Our community deserves a leader free of baggage and hidden agendas.

Thank you.



**Library Director Recruitment – Kick Off Meeting**  
**November 7, 2025 – 2:00pm via Teams**

*1/21/2026  
Cate Salim*

**Attendees:** Ann Silver (Library Board of Trustees Chair); Lea Moser (Library Board of Trustees Vice Chair); Julie Paholke (WCHR); Indu Moore (WCHR); Pamela Derby (CPS HR Consulting); and Melinda Cervantes (CPS HR Consulting)

After introductions, based on a previous discussion, Pamela advised that the survey to obtain community input on ideal candidate criteria for the next Library Director could be sent out as early as next week (week of November 10). Ann questioned if a survey would be truly beneficial to the recruitment process based on the type of responses which may come in and after further discussion among the group, both Ann and Lea determined it would be best to not utilize a survey.

Pamela confirmed individual calls would be made with the rest of the Library Board and Library Branch Managers. Julie explained that the purpose of these calls would be to obtain feedback on ideal candidate criteria for the Board’s consideration. Pamela will send out scheduling emails the week of November 10.

Julie will work with our Communications team to obtain pictures of the various Washoe County libraries for the job announcement. Indu provided the annual salary range and the residency verbiage in the Teams chat.

The recruitment will open the week of November 17 and the Chair and Vice Chair of the Board will have an opportunity to review the job announcement brochure prior to posting. The recruitment will close on January 5, 2026.

There was discussion on holding a first round of interviews (possibly interviews with HR) to recommend the final top candidates to the Board; however, after additional discussion, it was decided to follow the process which was used for the County Manager recruitment to be consistent with the recruitment process to fill Department Head positions who report to a Board. Both Ann and Lea confirmed their agreement with the process as follows:

- CPS will screen applications and determine which candidates to interview
- CPS will provide the application materials for those candidates to HR to share with the Chair and Vice Chair
- CPS will then group candidates into tiers based on their assessments and the week of January 12 will meet with HR, the Chair and Vice Chair to review the top candidates they recommend moving forward for an interview with the Board
- Public interviews of the top candidates will be held in early February

After a discussion of a meet and greet, both Ann and Lea confirmed they were not interested in holding a one as part of the recruitment process. Subsequently, they provided their ideal candidate



criteria feedback to Pamela/Melinda. Based on Melinda's extensive Library experience, she helped to guide the ideal candidate criteria discussion with follow up questions for Ann and Lea.

The group agreed to hold weekly check in meetings to discuss the progress of the recruitment and address any questions/concerns throughout the process.



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## Library Director Recruitment – Weekly Meeting November 21, 2025 – 2:00pm via Teams

**Attendees:** Lea Moser (Library Board of Trustees Vice Chair); Julie Paholke (WCHR); Indu Moore (WCHR); Pamela Derby (CPS HR Consulting); and Melinda Cervantes (CPS HR Consulting)

**Not Present:** Ann Silver (Library Board of Trustees Chair)

Julie began the meeting by reviewing the updated minimum qualifications with the group. Lea stated she was in agreement with the updated minimum qualifications. While Ann was not on the call, she was included in an email that was sent out earlier in the day which outlined the updated minimum qualifications.

Melinda stated that she is in the process of interviewing stakeholders for feedback on the ideal candidate criteria. The common threads she has noted so far are: strong and confident leadership, compassion, empathy, ability to make the public and employees feel welcome, communication skills, political savvy, trust, clear vision, emotional intelligence, and a focus on strategic planning.

Julie advised that a number of the noted themes have already been included in the draft job announcement and Fatima mentioned that additional feedback can be used when screening applications and to develop interview questions.

Lea asked who the stakeholders were and Melinda confirmed the group is comprised of Library Branch Managers, the Library Board of Trustees, and Dave Solaro.

Lea also asked if the Library Director will work directly with the County Manager or with Dave Solaro. Julie advised it would most likely be with Dave Solaro but she will confirm.

Melinda stated that the Library Branch Managers asked about being involved in the process through a meet and greet. Lea confirmed there would be no meet and greet and only Trustees will be involved in the decision-making process.

Indu mentioned sending CPS updated verbiage related to the public interviews for the job announcement and Fatima confirmed the recruitment would be opened either later today (11/21) or early next week (week of 11/24).



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# WASHOE COUNTY

Integrity Communication Service

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## STAFF REPORT

TRUSTEE MEETING DATE: March 2, 2026

**DATE:** February 25, 2026  
**TO:** Library Board of Trustees  
**FROM:** Dave Solaro, Assistant County Manager  
**SUBJECT:** Discussion and possible action to consider the following top candidates: Lisa McClure; Caprice Roberson; Jessica Styons; and Tammy Westergard for the vacant Washoe County Library Director position pursuant to NRS 379.025.1 (b) inclusive, including interviewing the top candidates, selection of the Library Director and possible direction to staff regarding the negotiation of an employment contract [For Possible Action]

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### **SUMMARY**

On April 16, 2025, Library Director Jeff Scott submitted his resignation from Washoe County. CPS HR Consulting was contracted to conduct the recruitment for a new Washoe County Library Director. Pursuant to Nevada Revised Statutes NRS 379.025.1 (b) inclusive, the Library Director must be filled by appointment by the Library Board of Trustees and serves at the pleasure of the Board. Four candidates will be interviewed by the Board and based on the candidates' responses, the Board may select their choice for the next Library Director and direct staff to negotiate an employment contract.

### **PREVIOUS ACTION**

On November 4, 2015, the Library Board of Trustees appointed Jeff Scott as the Washoe County Library Director and directed the Department of Human Resources to negotiate an employment contract with Mr. Scott.

On November 18, 2015, the Library Board of Trustees approved the appointment of Jeff Scott with a starting date of December 14, 2015.

On April 16, 2025, Library Director Jeff Scott submitted his resignation from Washoe County.

### **BACKGROUND**

On April 16, 2025, Library Director Jeff Scott submitted his resignation from Washoe County.

AGENDA ITEM # \_\_\_\_\_

Pursuant to NRS 379.025.1 (b) inclusive, the Library Director must be appointed by the Library Board of Trustees. The Library Director serves at the pleasure of the Library Board of Trustees.

The process for recruiting and selecting a permanent Library Director is summarized as follows:

- The Library Board of Trustees receives notification that the Library Director is vacating his/her position.
- The Department of Human Resources solicits proposals from executive search firms and along with the Board Chair and Vice Chair, selects a firm to conduct the recruitment.
- Human Resources, in consultation with the Board Chair and Vice Chair, work with the executive search firm to develop the recruitment process and outreach plan.
- The executive search firm conducts the recruitment and identifies the top candidates to interview.
- The executive search firm conducts background checks of the top candidates.
- The Library Board of Trustees interviews the top candidates identified by the consultant in a public session and selects a Library Director.
- The Library Board of Trustees delegates authority to the Department of Human Resources to negotiate the employment agreement with the selected candidate, which would include salary, start date, and other benefits.

The Department of Human Resources contracted with CPS HR Consulting to conduct the recruitment for a new Washoe County Library Director. CPS HR Consulting conducted a comprehensive recruitment to include targeted outreach to highly qualified candidates across the nation. Ms. Pamela Derby, Executive Recruitment Manager, served as the dedicated Project Manager for this recruitment.

Human Resources, in consultation with the Board Chair and Vice Chair, worked with Ms. Derby and her team to develop the recruitment process and outreach plan. The recruitment was closed on January 9, 2026. CPS HR Consulting received thirty (30) applications for the Library Director recruitment. Based on a thorough evaluation of the candidates' qualifications, the top twelve (12) candidates advanced to a screening interview with CPS HR Consulting.

The top four (4) candidates were then identified to move forward in the selection process. The following candidates will be considered by the Library Board of Trustees:

- Lisa McClure
- Caprice Roberson
- Jessica Styons
- Tammy Westergard

Candidate resumes and cover letters with personal information redacted have been included as an attachment.

As part of the interview process, each candidate will provide the Library Board of Trustees with a five-minute introduction of themselves which will highlight their experience and background.

The Library Board of Trustees will interview each candidate, and the interviews are scheduled for a total of 45 minutes.

Once the interviews have concluded, the Board will receive a ballot to identify their top candidate.

The Library Board of Trustees may provide direction to staff regarding the negotiation of an employment contract for the next Washoe County Library Director. The new Library Director will be appointed and an employment agreement submitted to the Library Board of Trustees for consideration and possible approval during the next earliest possible scheduled Library Board of Trustees meeting.

### **FISCAL IMPACT**

The expense associated with this recruitment was absorbed in the FY25/26 Library Budget.

### **RECOMMENDATION**

It is recommended the Library Board of Trustees select the next Washoe County Library Director and direct staff to negotiate an employment contract.

### **POSSIBLE MOTION**

*“Move to select \_\_\_\_\_ as the next Washoe County Library Director and direct Washoe County Human Resources and the Washoe County District Attorney’s office to negotiate an employment contract.*

# Evaluation Manual



## Library Director County of Washoe

March 2, 2026

**Pam Derby**  
Manager, Executive Recruitment  
[pderby@cpsshr.us](mailto:pderby@cpsshr.us)

CPS HR Consulting  
2450 Del Paso Rd. Suite 220  
Sacramento, CA 95834  
[www.cpsshr.us](http://www.cpsshr.us)

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# Interview Evaluation Manual

## Contents

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Interview Do's & Don'ts

Key Attributes Being Assessed

## Accompanying Documents

Candidate Materials



## Interview Do's and Don't's

*The information below is provided as guidance to ensure all questions are job-related.*

Topic	Unacceptable	Acceptable
Military Service	<ul style="list-style-type: none"> <li>What type of discharge did you receive?</li> </ul>	<ul style="list-style-type: none"> <li>What type of education or training did you receive while in the military?</li> <li>In what branch of the armed services did you serve?</li> </ul>
Disabilities	<ul style="list-style-type: none"> <li>Do you have any disabilities?</li> <li>When did you lose your eyesight/leg/hearing/etc.?</li> </ul>	<ul style="list-style-type: none"> <li>Are you able to perform the essential functions of the job you are applying for?</li> </ul>
Age/Date of Birth	<ul style="list-style-type: none"> <li>How old are you?</li> <li>When did you graduate from high school, college, etc.?</li> </ul>	<ul style="list-style-type: none"> <li>Are you over the age of 18?</li> <li>Are you legally eligible for employment in the United States?</li> </ul>
Affiliations/Religion	<ul style="list-style-type: none"> <li>What clubs or organizations do you belong to?</li> <li>Do you go to church?</li> </ul>	<ul style="list-style-type: none"> <li>What professional or other organizations that you belong to do you consider relevant to your ability to perform this job?</li> <li>Are you available to work on Saturdays and Sundays?</li> </ul>
National Origin/ Citizenship	<ul style="list-style-type: none"> <li>Where were you/your parents born?</li> <li>What is your native language?</li> <li>Are you a US citizen?</li> <li>What is your country of citizenship?</li> </ul>	<ul style="list-style-type: none"> <li>Are you authorized to work in the United States?</li> <li>Will you now or in the future require sponsorship for employment visa status?</li> </ul>
Race/Color/Origin/Sex/Gender/ Addresses/Worker's Comp	<ul style="list-style-type: none"> <li>All questions are illegal</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>
Personal	<ul style="list-style-type: none"> <li>How tall are you?</li> <li>How much do you weigh?</li> <li>What is your mother's or father's name?</li> </ul>	<ul style="list-style-type: none"> <li>Are you able to perform the essential functions of the job you are applying for?</li> </ul>
Marital/Family Status	<ul style="list-style-type: none"> <li>Are you married or do you have a partner?</li> <li>Do you have children or grandchildren?</li> <li>What are your childcare arrangements?</li> <li>With whom do you live?</li> </ul>	<ul style="list-style-type: none"> <li>Would you be willing to relocate, as necessary?</li> <li>Do you have responsibilities or commitments that would prevent you from meeting specified work schedules?</li> </ul>
Reliability/Attendance	<ul style="list-style-type: none"> <li>Do you own a car?</li> <li>How many sick days have you used over the past year?</li> </ul>	<ul style="list-style-type: none"> <li>What hours and days are you available to work?</li> </ul>

## Key Attributes Being Assessed

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At the beginning of this recruitment, the County identified attributes of the ideal **Library Director** candidate. These attributes have been utilized during the recruitment and the preliminary screening of candidates. While many factors will contribute to the County's selection of a final candidate for this position, a review of these attributes should assist greatly in the evaluation of candidates.

### The Ideal Candidate

The ideal candidate is a visionary and strategic leader who is passionate about the role public libraries play in building informed, connected, and resilient communities. This individual will bring a deep understanding of modern library services, technology integration, and community engagement, coupled with the ability to inspire and lead a diverse team toward excellence.

The successful candidate will be an innovative thinker who embraces change and proactively adapts to the evolving landscape of library services. They will demonstrate exceptional leadership and communication skills—able to engage effectively with staff, city leadership, elected officials, and community partners to align library goals with the broader priorities of the city and its residents.

The ideal candidate will:

- Be a strategic and collaborative leader, skilled at developing long-term plans that enhance access, equity, and innovation in library services.
- Champion inclusion, literacy, and lifelong learning, ensuring that the library remains a welcoming and responsive resource for all members of the community.
- Demonstrate strong financial and operational management skills, capable of overseeing complex budgets, capital projects, and resource allocation in a transparent and accountable manner.
- Foster a culture of excellence and continuous improvement, motivating staff through mentorship, professional development, and recognition of contributions.
- Embrace technology and innovation, advancing digital access, data-driven decision-making, and new service models that enhance user experience.
- Serve as a visible and trusted community ambassador, strengthening partnerships with schools, nonprofits, cultural organizations, and other stakeholders to expand the library's reach and impact.
- Communicate with clarity and authenticity, building understanding and support for the library's mission among employees, elected officials, and the public.

The ideal candidate will be a confident, empathetic, and forward-thinking professional who balances visionary leadership with hands-on operational expertise. They will bring a genuine love for learning, a strong sense of public service, and an unwavering commitment to equity, inclusion, and community engagement.

# Candidate Profile

County of Washoe  
Library Director

## Lisa McClure

### Work History

Job Title	Employer	Dates
<b>Public Library Consulting, Training &amp; Career Counseling</b>	<i>Cheltenham, PA</i>	06/2021 - 10/2025 10/2017 - 06/2020
<b>Library Director</b>	<i>Linden Free Public Library, NJ</i>	12/2022 - 8/2023
<b>President &amp; Chief Executive Officer</b>	<i>Cheltenham Township Library System, PA</i>	04/2020 - 06/2021
<b>Library Regional Manager / Community Engagement Manager</b>	<i>Broward County Library, FL</i>	01/2015 - 07/2017
<b>Youth &amp; Family Services Director</b>	<i>Hartford Public Library, CT</i>	08/2011 - 07/2014
<b>Youth &amp; Teen Librarian</b>	<i>Chelsea District Library, MI</i>	01/2008 - 07/2011
<b>Reference Librarian</b>	<i>Ypsilanti District Library, MI</i>	2006 - 2007
<b>School Librarian / Library Manager</b>	<i>St. Thomas School, MI</i>	1999 - 2006

### Education

Degree	Institution
<b>MILS</b>	<i>University of Michigan, Ann Arbor</i>
<b>Master of Arts, English Language &amp; Literature</b>	<i>University of Michigan, Ann Arbor</i>
<b>Bachelor of Arts, English Language &amp; Literature</b>	<i>University of Michigan, Ann Arbor</i>

# Lisa A. McClure

01-06-2026

Dear Pamela Derby, County of Washoe, and Washoe County Library System Hiring Team Members,

Re: Library Director, County of Washoe, Washoe County Library System

I am a fierce champion of librarianship, passionately dedicated to public libraries and the communities they serve. I am exceedingly well qualified to take on the role of Library Director for the County of Washoe.

I am a respected library manager/administrator, well known for my ability to lead all functions of the public library, including customer-focused, vision-forward, equity-centered, data-driven, mission-based strategic planning/gap analysis; to expertly guide multi-year fiscal forecasting, financial management, budget creation, capital planning, fundraising, and union/civil service procedures and negotiations; and to efficiently and effectively direct library operations, public services, community engagement, system-wide quality, branch equity, staff leadership, system-wide marketing, technologies/automation, and long-term facilities planning/new construction.

I am well regarded for my successful project management skills and ability to prioritize high quality customer service. I have a proven track record of responding proactively and dynamically to challenges, making sound, data-informed decisions, and providing timely solutions--delivering optimal results that generate maximum impact. Coworkers describe me as an energetic, big picture thinker with the skills to define a goal, establish a strategic project plan, plot the steps/timeline, plan the staffing, bring in funding, implement amazing ideas, and get remarkable things done!

As a library leader, my goal is to foster productive, transparent, motivational, approachable, collegial, and fulfilling interpersonal relationships. I am esteemed for my ability to empower staff to deliver an organizational vision; to navigate successful county/city, board, union, and community relationships; and to act as an ambassador for strong libraries, powerful political connections, and valuable organizational partnerships. I employ a participatory management style that allows for system-wide staff input (both positive and negative) and cultivates a culture of inspiration and innovation. I have considerable experience in talent acquisition, staff retention, professional development, mentorship, succession planning, grievance procedures, outcomes-based performance evaluation, hands-on leadership, and change management. I carry myself with grace and the courage of my convictions, endeavoring to act as a friendly role model to staff and those with the thirst for knowledge, exploration, and discovery.

I believe that the public library must provide free access to library resources, programs, and services, so that each individual has full participation in a democratic society. I am respected for my ability to advance diversity, equity, inclusion, and anti-racism efforts; to welcome vulnerable, marginalized, and isolated populations; to craft Environmental Scans, Profiles of Community Need, and Diversity Plans; to shape staff cultural competency; to overcome achievement gaps and digital inequities; to help families succeed in a culturally pluralistic, digitally based society; and to champion readers and learners when intellectual freedoms are threatened. I have focused on positions in very diverse, urban/suburban areas, which I find deeply satisfying, and have created many award-winning programs and services for non-native families, marginalized groups, and those facing neighborhood/racial disparities.

The majority of my positions have focused on driving qualitative, outcomes-based customer services, quality standards, and metrics to improve the potential for community-wide success and lifelong learning, a focus that closely aligns with the Washoe County Library System's Mission to connect people with information, ideas and experiences to support an enriched and engaged community, one person at a time. As your new Library Director, my goal will be to help staff deliver what your community needs to fulfill its dreams—academically, professionally, economically, socially, culturally, digitally, recreationally, environmentally, healthily, and politically.

I have written and won over 55 grants for exciting program/service innovations that keep libraries at the forefront of customer service trends, digital developments, and social justice. I give presentations that unify communities around lifelong learning and speak nationally on modern library issues that support a positive future for public librarianship.

These are essential skills for someone who aims to lead a vibrant, fast paced, and continuously evolving public library system, and my ability to perform them is without question. But there is one skill for which I am most noted.

I have an outstanding reputation for leading library transformations and would be delighted to lead your library system through its continued growth, playing a key role in shaping your future! I have a gift for transforming public libraries from traditional reading spaces into relevant, essential, 21st century community centers; for transforming tired programs into learning opportunities that spark creativity, joy, and critical thinking; for transforming divisive community funding negotiations into opportunities for rebuilding mutual trust and reimagining service quality; and for transforming relationships between county leaders, board members, library staff, key partners, and community members to embrace a collaborative, transparent, resilient, accountable, and strongly diverse work culture that rallies around joint goals for community success. I am known as a library change agent—a progressive leader with the skills and courage to drive greatness—and the enthusiasm, creativity, humor, empathy, diplomacy, and political savvy to accomplish it.

It is what I *do*.

I recently faced a challenge to my commitment to maintain the highest of ethics in my career and to serve my staff and community without compromise of my principles—morally, ethically, and legally—and am proud to say I stood firm in the face of incredible pressure to do otherwise. Although I was ordered to commit illegal actions, I refused. While my actions have led to a lengthy job search and fractured job timeline, I do not regret my stance, and my unwavering commitment to the ideals of public service will remain strong now and in the future. I am confident in my abilities/reputation and look forward to dedicating myself long-term to a position/organization that embraces ethical behavior, transformed services, a visionary mission, and a commitment to increased community outcomes.

My integrity rests on my ability to engage and serve my community, to empower my staff to deliver community outcomes, to act with honesty and decency, and to transform my library into a relevant and essential service for the public good. I see potential in every employee and every citizen—and feel lucky that my career provides the opportunity to facilitate their success. Think about what we can accomplish together!

I am looking for a long-term home, and I believe that the amazing Washoe County Library System and the lovely County of Washoe can be that home. I would be ready to begin the position within three weeks of an offer, and I would be delighted to relocate!

I want this job, I will *thrive* in it, and I will take you where you want to be.

I look forward to discussing the position. Thank you for your kind consideration.

Yours Truly,

A handwritten signature in cursive script that reads "Lisa A. McClure". The signature is fluid and elegant, with a long, sweeping underline that extends across the width of the text.

Lisa A. McClure

# Lisa A. McClure

## JOB OBJECTIVE

Library Director, County of Washoe, Washoe County Library System

## PROFESSIONAL SUMMARY

High performing, innovative library management professional with over fifteen years' expertise in public library administration and transformation. Expert in strategic planning/gap analysis, with comprehensive management experience in operations, public services, staff/union leadership, human resources, community engagement, system-wide quality, branch equity, partnerships, fundraising, marketing, facilities, construction, digital literacy/technologies, and award-winning program/service advancements. Impeccable reputation in financial forecasting/budget creation, prioritizing and restructuring finances to facilitate workplace efficiencies and customer service innovations; over 20 years' expertise in professional librarianship. Extensive scope of responsibility in complex library systems, multi-tiered government structures, and at-risk communities. I have a proven track record of making responsible decisions, driving change, and delivering optimal results. My strategic plans transform outmoded organizations into vibrant centers for learning and engagement, delivering outcomes that match or exceed project goals. Passionately committed to serving the needs of vulnerable populations, delivering diversity, equity, and inclusion, supporting intellectual freedoms, increasing community outcomes, and transforming libraries into 21<sup>st</sup> century learning centers for the public good.

## KEY COMPETENCIES

- Transforming the 21<sup>st</sup> Century Public Library
- Redefining Strategic Planning--from *Where We Are to Where We Need to Be*
- Managing System-Wide Quality & Branch Equity in Single & Multibranch Libraries
- Driving Change, Motivating Buy-In, & Empowering & Inspiring Staff
- Confidently Communicating the Value, Impact & Relevancy of the Public Library
- Developing/Building Award-Winning Programs, Services, Buildings, & Spaces
- Fostering Innovation & Opportunity
- Building Quality through Outcomes-Based Creation, Evaluation, & Accountability
- Forecasting & Funding the Financial Future
- Resolving Financial Crises & Reimagining Budget/Service Goals, New Service Models
- Guiding Board/Governmental Relationships
- Engaging & Serving Diverse Populations/DEI
- Developing Organizational Diversity
- Taking the Driver's Seat in Community Partnerships & Agreements
- Writing & Winning Grants/Awards
- Managing Negotiations in a Multi-Union, Civil Service Environment
- Driving a Dedicated Tax/Referendum
- Defining Excellence through Branding
- The Gift of Gab: Quality Presentations, Public Relations, & Information Management
- Improving Lives Academically, Professionally, Economically, Healthily, Environmentally, Politically, Recreationally, Socially, & Culturally
- Aiming High & Exceeding Expectation

## EDUCATION

MILS, University of Michigan, Ann Arbor, MI (GPA: 3.91)

MA, English Language and Literature, University of Michigan, Ann Arbor, MI

BA, Honors, English Language and Literature, University of Michigan, Ann Arbor, MI

## **PROFESSIONAL EXPERIENCE**

### **PUBLIC LIBRARY CONSULTING, TRAINING & CAREER COUNSELING (06/2021–10/2025; 10/2017–06/2020)** Cheltenham, PA Sole consultant (two separate periods as consultant) FT & PT

- Provided online and in-person public library consulting and training in areas including library transformation, strategic planning/gap analysis; budget forecasting; crisis management; political negotiation, support, partnerships, and collective funding; organizational diversity/vulnerable populations; system-wide, outcomes-based quality standards, programming, and evaluation; qualitative and quantitative data analysis, summer learning; innovative programming, services, and spaces; and grant writing; offered discounted and/or free services to struggling libraries
- Guided career planning for in-transition youth librarians/those desiring management positions

### **LINDEN FREE PUBLIC LIBRARY: LIBRARY DIRECTOR (12/2022– 8/2023)** Linden, NJ Budget: \$2.7M Branches: 1 Staff: 21.5 FTE Population Served: 43,594

- Initiated transformation of outmoded, traditional library into 21<sup>st</sup> century learning center
- Assessed library operations and recommended solutions that drive community success
- Created new operational and financial infrastructures to fast-track organizational change
- Guided Board/staff in development of first ever three-year strategic plan, capital plan, budget plan, technology plan, and new replacement plan for obsolescent technology/mechanicals
- Motivated staff to embrace collaborative teams, outcomes-based librarianship, outreach, community engagement
- Cultivated and managed positive union relationships and triennial negotiations
- Focused library transformation on serving vulnerable, marginalized, and isolated populations
- Trained board/staff on demographics, community need, delivering DEI, New Jersey library law
- Refocused collection development to serve diverse populations and needs-based issues

#### **KEY ACCOMPLISHMENTS LINDEN FREE PUBLIC LIBRARY**

- Developed three-month Library Assessment analyzing long-term issues and modern solutions
- Created One-Year Working Plan/Timeline that will yield the library's first multi-year Strategic Plan, Capital Plan, Staffing Plan, and Technology/Facilities Plans
- Developed new zero-sum budget and transparent financial infrastructure; multiple linked Excel documents guide and record library-wide expenditures with individual staff sheets to encumber purchases; trained staff to manage and prioritize individual budgets--first time staff had seen and helped manage finances, strategic funding goals
- Developed Staffing Plan to manage organizational growth and balance service inequities
- Developed Library Outcomes-Based Methodologies, Programming Guide, and Outreach Plan
- Developed Negotiation Plan for upcoming triennial union contract negotiations (multi-union)
- Established several key partnerships to support library growth and opportunity
- Initiated Environmental Scans, outreach/partnership goals, and Organizational Diversity Plan

### **CHELTENHAM TOWNSHIP LIBRARY SYSTEM: PRESIDENT & CHIEF EXECUTIVE OFFICER (04/2020 – 06/2021)** Cheltenham, PA Budget: \$2.4M Branches: 4 Staff: 30FTE Population Served: 37,140

- Led library system during COVID-19 Pandemic; reorganized staffing (furloughs, reduction in hours, staff guidelines) in first week; functioned as Pandemic Officer, establishing new safety protocols and guidelines for protecting staff and serving the community

- Created new financial infrastructure and budget review/management process; forecast future financial requirements; worked with township officials to manage joint needs in a budget crisis
- Managed process for dedicated tax/upcoming referendum, conferred with national consultants
- Developed modern personnel guidelines/manuals; established merit-based standards for salary increases; fostered staff advancement, retention, mentoring and succession planning
- Developed workplace efficiencies by updating purchasing and fiscal management strategies
- Trained managerial staff to review and manage staffing costs and plans; ensured collaborative process improves overall staff planning
- Changed evaluation standards; trained staff and library board on outcomes-based assessment
- Mentored Board of Library Directors to more proactive and diverse board, Advocacy Plan

#### **KEY ACCOMPLISHMENTS CHELTENHAM TOWNSHIP LIBRARY SYSTEM**

- Managed crisis funding when budget was cut by 47% in second half of 2020; persuaded commissioners to maintain 2021 library funding at originally proposed 2020 level while all township departments were required to make severe budget cuts
- Created new financial infrastructure and budget templates, developing worksheets and budget justifications that more accurately portray income and expenditures
- Developed detailed ten-year salary/operational budget forecasts for dedicated tax in upcoming referendum; addressed goals for rebuilding and increasing funding; devised four options for board review, including township campus option.
- Created new staff titles, job classifications, and pay grades to enable a fairer compensation structure that ensures a living wage and meets national salary standards
- Forecasted detailed budget for new main library construction, including square footage analysis, furnishing and equipment costs, estimates for land purchase and/or joint township-Main Library campus, architectural and construction fees, miscellaneous fees
- Applied for/received PPP1/PPP2 Loans and Cares Act funding to overcome 2020 budget cuts
- Produced One Year Working Plan for first year and process for new 2021-2024 Strategic Plan
- Led staff from complete closure to in-house library browsing during COVID-19 Pandemic

**BROWARD COUNTY LIBRARY: LIBRARY REGIONAL MANAGER/COMMUNITY ENGAGEMENT MANAGER (01/2015 –07/2017)** Fort Lauderdale, FL Budget: \$60M Branches: 38 Staff: 636FTE Population Served: 1.95M

#### **SENIOR MANAGEMENT TEAM**

- Served as member Senior Management Team for complex 38 branch county library
- Co-developed strategic plan, new service model, policies and procedures, and collection development recommendations; introduced workplace efficiencies
- Collaborated with Executive Team to help develop/forecast annual library budget (\$60 million)
- Recommended proposals and innovations to Senior Management; managed projects to increase library funding; drafted information for board proposals and memorandums
- Collaborated with multidisciplinary library team to review and purchase new automation systems and information technologies, increase system functionality, and expand digital services
- Developed and co-managed crisis response and assignments during hurricanes, other events

#### **COMMUNITY ENGAGEMENT**

- Directed system-wide strategic planning for customer-focused strategies

- Developed and managed system-wide quality standards, work plans, and data metrics; developed and managed system-wide data analysis and evaluation; directed accountability standards for library strategic plan; prepared and presented reports on library return-on-investment (ROI)
- Created/managed new Community Engagement (CE) Team for Broward County Library (BCL): Adult and Youth Programs/Services, Learning Services, Community Services, Outreach, Special Projects/Events, Grants, Library Foundation, Friends; established strong interdepartmental, team-based approach for formerly siloed departments; managed CE budget/funding requests
- Managed introduction of Cultural Assessment Committees to review programs and services for cultural sensitivity and success in reaching targeted populations
- Directed and supervised system-wide departments and strategic planning; recommended and implemented plans to extend programs, services, learning spaces; managed several renovation and construction projects, including joint use projects and joint use agreements
- Led library innovation; responsible for presenting and ensuring best practices, field innovations, customer service innovations, and digital/e-content advancements
- Managed system-wide departmental fiscal assessment/forecasting, program budgets, grant budgets (seven figures), foundation funding (six figures), Friends funding, community advocacy
- Managed evolving role of BCL in community service and its responsibility for increasing community outcomes; trained staff on qualitative community goals over quantitative library or branch goals; developed Outcomes-Based Outreach plan
- Managed capacity building/staff support models; co-managed talent inventory, succession planning, training, professional development; developed organizational diversity plan
- Developed and directed system-wide customer service initiatives, branding and communications, program proposals, diversity initiatives; led public relations efforts
- Assessed and built internal, inter-departmental, and community-wide partnerships in Broward County; built and leveraged new and existing relationships; negotiated community agreements/contracts/data agreements;
- Partnered with Library Foundation to manage donor development/fundraising, wrote appeals
- Managed grant development, wrote narratives/budgets, oversaw Grants Officer

#### **KEY ACCOMPLISHMENTS BROWARD COUNTY**

- Co-managed creation and implementation of new library service model and introduced *Quality Program Initiative*, developed to standardize quality and service levels at branch libraries (2016 Urban Libraries Council Innovation Award)
- Designed and negotiated New Broward County Public Schools partnership and ConnectED BCL *Digital Direct* Student E-Card; negotiated funding and guidelines for five-year Master Agreement (2018 Urban Libraries Council Innovation Award)
- Expanded library-based summer learning to community-wide online Summer Learning Program, *One County, One Summer Learning Program*; acquired \$135,000 in collaborative community funding in one year
- Created *Active Learning Center*, interactive play space (3,600 sq. ft) for children birth to five and parents, moving Main Library from 37<sup>th</sup> to 2<sup>nd</sup> in branch youth attendance in three months (2018 Urban Libraries Council Innovation Award)
- Established *Tot Tech* early learner digital parent engagement program
- Developed *BCLfit* adult fitness program, offering low-income communities free nutrition & fitness literacy counseling, circulation of fitness trackers, and sample fitness classes (2018 Urban Libraries Council Top Innovator Award)

- Developed *Project Welcome* Program to engage immigrant families and transition them into family success (2018 and 2020 Urban Libraries Council Innovation Awards)
- Established *EMU College Academy* counseling program for at-risk, college-intending high school seniors/parents (2016 Urban Libraries Council Innovation Award, LSTA grant)
- Introduced *Teach Tolerance* Program to champion inclusion, tolerance, LGBTQ family participation (2017 Loleta Fyan Award)
- Developed teen technology/makerspace center *The Studio*
- Created *Save Future Florida! STEM Creativity Camps* for 4<sup>th</sup>-5<sup>th</sup> graders in low-income neighborhoods (2016 Urban Libraries Council Innovation Award)

**HARTFORD PUBLIC LIBRARY: YOUTH AND FAMILY SERVICES DIRECTOR (08/2011–07/2014)**

Hartford, CT Budget: \$10M Branches: 10 Staff: 99FTE Population Served: 125,000

- Oversaw all Youth and Family Services for ten branch system; formulated three-year plan based on strategic initiatives for antiquated department, exceeded all goals
- Prioritized and strengthened essential services for early literacy, after-school homework help, teen internships and digital services, parent engagement for immigrants/refugees/at-risk communities, and summer learning
- Created innovative programming, staff training program, and new learning spaces
- Wrote and won youth grants, including IMLS, LSTA, ALA, ALSC and foundation grants
- Introduced outcomes-based programming, services, and evaluation

**KEY ACCOMPLISHMENTS HARTFORD**

- Designed, built, and implemented *YOUmedia Hartford* digital teen lab, funded \$1.34 million budget, managed technology, programming, marketing, hiring, and university-led evaluation
- Pioneered library Summer Learning Program based on my concept of “The Summer Learning Continuum,” a learning structure that eliminates difficult transitions into summer learning (2013 ULC Innovation Award for Summer Learning Continuum; IMLS Planning Grant)
- Diagnosed need for school choice center at library; persuaded State Department of Education to fund part-time library position for School Choice Assistance Desk

**CHELSEA DISTRICT LIBRARY: YOUTH AND TEEN LIBRARIAN (01/2008-07/2011)** Chelsea, MI

Budget: \$1.45M Branches: 1 Staff: 28FTE Population Served: 15,010

- Organized youth services for Youth and Teen Department; planned/executed programming, outreach, Summer Learning Program/Teen Volunteer Program; developed/presented storytimes
- Provided reference services, collection development, youth marketing/professional development
- Served several months as Acting Youth and Teen Manager

**KEY ACCOMPLISHMENTS CHELSEA**

- Created original program, *I Need to Read*, which brought in exciting speakers (astronaut, race car driver, mountain climber, more) to describe why extraordinary people need to read
- Produced/directed *Drama Week*, an annual theatrical production held in a one-week session with 30-50 children/teens. Rewrote plays; managed auditions, set design, costumes, volunteers

**OTHER POSITIONS**

- **YPSILANTI DISTRICT LIBRARY:** REFERENCE LIBRARIAN (2006-2007) Ypsilanti, MI
- **ST. THOMAS SCHOOL:** SCHOOL LIBRARIAN/LIBRARY MANAGER (1999-2006) Ann Arbor, MI

- **ANN ARBOR DISTRICT LIBRARY:** REFERENCE LIBRARIAN (1997-1999) Ann Arbor, MI
- **UNIVERSITY OF MICHIGAN HATCHER GRADUATE LIBRARY:** REFERENCE ASSISTANT (1993-1996) Ann Arbor, MI
- **WASHTENAW COMMUNITY COLLEGE:** INSTRUCTOR (1989-1990) Ann Arbor, MI (Composition, Poetry, Novels, Shakespeare)

## **RELATED EXPERIENCE**

### **PROFESSIONAL STORYTELLER (1998-2011)**

- Composed and performed stories, chants and songs for libraries, schools, corporate functions

## **PROFESSIONAL ACTIVITIES/ SKILLS**

### **MOST RECENT PRESENTATIONS**

- “Hostile Funding! Building a Budget Negotiation Plan that Wins Over Hostile Funders,” ALA Virtual Annual Conference, June 2021
- “Confidently Negotiating Political and Financial Support for your Library,” ALA Annual Conference, June 2019
- “Interactive Storytime: Making Connections through Literacy Play,” Conference on Children’s Literature, May 2017
- “Spoonie Lives! Discover Hands-On Literacy Fun with Early Learning Manipulatives,” Broward Conference on Early Childhood, January 2017
- “Reaching the Pinnacle of Program Planning: Creating a Model for Standardized Program Quality and Delivery in Multi-Branch Systems,” ALA Annual Conference, June 2016
- “P3: A New Funding Opportunity to Reach Disconnected Youth,” ALA Annual Conference, June 2016
- “Effective Summer Learning in Libraries: Opportunities for Assessment,” (based on the joint Urban Libraries Council paper, “Public Libraries and Effective Summer Learning: Opportunities for Assessment”) ALA Annual Conference, June 2016
- “Powerful Summers: Library-Community-School Partnerships,” Half-day Preconference at Public Library Association Annual Conference, April 2016
- “Libraries + Schools: Partnering to Produce Effective Summer Learning Programs,” Urban Libraries Council (ULC) Led, February 2016

### **LEADERSHIP**

- Board of Directors, Libraries of Union County Consortium (LUCC) 2022-2023
- Board of Directors, MCLINC (Montgomery County Library and Information Network Consortium), 2020-2021
- Co-Chair Urban Libraries Council Education Leaders Committee, 2016-2017
- Chair, Summer Learning Committee, Broward Reads Campaign for Grade Level Reading, 2016-2017
- Chair, Summer Learning Committee, Hartford Campaign for Grade Level Reading, 2012-2014
- Chair, 2010-2011 TLN (The Library Network) Youth Services Committee

### **LANGUAGES**

- French: Professional working proficiency
- Spanish: Currently studying/beginner

# Candidate Profile

County of Washoe  
Library Director

## Caprice Roberson

### Work History

Job Title	Employer	Dates
<b>Director of Inclusion and Engagement</b>	<i>Toledo Lucas County Public Library, OH</i>	01/2025 - 06/2025
<b>Assistant Vice President for Academic Operations</b>	<i>Bowling Green State University, OH</i>	02/2023 - 01/2025
<b>Interim Associate Vice President, Academic Affairs</b>	<i>College of Southern Nevada, Las Vegas</i>	05/2020 - 06/2022
<b>Director of CSN Libraries</b>	<i>College of Southern Nevada, Las Vegas</i>	07/2022 - 02/ 2023 06/2017 - 06/2020
<b>Librarian / Professor</b>	<i>College of Southern Nevada, Las Vegas</i>	01/2012 - 06/2017
<b>Adjunct Librarian</b>	<i>College of Southern Nevada, Las Vegas</i>	08/2011 - 12/2011
<b>Student Reference Assistant</b>	<i>UCLA Libraries, CA</i>	01/2010 - 03/2011
<b>Various</b>	<i>Henderson Public Libraries, NV</i>	09/2002 - 09/2009

### Education

Degree	Institution
<b>Master of Public Administration</b>	<i>University of Nevada, Las Vegas</i>
<b>Master of Library &amp; Information Science</b>	<i>University of California, Los Angeles</i>
<b>Bachelor of Arts, Political Science</b>	<i>University of Nevada, Las Vegas</i>

Caprice Roberson

1/9/2026

Dear Hiring Committee,

I am writing to express my interest in the Library Director position at the Washoe County Library System. My career spans public and academic libraries, association leadership, and large-scale organizational operations, all grounded in a deep belief that libraries are cornerstones of access, learning, and community connection. I bring a people-centered leadership approach that balances long term vision with hands on operational excellence, and I am motivated by the opportunity to guide a library system that is responsive, inclusive, and positioned to meet the evolving needs of its community.

My library career began at a public library, an experience that shaped my understanding of how equitable access to information can change lives. Later, as an instructional librarian in higher education, I worked closely with students from diverse backgrounds to build information literacy, critical thinking, and lifelong learning skills. These early roles established a strong foundation in public service, literacy, and community engagement that continues to guide my leadership today.

As my responsibilities expanded, so did my focus on strategic planning, financial stewardship, and organizational development. As Director of CSN Libraries, I led multi-branch operations and strategic planning efforts, developed and managed multi-million dollar budgets, and implemented initiatives to strengthen service delivery and staff capacity. I created a leadership development series to support internal talent growth, redesigned recruitment processes to expand and diversify candidate pools, and worked collaboratively with campus partners to align library services with institutional and community priorities. In subsequent associate/assistant vice president roles, I managed complex cross functional initiatives, grants, and policies, and built partnerships with community and national organizations to expand resources, share best practices, and strengthen public impact.

In my most recent role as Director of Inclusion and Engagement for TLCPL, a 20 branch and 400 employee public library system, I led systemwide efforts to strengthen culture, communication, and employee engagement. I conducted a comprehensive cultural assessment, translated findings into an actionable engagement and equity roadmap, and established clear governance and support structures for employee resource groups. This work reflects my commitment to fostering a motivated, high performing workforce grounded in collaboration, professional growth, and shared accountability.

I have also been deeply engaged in professional and civic leadership. I served on the Nevada Library Association Board as Chair of the College and Research Libraries Section and on the American Library Association's Committee for Committees. As a founding member and Vice President of the State of Nevada Council on Black American Affairs, I helped build partnerships, organize regional conferences, and support civic dialogue. These experiences strengthened my ability to serve as an ambassador and work effectively with elected officials and community stakeholders, as well as advocate for libraries as essential public institutions.

I am particularly drawn to this role's emphasis on strategic leadership, innovation, community partnership, and ensuring equitable access to services across a diverse and growing county. My experience leading distributed teams, overseeing budgets and facilities planning, advancing digital and data informed initiatives, and communicating clearly with boards, staff, and the public prepares me well to guide the Library, in collaboration with the Board of Trustees and county leadership.

While I currently reside in Ohio, I would be happy to relocate back to Nevada for this position. Nevada has been an important part of my professional and personal journey, and I would welcome the opportunity to serve its residents once again. I welcome the opportunity to further discuss how my background and leadership approach could support your mission, and I thank you for your consideration.

Sincerely,  
Caprice Roberson

# Caprice Roberson

## Executive Summary

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Collaborative and mission-driven library leader with more than a decade of experience guiding multi-branch organizations through growth, inclusion, and change. Proven record in strategic planning, financial management, and member engagement. Skilled in building partnerships that strengthen advocacy, professional development, and organizational excellence. Grounded in equity, inclusion, and the belief that strong libraries create stronger communities.

## Professional Experience

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### **Toledo Lucas County Public Library, Toledo, OH**

*Director of Inclusion and Engagement* | Jan. 2025 – June 2025

- Directed system-wide employee engagement and equity, diversity, and inclusion (EDI) initiatives for 400 staff across 20 branches as part of the Executive Leadership Team.
- Partnered with the Executive Leadership Team to align workforce strategy, organizational culture, and employee engagement initiatives with Board approved strategic priorities and systemwide service goals.
- Conducted a comprehensive organizational culture assessment, delivering data-driven recommendations to enhance retention and engagement.
- Transitioned program-based workgroups into sustainable affinity groups, increasing staff participation and fostering belonging.
- Launched a multi-year EDI and engagement strategy with measurable outcomes tied to strategic goals.
- Position eliminated June 2025.

### **Bowling Green State University, Bowling Green, OH**

*Assistant Vice President for Academic Operations* | Feb. 2023 – Jan. 2025

- Served as a senior operations and strategy advisor to the Provost and Senior Vice President, supporting executive decision making and institutional governance.
- Managed organization-wide initiatives, including a complete academic portfolio review.
- Prepared executive briefings, board level materials, and decision support documents to inform senior leadership and governing bodies on institutional priorities and operational outcomes.
- Analyzed and redesigned operational workflows, including the academic recruitment and hiring processes, reducing the length of the process and aligning it with the academic recruiting calendar.

## **College of Southern Nevada, Las Vegas, NV**

*Interim Associate Vice President, Academic Affairs | May 2020 – June 2022*

- Provided strategic leadership for seven academic support units with over 150 staff at the nation's fifth largest community college.
- Managed publicly accountable initiatives requiring transparent financial stewardship, cross sector collaboration, and measurable outcomes tied to retention, completion, and equity goals.
- Implemented equity-centered policy and operational reforms, resulting in sustained improvements over three years in student retention among BIPOC and underserved populations.
- Oversaw \$1M+ in external grants and ensured alignment of budgets, policies, and operations with institutional priorities.
- Coordinated with external partners including *Achieving the Dream*, *Lumina Talent Hub*, and *Complete College America* to advance student success initiatives.

*Director of CSN Libraries | June 2017 – June 2020; July 2022 – Feb. 2023*

- Oversaw operations for three campus libraries and one online library, managing a \$3M+ budget and supervising 50+ staff.
- Led planning and oversight for physical and digital library environments, including the design and construction of a new library, partnering with facilities and IT teams to support space planning, technology integration, and current service models.
- Developed, implemented, and assessed strategic and operational plans, aligning library services, staffing, and resources with institutional and community priorities.
- Led the implementation of a new library services platform to expand access and improve user experience.
- Redesigned hiring and recruitment processes resulting in a more diverse recruiting pool reflective of the student and local populations.
- Created and executed a leadership development series designed to prepare current employees with the skills needed to advance within the organization.

*Librarian/Professor | January 2012 – June 2017*

- Conducted information literacy instruction, teaching students how to perform college-level research.
- Collected, weeded, and otherwise maintained assigned print and electronic collections.
- Led the development of the Libraries' first instruction assessment program.

*Adjunct Librarian | August 2011 – December 2011*

- Assisted students in completing academic research.

## **UCLA Libraries, Los Angeles, CA**

*Student Reference Assistant* | January 2010 – March 2011

- Assisted students in completing academic research both in person and online via the Ask a Librarian tool.

## **Henderson Public Libraries, Las Vegas, NV**

*Various* | September 2002 – September 2009

- Served library patrons through various positions including Shelver, Circulation Assistant, Youth Services Assistant, and Reference Services Assistant.

## Education

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**Master of Public Administration**, University of Nevada, Las Vegas

**Master of Library & Information Science**, University of California, Los Angeles

**Bachelor of Arts in Political Science**, University of Nevada, Las Vegas

## Professional Service Leadership

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- Co-Founder & Board Member, **State of Nevada Council on Black American Affairs** (2015 – 2021)
  - Developed the organization's first strategic plan and governance documents.
  - Collaborated with public officials, community leaders, and statewide partners to advance civic engagement, professional development, and community informed programming.
  - Served as Vice President of Public Relations & Marketing (2018–2020) and Secretary (2015–2018).
- Chair, Nevada College & Research Libraries Section, **Nevada Library Association** (2014 – 2015)

# Candidate Profile

County of Washoe  
Library Director

## Jessica Styons

### Work History

Job Title	Employer	Dates
<b>Library Director</b>	<i>Jefferson Parish Library</i>	Since 2022
<b>Associate State Librarian</b>	<i>State Library of Louisiana</i>	2021 - 2022
<b>Library Consultant</b>	<i>State Library of Louisiana</i>	2020 - 2021
<b>Director (Acting)</b>	<i>New Orleans Public Library</i>	2019
<b>Deputy Director</b>	<i>New Orleans Public Library</i>	2015 - 2018
<b>Associate Director for Branch Services</b>	<i>New Orleans Public Library</i>	2010 - 2015
<b>Branch Services Librarian - Library Administration</b>	<i>East Baton Rouge Parish Library</i>	2007 - 2009
<b>Branch Manager - Pride-Chaneyville Branch Library</b>	<i>East Baton Rouge Parish Library</i>	2005 - 2006
<b>Youth Services Librarian - Zachary Branch Library</b>	<i>East Baton Rouge Parish Library</i>	2004
<b>Youth Services Supervisor for the Northeast Regional Library</b>	<i>Maricopa County Library District, AZ</i>	2002 - 2003
<b>Youth Services Librarian</b>	<i>Maricopa County Library District, AZ</i>	2000 - 2002
<b>Librarian</b>	<i>Arizona Department of Environmental Quality</i>	1998 - 1999
<b>Assistant Manager Librarian</b>	<i>New Orleans Public Library</i>	1996 - 1998

### Education

Degree	Institution
<b>Master of Library &amp; Information Science</b>	<i>Louisiana State University</i>
<b>Bachelor of Art, Russian Studies</b>	<i>Louisiana State University</i>

Jessica Styons

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Washoe County Library Director Search Committee  
c/o Pam Derby, CPS HR Consulting

Dear Members of the Search Committee,

I am thrilled to submit my application for the Library Director position with Washoe County. With more than twenty years of transformative leadership in large, multi-branch public library systems, I bring the strategic vision, fiscal expertise, community partnership experience, and equity-centered leadership that this role requires.

As Library Director of Jefferson Parish Library, I oversee all operational functions of a 17-branch system with 247 staff and a \$26.6 million budget. In this role, I led the creation and implementation of strategic initiatives—including the Library of Things and expanded outreach services—that resulted in a 73% increase in material usage and an 82% increase in program attendance, demonstrating my ability to align innovative services with measurable community impact. These efforts were instrumental in passing a 10-year millage renewal, reflecting strong public trust and fiscal leadership.

My leadership extends to budgeting, staffing, and service delivery at the system level. In New Orleans, as Director and Deputy Director of the New Orleans Public Library, I managed operating budgets exceeding \$19 million, directed more than 250 staff, and partnered regularly with city officials, the library board, and civic organizations to align library services with community priorities. I spearheaded the system's fine free policy and led initiatives that boosted program attendance by 300% and circulation to over 3.5 million items—achievements rooted in strategic planning and robust execution.

Building strategic partnerships is core to my approach. I have cultivated collaborations with local governments, non-profits, schools, and community groups to extend library impact. At the State Library of Louisiana, I worked with legislative stakeholders and public library directors statewide to develop strategic plans and support broadband digital inclusion projects—preparing me well for the Washoe County role, where strengthening relationships with educational institutions and community partners will be a priority.

I am a purposeful, people-centered leader committed to inclusion, staff development, and community engagement. I have developed statewide leadership training, mentored staff at all levels, and contributed to statewide best practices in public librarianship. I am also pursuing a Ph.D. in Organizational Leadership to enhance my capacity to lead organizations through change and toward equity-driven excellence.

I would be honored to bring this experience to Washoe County, and I am eager to partner with the Library Board of Trustees, community stakeholders, and staff to elevate library services that reflect and serve the residents of Washoe County. Thank you for your consideration.

Warm regards,  
Jessica Styons

# JESSICA STYONS

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## SUMMARY

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Experienced public library leader guiding large, multi-branch systems, with a focus on operational improvement, equitable service delivery, and meaningful community partnerships. Background includes managing multimillion-dollar budgets and supporting inclusive programs such as fine-free policies, Memory Cafés, bilingual tech classes, innovative youth services, field librarianship, maker programs, and Library of Things. Known for thoughtful collaboration across both internal and external departments/organizations and for mentoring staff at all levels. Currently pursuing a Ph.D. in Organizational Leadership to continue building strong, community-focused libraries that promote lifelong learning and inclusion.

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## PROFESSIONAL HIGHLIGHTS

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- 20+ years of library leadership with vast knowledge of Jefferson Parish Library, New Orleans Public Library and other Louisiana library systems with a Doctorate in Organizational Leadership in progress.
  - 15+ years of building partnerships to expand library services with local and regional organizations.
  - Initiated the New Orleans Public Library's Fine Free policy.
  - Planning and budgeting for staff service levels and hiring for the six newly built libraries post-Hurricane Katrina increasing staffing by 40% and service hours to the community by 52%.
  - Promotes libraries in speaking engagements, news and journal articles, and media appearances including WWL-TV Eyewitness Morning News with Chef Kevin Belton, WWNO's The Reading Life with Susan Larson, on WLAE's The Spudcast with Spud McConnell, and WGNO's Wild Bill Wood.
  - Developed the first Louisiana Library social worker job description/position, shared statewide as the leading example for programs.
  - Created leadership training taught statewide to library directors, administrators, and staff. The most recent class had 75 participants – 8 of whom were Louisiana public library directors.
  - Led harm reduction efforts in Louisiana library systems directly and indirectly resulting in lives saved.
  - Presents at local, state, and national conferences and other venues on library related topics.
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## EDUCATION

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Doctorate in Organizational Leadership (Ph.D.) | Adler University, IN-PROGRESS, projected 2026  
Masters in Library and Information Science (MLIS) | Louisiana State University, 1996  
Bachelor of Art, Russian Studies (BA) | Louisiana State University, 1991

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## CERTIFICATIONS AND AWARDS

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- Louisiana Library Association Meritorious Service Award, 2025
  - Executive Certificate of Librarianship, Louisiana State Library Board of Examiners as formerly required by Louisiana Revised Statutes 25:215 and 25:222 for Library Directors, 2016-present
  - Planning and Design of Public Libraries; Harvard University Graduate School, August 2017
  - Mediation Training (40 Hours Basic) through Community Mediation Services, July 2018
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## PROFESSIONAL/COMMUNITY/CIVIC AFFILIATIONS

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- |   |  |   |
|---|--|---|
| • United States Powerlifting Association                | • Louisiana Library Association Executive Board 2021-present             | • Coordinator of the Library Manager Interest Group, Louisiana Library Association, 2018-2022 |
| • American Library Association                          | • Executive Board of the NOLA Information Literacy Collective, 2021-2024 | • Krewe of King Arthur, 2018-present  |
| • Louisiana State Board of Library Examiners, 2022-2023 | • Election Commissioner, 2020-2021                                       | • Hollygrove Market and Farm Advisory Board, 2017   |

**Jefferson Parish Library, 2022-Present**

## Library Director

- Oversaw a \$26.6 million (5.72 mills) budget including all operations of 17 branch libraries and 247 staff with a leadership focus on staff development and organizational change.
- Led efforts to correct inequitable pay practices, launch the Engagement and Outreach department, oversaw the roll-out of the Beyond Books initiative, and expand equitable library services system-wide—prioritizing outreach to older adults and Spanish- and Arabic-speaking communities.
- Worked with staff to develop innovative programs including a Memory Café for individuals with dementia and their caregivers, fostering connection, inclusion, and community wellness.
- Instituted “Next Level” strategic initiatives including a Library of Things that led to total material usage rising by 73% and program attendance by 82% all resulting in the passage of the library’s 10-year millage in May 2025.

**State Library of Louisiana, 2020-2022**

## Associate State Librarian 2021-2022

- Led the Library Development Office and managed 5 direct reports.
- Developed the library’s next 5 year strategic plan in collaboration with Deputy State Librarian.
- Worked with Connect LA and the five pilot site library systems on the Broadband Digital Literacy Inclusion Project to promote digital connectivity and use gathering data for future funding initiatives.
- Prepared reports to aid legislators as they developed policy and legislation for the state of Louisiana.
- Worked closely with a variety of stakeholders public library directors, staff, and trustees from all operational areas including administrative, legal, fiscal, and public relations - as a subject matter expert.

## Library Consultant 2020-2021

- Worked with Louisiana’s 67 public library systems providing advice, support, and information on best practices and created and conducted in person and virtual training for library staff.
- Advised and assisted with the development of policies and procedures for Louisiana’s public libraries Covid 19 response and aided libraries with obtaining CARES and ARPA funding.

**New Orleans Public Library, 2010-2019**

## Director (Acting) 2019

- Led and engaged a staff of 253 with 20 direct reports which included coaching and managing performance.
- Oversaw \$19.5 million including preparing the budget allocation to the City Council.
- Developed and provided procedure and policy guidance for the New Orleans Public Library Board.
- Created agendas and set library board meetings – supplying reports on library activities and spending.
- Presented to and liaised with the City Council, the Friends of the New Orleans Public Library, New Orleans Civil Service, the Mayor’s Office, and numerous civic organizations.

## Deputy Director 2015-2018

- Provided direction and led all aspects of public services with 15 branch locations and 17 direct reports.
- Developed a strategic initiative to increase community engagement to better support community members, by increasing program offerings and attendance resulting in a 300% increase in program attendance and supporting an overall circulation increase to over 3.5 million items by 2019.
- Functioned as library human resources officer as needed including interviewing, hiring, coaching, promoting, taking disciplinary action when needed, and representing the library in Civil Service hearings.
- Oversaw training of public service staff and aided in developing and hiring the first training officer for the library.
- Established a cohesive regional library structure to increase alignment and efficient provision of services.

## Associate Director for Branch Services 2010-2015

- Supervised 15 direct reports – establishing monthly meetings with library managers.
- Worked with capital projects and developed and implemented a plan to open 5 new libraries within 6 months of each other.
- Established system-wide program teams for children’s-, teens-, adults-, and outreach services and created a security committee which led to the creation of the library’s first-ever security manual and eventually the creation of an online incident reporting system and more robust policies/procedures to ensure staff and patron safety, and the establishment of a position to oversee facility and staff safety.

**East Baton Rouge Parish Library 2004 - 2009**

Branch Services Librarian – Library Administration 2007-2009

- Administrative manager for 3 libraries including monitoring activities, handling customer service concerns, monitoring staffing levels, and supervising 3 library managers and 6 library associates.
- Was Librarian-in-charge for the entire system on a rotating basis.
- Routinely inspected buildings, drafted reports, and made requests for facilities maintenance.

Branch Manager – Pride-Chaneyville Branch Library 2005-2006

- Opened a newly built 15,000 sq. ft. facility including building book collections, setting up customer service points, hiring and training new staff, and overseeing scheduling and programming.
- Supervised 15 direct reports & led all branch operations providing reports on library engagement.

Youth Services Librarian – Zachary Branch Library 2004

- Supervised 3 direct reports while overseeing youth services for the newly opened Zachary Branch.

**Maricopa County Library District (Arizona) 2000-2003**

Youth Services Supervisor for the Northeast Regional Library 2002-2003

- Planned and oversaw all regional youth programs and developed youth collections at the regional location plus 3 smaller locations and supervised 15 staff.

Youth Services Librarian 2000-2002

- Planned all youth programs and conducted outreach to schools, parents’ groups, and non-profit organizations including a weekly storytime at a women’s shelter, and collaborated closely with the Friends group to gain financial support for youth programs while acting as assistant library manager.

**Arizona Department of Environmental Quality, 1998-1999**

Librarian 1998-1999

- Provided reference assistance for the department’s engineers and administrators, independent environmental consultants, and the public.

**New Orleans Public Library, 1996-1998**

Assistant Manager Librarian I 1996-1998

- Supervised 10 staff, served the public, maintained collections, and reported maintenance concerns.
- Planned and implemented all branch programs and displays, conducted outreach visits to schools, oversaw system-wide Summer Reading Committee, and delivered library staff training.



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# Candidate Profile

County of Washoe  
Library Director

## Tammy Westergard

### Work History

Job Title	Employer	Dates
<b>Senior Workforce Development Librarian-in-Residence</b>	<i>Governor's Office of Economic Development (GOED) State of Nevada</i>	Since 09/2023
<b>Project Leader – Supporting &amp; Advancing Nevada's Dislocated Individuals (SANDI)</b>	<i>U.S. Department of Education Grant</i>	07/2021 - 06/2023
<b>Administrator / Nevada State Librarian</b>	<i>Nevada State Library, Archives &amp; Public Records (NSLAPR), NV</i>	07/2019 - 08/2020
<b>Deputy State Librarian, Library Services &amp; Development</b>	<i>Nevada State Library, Archives &amp; Public Records (NSLAPR), NV</i>	09/2016 - 06/2019
<b>Library District Director  </b>	<i>Jackson County Library Services, OR</i>	06/2015 - 07/2016
<b>Interim Library Director</b>	<i>Carson City Library, NV</i>	07/2013 - 01/2014
<b>Deputy Library Director / Interim Library Director</b>	<i>Carson City Library, NV</i>	06/2010 - 05/2015
<b>Deputy Manager</b>	<i>Carson City Office of Business Development, NV</i>	2007 - 2010
<b>Founding Editor / Project Manager, Custom Publishing Division</b>	<i>Reno Gazette Journal, NV</i>	2003 - 2006

### Education

Degree	Institution
<b>Master of Library Science</b>	<i>University of North Texas</i>
<b>Bachelor of Arts, Speech Communication</b>	<i>University of Nevada, Reno</i>

January 5, 2026

**Washoe County Library Board of Trustees**c/o Washoe County Human Resources  
Reno, Nevada

Dear Hiring Committee,

I write in application to the open position as Director of the Washoe County Library System. I have more than twenty years of public service experience across education and business sectors including **municipal, county, district, and state library systems**. This includes service as a **Library Director, Deputy Director, and the Nevada State Librarian**. I am dedicated to the library's traditional mandate: fostering a literate community through robust collections and youth services, guided by a clear belief: public libraries are essential civic infrastructure, grounded in community trust, statutory responsibility, and service to the public good. In my current role within the Governor's Office of Economic Development, I view labor-market literacy as a natural evolution of foundational reading skills. I advocate for libraries as core civic resources where traditional literacy serves as the necessary backbone for all future learning and career success.

I am a **Washoe County resident and a native Nevadan**, and my professional life has been shaped by a deep and sustained commitment to public libraries. My career reflects a long arc of service, from local government and economic development to library leadership at every scale, always focused on strengthening access, opportunity, and trust between public institutions and the communities they serve. Beyond my professional work, my personal life has been deeply rooted in community service, including participation in service organizations, school bond and local tax initiatives, downtown redevelopment efforts, and sustained advocacy for open space, conservation, and environmental stewardship.

**Washoe County's library system is at an important point navigating fiscal constraints following a failed funding measure, an expiring strategic plan, staffing pressures, and heightened public visibility. I have led libraries through these same conditions.** In Carson City, I advanced a strong and community-centered library vision after a voter-rejected measure, re-imagining services within existing facilities while maintaining stability and momentum. As Nevada State Librarian, I led a state agency through the COVID-19 crisis, ensuring continuity of access, statutory compliance, and operational resilience, work for which I was honored as **Nevada Librarian of the Year (2020)**.

In my current role, I administer \$1.5 million in Attorney General T-Mobile Settlement funds through a statewide, multi-agency initiative that positions libraries as front-line labor market literacy hubs. Importantly, this work is now well established, staffed, and positioned to continue successfully without my direct leadership, allowing me to bring my full attention, energy, and experience to Washoe County should I be selected.

My leadership approach is grounded in **role clarity, fiscal practicality, and trust-building**. I have operated extensively within open meeting law environments and have specific expertise in library trustee governance and statutory compliance. I modernized trustee board training to align fully with Nevada Revised Statutes by moving from an annual, in-person model to a self-paced, asynchronous system that supports trustees throughout their terms and encourages real-time application of governance principles to board decision-making. I believe boards govern, directors execute, and successful library systems depend on transparent communication, meaningful data, and steady follow-through. I am well connected across Nevada's library, education and economic development networks, and I am eager to apply those relationships, along with my operational and strategic experience, in service of the Washoe County Library System. I would welcome the opportunity to partner with the Board, staff, County leadership, and the Washoe community to align operations with resources, develop an engaging, actionable, forward-looking strategic plan and guide the system into its next chapter with confidence and care. In addition to my resume, for a fuller view of my career, leadership experience, and community engagement, I invite you to visit [www.tammywestergard.com](http://www.tammywestergard.com).

Sincerely,

*Tammy Westergard*

Tammy A. Westergard, MLS, CWDP

# Tammy A. Westergard, MLS, CWDP

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## LIBRARY DIRECTOR | PUBLIC-SECTOR EXECUTIVE

Senior public service executive with 20+ years of leadership experience across municipal, county, district, and state systems, including service as Library Director, Interim Director, Deputy Director, Nevada State Librarian / Division Administrator, and current statewide leadership embedded within the Governor's Office of Economic Development. **Grounded in a deep commitment to community service, civic engagement, and public trust.** Recognized internationally, nationally, and statewide for advancing libraries as lifelong learning infrastructure. Experienced **leading organizations through strategic resets, fiscal constraint, failed ballot measures, staffing instability, and crisis conditions, while maintaining service continuity, staff confidence and public trust. Published and presenting scholar at the International Conference on Education, Research and Innovation (iCERi),** contributing applied research on **labor-market literacy and the use of immersive technologies and assessment tools to improve real-world outcomes.** This experience informs evidence-based strategy, evaluation, and decision-making in public library systems and brings a rare combination of executive leadership, fiscal stewardship, and practitioner-scholar perspective to public library administration.

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## CORE QUALIFICATIONS

- Executive leadership managing public-sector budgets from \$1.5M–\$13.8M and teams up to 60 FTE
- Board governance in Open Meeting Law environments
- Strategic planning (5-year plans; statutory compliance) for libraries as inclusive civic spaces and lifelong learning sanctuaries across all formats
- Public-sector budgeting, grants, and fiscal stewardship
- Staff recruitment, training, and organizational resilience
- Crisis leadership and continuity of operations
- Facilities planning, capital pre-development, and space optimization
- Library trustee board expertise, including NRS statutory compliance, delivered through continuous, asynchronous training models that support real-time application in board decision-making
- Labor market literacy and lifelong learning systems
- Community-centered leadership, public service, and cross-sector civic partnerships
- Digital services, technology access
- Community engagement, partnerships, and public communication
- A community leader known for listening, building trust and a clear-eyed understanding and willingness to do what it takes to get important work done.

## PROFESSIONAL EXPERIENCE

### Governor's Office of Economic Development (GOED) State of Nevada

#### Senior Workforce Development Librarian-in-Residence | 2023/09 – Present

**Scope:** Statewide, multi-agency initiative

**Budget Authority:** \$1.5 million (Nevada Attorney General T-Mobile Settlement Funds)

- Lead statewide **Individual Career Mapping (ICM)** implementation integrating career readiness assessments, VR/occupational exploration, and ACT WorkKeys/NCRC credentials as an intervention to address low labor market literacy.
- Administer and coordinate **\$1.5M in restricted settlement funds**, ensuring compliant use of public funds and alignment with statewide labor market literacy priorities.
- Design and deliver **train-the-trainer models** preparing librarians, educators, and community navigators to deliver labor market literacy services statewide.

- Coordinate across **GOED, Department of Employment Training and Rehabilitation (DETR), community colleges, school districts, employers, [prisons?], and nonprofit partners**. Ensure program design and delivery reflect community needs, regional context, and equitable access across urban and rural Nevada.
- Represent project before the **NV Legislature's Interim Finance Committee and Board of Examiners**.

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### **Project Leader — Supporting & Advancing Nevada's Dislocated Individuals (SANDI)**

**U.S. Department of Education Grant | 2021/07 – 2023/06**

**Scope:** Statewide, multi-agency initiative

**Budget:** \$13.8 million

- Co-wrote and served as library project leader for this large federal workforce recovery grant.
- Managed library portion of budget, contracts, partners, reporting, and compliance
- Delivered all required outcomes and closed the grant **fully compliant**.
- Embedded libraries as **active labor market literacy hubs** using digital tools and immersive learning.

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### **Nevada State Library, Archives & Public Records (NSLAPR) Carson City, NV**

**Administrator / Nevada State Librarian | 2019/07 – 2020/08**

**Scope:** Statewide agency

**Staff:** 44 FTE

**Budget:** approximately \$13 million annually

- Served as **chief executive** for Nevada's state library, archives, public records and state mail services, including executive staff lead to the Nevada State Council on Libraries and Literacy, ensuring statutory, federal (IMLS/LSTA), and statewide policy alignment
- Led the agency through the COVID-19 public health emergency, authoring and implementing **agency-wide Continuity of Operations Plans**.
- Oversaw **State Mail Services**, ensuring uninterrupted delivery of **over one million unemployment and public assistance mailings** during the COVID-19 pandemic.
- Executed a major **facility consolidation**, saving **\$71,839 annually**.
- Led statewide digital and operational modernization, including collection review and service realignment.
- Represented Nevada libraries before the **Legislature, Interim Finance Committee, and Board of Examiners**.
- Convened statewide library leaders to share best practices and operational strategies during crisis conditions.
- **Named by the Nevada Library Association as the 2020 Nevada Librarian of the Year** for exemplary leadership and innovation during the COVID-19 and economic crisis.

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### **Nevada State Library, Archives & Public Records (NSLAPR)**

**Deputy State Librarian, Library Services & Development | 2016/09 – 2019/06**

- Led statewide public library development and **federal LSTA grant administration**.
- Authored Nevada's **IMLS-approved Five-Year Strategic Plan (2018–2022)**.
- Designed and launched **Nevada XR Libraries**, among the first statewide VR learning initiatives in U.S. public libraries.
- Coordinated statewide professional development, conferences, and cross-sector partnerships.

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### **Jackson County Library Services — Jackson County, OR**

**Library District Director | 2015/06 – 2016/07**

**System:** 15-branch library system   **Staff:** approximately 60 FTE

**Budget:** approximately \$12 million annually

**Governance:** Elected Library District Board

- Served as **chief executive officer** of a countywide library district serving Oregon's Jackson County.
- Directed all administrative and operational functions, policy development, staffing, facilities, and board relations.
- Led development and adoption of the **2016–2021 Five-Year Strategic Plan**, informed by:
  - Engagement of approximately **1,000 residents across all 15 communities** and centered resident voice, community trust, and inclusive civic participation in library planning and service design.

- Environmental scanning and **data-driven service alignment**
  - Oversaw a system open **368 hours per week**, maintaining:
    - A **floating collection of 630,000+ items**
    - Approximately **1.6 million annual circulations**
  - Advanced internal realignment and performance management tied to codified strategic goals.
  - Served as principal spokesperson and advisor to the governing board and county partners.
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### **Carson City Library — Carson City, NV**

**Deputy Library Director / Interim Library Director | 2010/06 – 2015/05** (*Interim Director: 2013/July – 2014/Jan.*)

**Governance:** Municipal library, Carson City General Fund

**Staff:** approximately **20 FTE** (14 full-time, 6 hourly)

**Budget:** approximately **\$1.5–\$1.8 million annually**

- Recruited from the **Carson City Office of Business Development**, bringing an **economic-development lens** into library leadership while completing graduate library studies.
  - Served as Deputy Library Director and **Interim Library Director**, providing organizational stability during leadership transition.
  - Helped lead **pre-development visioning and community engagement** for a proposed **new central downtown library / Knowledge + Discovery Center**.
  - Advanced a strong library vision **after a voter-rejected measure**, re-imagining services within the existing facility.
  - Conceived, wrote, and led multiple **high-impact initiatives**, including:
    - **Nevada’s Working Capital** — first-in-the-nation opportunity to earn a nationally portable advanced manufacturing credential from a public library.
    - **Business Resource Innovation Center (BRIC)**.
    - **Digital Media Lab (Digitorium)** and BranchAnywhere services.
  - Authored and implemented “**Level Up: A Strategic Plan for Learning (2014–2019)**”, co-adopted by the Library, School District, and Board of Supervisors, a first in local government history.
  - Nationally recognized for positioning the public library as a **workforce training and education partner**, culminating in selection as a **Library Journal Mover & Shaker**.
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### **Carson City Office of Business Development — Carson City, NV**

**Deputy Manager | 2007 – 2010**

- Supported business attraction, retention, redevelopment, and downtown revitalization.
  - Conducted complex administrative, financial, and statistical analyses supporting economic development initiatives.
  - Led and coordinated **downtown and neighborhood redevelopment initiatives** focused on strengthening the city’s tax base, activating underutilized public spaces, supporting small businesses, and advancing a shared civic vision for Carson City’s downtown core. Work emphasized **community engagement, placemaking, arts and culture integration, public-private partnerships, and cross-sector coordination** to advance long-term economic vitality and quality of place.
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### **Reno Gazette Journal — Reno, NV**

**Founding Editor / Project Manager, Custom Publishing Division | 2003 – 2006**

- Founded and led **Carson Magazine**, overseeing editorial strategy, budgeting, production, and promotions.
  - Earned **Western Publications Association Maggie Award finalist** recognition and **RGJ MVP** honors.
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### **COMMUNITY & CIVIC LEADERSHIP**

- **Great Basin Water Network Board member** (2025)
- **Friends of Nevada Wilderness** (2025) Blue Helmet Award
- **Domestic Violence Resource Center** – (2025) Service work
- **Aspen Institute of Central Europe** — Professional Collaborator (2021 – current)
- **Václav Havel Library Foundation** — International Advisory Board Member (appointed 2020 – current)

## PROFESSIONAL LEADERSHIP, HONORS & RECOGNITION

- **Exceptional Achievement** University of Nevada, Reno Alumni Association (2023)
- **Nevada Library Association (NLA)** Past President (2023), Treasurer (2013 – 2015); Conference Chair (75th Annual Conference - 2023)
- **Nevada Librarian of the Year** Nevada Library Association (2020)
- **Chief Officers of State Library Agencies (COSLA)** Member (2019-2020) / Delegate Member (2016 – 2019)  
**LibsWork** Founding Member (2019)
- **Library Journal *Mover & Shaker*** National recognition as an agent of change (2016)
- **American Library Association (ALA)** Professional Member - active
- **Public Library Association (PLA)** Professional Member - active
- **Beta Phi Mu** — International Library & Information Studies Honor Society (inducted 2014)
- **Broadband Hero Award** – 2013
- **Western Publications Association, Maggie Award Finalist** – CARSON Magazine (2006)
- **Reno Gazette Journal, Custom Publishing Group Leader** - 2004

## EDUCATION & CREDENTIALS

- **Master of Library Science (MLS)** University of North Texas, with distinction (ALA-accredited) 2014  
Graduate Academic Certificate in **Advanced Management**
- **Bachelor of Arts, Speech Communication** — University of Nevada, Reno (1987)

## Certifications & Training (Selected):

- Certified Workforce Development Professional (CWDP) – National Association of Workforce Professionals (current)
- LEAN Six Sigma Green Belt (2017)