

**INTERVIEW PANEL MEETING AGENDA
INTERVIEWS OF THE FINALIST CANDIDATES
TO FILL THE POSITION OF
DIRECTOR OF THE WASHOE COUNTY LIBRARY SYSTEM**

TUESDAY, NOVEMBER 3, 2015

8:15 am

**BOARD OF COUNTY COMMISSIONERS CAUCUS ROOM
1001 E. NINTH STREET, BUILDING "A"
RENO, NV 89512**

PURSUANT TO NRS 241.020, THE AGENDA FOR THE INTERVIEW PANEL MEETING HAS BEEN POSTED AT THE FOLLOWING LOCATIONS: WASHOE COUNTY COURTHOUSE, WASHOE COUNTY ADMINISTRATION BUILDING, DOWNTOWN RENO LIBRARY, INCLINE VILLAGE LIBRARY, NORTH VALLEYS LIBRARY, NORTHWEST RENO LIBRARY, SIERRA VIEW LIBRARY, SOUTH VALLEYS LIBRARY, SPANISH SPRINGS LIBRARY AND SPARKS LIBRARY. FURTHER, IN COMPLIANCE WITH NRS 241.010, THIS NOTICE HAS BEEN POSTED ON THE OFFICIAL WEB SITE FOR THE WASHOE COUNTY LIBRARY SYSTEM AT www.washoecountylibrary.us; and <https://notice.nv.gov>

AGENDA-ITEM SUPPORT DOCUMENTATION PROVIDED TO THE INTERVIEW PANEL WILL BE AVAILABLE TO MEMBERS OF THE PUBLIC ON THE DAY OF THE INTERVIEWS, IN THE BOARD OF COUNTY COMMISSIONERS CAUCUS ROOM. WE ARE PLEASED TO MAKE REASONABLE ACCOMMODATIONS FOR MEMBERS OF THE PUBLIC WHO ARE DISABLED AND WISH TO ATTEND THIS MEETING. IF YOU SHOULD REQUIRE SPECIAL ARRANGEMENTS FOR THIS MEETING, PLEASE CONTACT THE LIBRARY ADMINISTRATIVE OFFICE AT 327-8341, 24 HOURS PRIOR TO THE DATE OF THE MEETING.

DURING THE PUBLIC COMMENT PERIOD, SPEAKERS MAY ADDRESS MATTERS LISTED OR NOT LISTED ON THE PUBLISHED AGENDA. RESPONSES BY INTERVIEW PANEL MEMBERS ON A MATTER RAISED DURING PUBLIC COMMENT COULD BECOME DELIBERATION ON THAT MATTER WITHOUT NOTICE TO THE PUBLIC. THEREFORE, ON THE ADVICE OF LEGAL COUNSEL, THE PANEL WILL NOT RESPOND TO PUBLIC COMMENTS EXCEPT THAT IT MAY REFER MATTERS BROUGHT UP THEREIN TO LIBRARY ADMINISTRATION, THE LIBRARY BOARD OF TRUSTEES, OR ANOTHER APPROPRIATE ENTITY.

THE INTERVIEW PANEL IS CONDUCTING ITS BUSINESS AT THE DIRECTION OF THE LIBRARY BOARD OF TRUSTEES. THE PANEL (OR ITS DESIGNEE) MAY ORDER THE REMOVAL OF ANY PERSON WHOSE STATEMENT OR OTHER CONDUCT DISTURBS THE ORDERLY, EFFICIENT OR SAFE CONDUCT OF THE MEETING. WARNINGS AGAINST DISRUPTIVE COMMENTS OR BEHAVIOR MAY OR MAY NOT BE GIVEN PRIOR TO REMOVAL. THE VIEWPOINT OF THE SPEAKER WILL NOT BE RESTRICTED, BUT REASONABLE RESTRICTIONS MAY BE IMPOSED UPON THE TIME, PLACE AND MANNER OF SPEECH. IRRELEVANT AND UNDULY REPETITIOUS STATEMENTS AND PERSONAL ATTACKS WHICH ANTAGONIZE OR INCITE OTHERS ARE EXAMPLES OF SPEECH THAT MAY BE REASONABLY LIMITED.

1. Roll Call
2. Public Comment – Three-Minute Time Limit per Person

No discussion or action may be taken upon any matter raised under this public comment section until that matter has been specifically included on an agenda of the appropriate public body.

3. Orientation of Panel Members Regarding the Interview Process—Kathy Hart, Workforce Development Manager, Washoe County Human Resources; and Mike Tanner, Senior Vice President, Strategic Government Resources
4. Interview of Candidate Denise Galarraga

5. Interview of Candidate Jeff Scott
6. Interview of Candidate Robert Shupe

Lunch Recess – Panel to reconvene at approximately 1:15

7. Interview of Candidate Sarah Booth
8. *For Possible Action:* Deliberation Regarding the Interviews, and Recommendation of the Top Three Candidates to Be Interviewed by the Washoe County Library Board of Trustees on Wednesday, November 4

9. Public Comment

No discussion or action may be taken upon any matter raised under this public comment section until that matter has been specifically included on an agenda of the appropriate public body.

10. Adjournment

Washoe County – Library Director

Finalist Candidate Review

Panel Briefing Book

CONFIDENTIAL

Strategic Government Resources

Mike Tanner
Sr. Vice President

MikeTanner@GovernmentResource.com



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Washoe County, Nevada • Library Director Position Profile

The Community

Washoe County is located along the eastern slopes of the majestic Sierra Nevada Mountains in northwestern Nevada. The County has a population of over 437,000 and covers an area of 6,600 square miles bordering California and Oregon.

The City of Reno is the county seat and third largest city in Nevada. Known as the “Biggest Little City,” Reno has a bustling downtown, diverse neighborhoods, Nevada’s flagship state university, and a top ranked international airport (3.5 million annual passengers). Reno residents are proud of the fact that their community was voted #10 on Livability’s ‘Top 100 Best Places to Live 2014.’ Nearby are the communities of Sparks and Incline Village at Lake Tahoe. The population base for Washoe County is split with nearly half the population in the City of Reno (approximately 225,000), one quarter in the City of Sparks (approximately 90,000), and one quarter in unincorporated areas.

Business and Industry

Washoe County has a very diversified economic base. In addition to flourishing tourism, hospitality, and gaming industries, the County has a vibrant business community that includes major employers such as Microsoft Licensing, Apple, Intuit, Amazon.com, and Urban Outfitters. More than 80 Fortune 1000 companies have a presence in Washoe County.

Tesla Motors, maker of the high end electric car, recently began construction on a lithium ion battery “gigafactory” east of Reno in the Tahoe-Reno Industrial Center. Once completed, the 5-million square foot plant will be the largest such facility in the world and will employ 6,500 people. A number of related industrial facilities are anticipated to follow Tesla’s lead.

Recreation

Washoe County residents enjoy an extremely high quality of life. The entertainment and cultural opportunities afforded them are endless. Whether it’s fine dining, a rock concert at a major casino, an evening with the Reno Philharmonic, or a play at the Lake Tahoe Shakespeare Festival, Washoe County has it all. Local attractions include the Nevada Discovery Museum, Truckee River Whitewater Park, and the National Automobile Museum. Annual festivals and events held in Washoe County include the Nevada State Fair, Hot August Nights, Artown, Street Vibrations, and the Great Reno Balloon Race. The area is also home to Burning Man, where more than 65,000 participants gather to be part of an experimental community in Nevada’s Black Rock Desert just north of Reno.

Outdoor enthusiasts enjoy the raw natural beauty of the region which ranges from high deserts to stunning lakes to beautiful forests. Washoe County’s pleasant climate spans the full range of the four seasons and is characterized by low humidity and rainfall, moderate snowfall, and sunshine more than 300 days per year. Outdoor activities in Northern Nevada include skiing, hiking, biking, boating, fishing, whitewater kayaking, paddle boarding, and climbing. Lake Tahoe is one of the world’s most spectacular natural wonders, and the area boasts the largest concentration of ski resorts in all of North America including 18 world-class ski and board resorts. Washoe County offers over 100 miles of local hiking/biking trails, and there are 12,018 acres of parkland and 61 park facilities. Other outdoor attractions include 10,776-foot Mount Rose, Emerald Bay, Truckee River Canyon, and Pyramid Lake which is located within the reservation of the Pyramid Lake Paiute Tribe.





Washoe County Library Director

The Community, continued

For sports fans, Reno offers the Reno Aces AAA Baseball Club in addition to Wolf Pack athletics at the University of Nevada - Reno. The National Bowling Stadium, the only facility of its kind in the world, calls Reno home.

Schools

Washoe County Independent School District serves the area with an enrollment of 63,200. Private K-12 and charter schools are also available. For higher education, University of Nevada-Reno, has over 18,000 students and is home to an impressive School of Medicine, College of Engineering, School of Journalism, and other academically renowned programs. Washoe County is also home to the Desert Research Institute, the environmental research arm of the Nevada System of Higher Education. Other regional higher education institutions include Truckee Meadows Community College and Western College.

Housing

Diverse lifestyle choices are available in Washoe County. In addition to urban and suburban living in the cities of Reno and Sparks, miles of high desert and mountains provide even more options in the County's vast unincorporated areas. Median selling price of homes increased to \$284,900 in May 2015, up 19% from the same period last year. The property tax rate is \$1.3917 per \$100 of assessed value.

Governance & Organization

Washoe County is governed by a five-member Board of County Commissioners (BCC) elected by constituents within their districts for four-year staggered terms. The BCC appoints a County Manager who is responsible for policy implementation and overall operations. John Slaughter was selected as the Washoe County Manager in October 2013. He has been with the County since 1986, and represented the County in the Nevada Legislature from 2001-2013.

The County has numerous state-of-the-art award winning facilities and provides nationally recognized regional and urban services to a diverse population including public safety, criminal justice, public works, health and human services, and animal services.

Washoe County employs 2,481 full time employees in 35 departments led by both appointed and elected department heads. The County's 2015-16 fiscal year budget is comprised of 21 governmental funds, and six proprietary and internal service funds, with expenditures of approximately \$484.5 million.

Washoe County has a Standard & Poor's rating of AA and a Moody's rating of Aa2, which indicate a very strong capacity to meet financial commitments.

About the Washoe County Library System

The Washoe County Library System began in 1904 with the opening of Reno's Carnegie Free Public Library and has grown to 12 branch locations and an e-Library. Operating under the parameters established for public libraries by the Nevada legislature and the federal Institute of Museums and Library Services, the Washoe County Library System is governed by a five-member Board of Trustees, appointed by the Washoe County Commissioners.

New self-service checkout machines, consolidated service desks, and online services enable a lean but dedicated workforce of approximately 130 employees to staff 11 branches, with the Gerlach Library staffed by a school employee. In 2014, the Downtown Reno Library won best in category for the "Coolest Internal Space" category of the Gale/Cengage Beautiful Library contest. The FY 2015-16 general-fund budget for the Library System is approximately \$8.2 million.



Library System Mission

To connect people with information, ideas and experiences to support an enriched and engaged community, one person at a time.



Washoe County Library Director

About the Washoe County Library System, continued

Over 2 million items are borrowed from the Library System each year, with more than 270,000 people accessing library computers. Remarkable community support is reflected by the 504 volunteers who logged 11,998 service hours last year. The Friends of Washoe County Library raises money to strengthen and support library services and programs. Since the Friends of Washoe County was founded in 1981, the group has donated more than \$2 million to the Library System.

About the Position

The Library Director is a management level position under the administrative direction of the Washoe County Library Board of Trustees. The Library Director plans, organizes, directs, and ensures effective operations of the Washoe County Library System.

The Library Director is responsible for developing and implementing short- and long-term goals and objectives, adeptly administering the annual budget, supervising Library management staff, and initiating library services that successfully meet the needs of the community.

The Library Director promotes library services, represents the Library System on boards and committees, implements public relations programs, and serves as the primary spokesperson for the Library System.

Leadership & Innovation

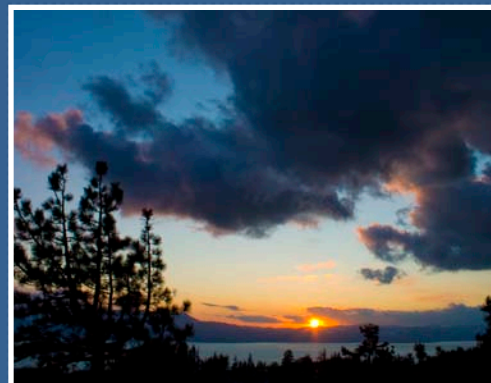
Marketing and Rebranding. The new Library Director will rebrand and aggressively promote the Library System as an essential service provider that plays an important role in present day Washoe County life and that will play a pivotal role in the future of Washoe County. The selected individual will seek creative ways to connect with the County's residents and draw visitors to the branches, while also integrating an ever-growing online community. In addition, the new Library Director will, to the extent possible, engage key elected and appointed officials in Library System activities and programs.

Relationship Building. It will be important for the incumbent to strengthen relationships with existing constituent groups, reestablish relationships with previous constituent groups, and develop relationships with new constituent groups. Creating strategic alliances with schools, colleges, universities, non-profit organizations, businesses, industry, research organizations, and economic development groups will be a priority.

Vacant Assistant Director Position. The next Library Director will have the opportunity to select a new Assistant Library Director and build a cohesive, high-performing Library Team.

Financial Plan. The selected individual will need to develop and implement a sustainable, long-term financial plan that properly funds a "Next Generation" library system (general and expansion funds). This will include developing replacement revenue for the 30-year \$0.02 property tax override which will expire in 2025 and is dedicated to "acquiring, constructing, improving, equipping, operating, and maintaining library facilities for the County." The financial plan should also include implementation of a comprehensive planned giving, fundraising and institutional development program and identification of opportunities such as grants-in-aid, financial awards, and non-traditional services for which revenue may be generated.

Facility Master Plan. It will be important for the new Library Director to conduct an in-depth review of the 2015 Washoe County Library System Facility Master Plan, project total long-term costs, and determine the extent of funding support that will be required to execute the plan.





Washoe County Library Director

Leadership & Innovation, continued

Strategic Planning. The selected candidate will plan and implement strategic and long-range goals for maintaining and improving the Library System’s service levels based on staff recommendations and analysis of usage trends and demographics. Strategic planning priorities for the Library System include becoming more virtualized while retaining a strong, physical presence; focusing on serving groups and the community as well as personalized service to individuals; becoming more creation-facilitating, while continuing to offer a substantial collection of externally-produced books, media and digital materials; and becoming more portal-based, providing greater access to externally-controlled content while fine-tuning the material that is archived. The new Library Director will ensure that day-to-day operations of the Library System are aligned with long-term goals and objectives.

Ideal Candidate

The Library Board of Trustees seeks a dynamic, outgoing and visionary leader who will take this signature County service to the next level. The ideal candidate will be a resourceful innovator who can provide leadership for 12 physical branches as well as meet the demands of a rapidly changing, high-tech, digital world.

The new Library Director will be politically savvy and understand the need to build and maintain close and highly productive working relationships with the Library Trustees, County Commissioners, County Executive Team, and department heads. The ideal candidate will be a highly collaborative bridge-builder who will strengthen relationships with important constituent groups including the University of Nevada-Reno, City of Reno, City of Sparks, and the Washoe County School District.

The successful candidate will be a highly professional, excellent communicator with outstanding interpersonal skills, and a “people person” who understands the importance of building long-term relationships. Additionally, it will be important for the Library Director to have highly advanced media skills and the ability to be a passionate and persuasive advocate who will raise the profile of the Washoe County Library System throughout the County and State of Nevada.

The selected individual will be hard-working, decisive, possess the utmost integrity, and lead by example. The ideal candidate will be an inclusive and collaborative manager who is comfortable exercising independent judgement and making difficult or unpopular decisions. The Library Director will delegate with authority and clarity and create a culture of accountability within the Library System Team, while also acting as a coach and cheerleader for employees. The successful candidate will be someone who genuinely cares about his/her employees and their overall welfare and addresses issues such as workplace safety, professional development, and opportunities for advancement.

The new Library Director will be a dedicated leader who is active in professional associations and enthusiastic about advancing library services and the profession. The successful candidate will have proven experience in directing library operations, developing and administering budgets, and supervising staff at multiple locations. The chosen candidate will have considerable knowledge of library administration, library best practices and procedures, and program planning, implementation, and administration based on evaluation of community needs and assessment of service delivery efficiency and effectiveness.

Education & Experience

A Master’s degree in Library Science from an American Library Association accredited college or university is required. The chosen candidate must have five or more years of full-time professional library experience as a Director or Assistant Director of a large metropolitan or regional library system. An equivalent combination of training and experience will be considered.



Library System Vision

That all Washoe County residents benefit from the Library’s support of literacy and self-education.



Washoe County Library Director

Compensation & Benefits

The annual salary range for this position is \$95,825 to \$124,592, depending on qualifications and experience. The County participates in the State of Nevada Public Employees Retirement System (PERS) with five-year vesting. The County also offers a voluntary 457 Deferred Compensation Plan and a 401(a) Plan. The County contributes to Medicare but does not participate in Social Security. A full range of leave and insurance benefits is also provided. Relocation expense reimbursement is available.

Application Process

Please apply online at <http://bit.ly/SGRCurrentSearches>.

For more information on this position, contact:

Mike Tanner, Senior Vice President
Strategic Government Resources
MikeTanner@GovernmentResource.com
361-813-3707

This position is open until filled. To view the status of this position, please visit: <http://bit.ly/SGRCurrentSearches>.

Finalists will be subject to Nevada's Open Meetings/Public Records Law. Information including name, application, cover letter, resume, and other submitted information (with personal identification information redacted) will be provided to the Washoe County Library Board of Trustees as part of the Trustee's Meeting Agenda and posted to the public one week prior to the scheduled meeting. Finalists will be interviewed by the Library Board of Trustees and selection of the new Library Director will take place in an open, public meeting.

Washoe County is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check.

Resources

Washoe County
www.washoecounty.us

Reno-Sparks Convention and Visitors Authority
www.visitrenotahoe.com

The Chamber Reno/Sparks/Northern Nevada
<http://thechambernv.org>

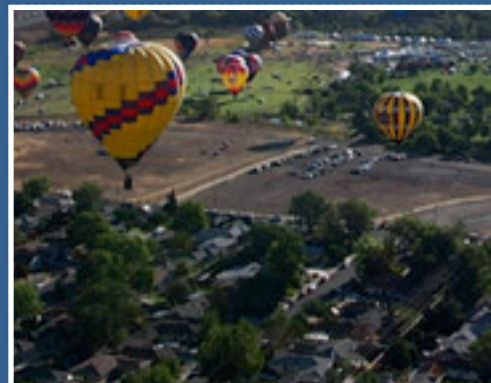
City of Reno
www.reno.gov

City of Sparks
<http://cityofsparks.us>

Economic Development Authority of Western Nevada
<http://www.edawn.org>

DownTownReno.com
www.DownTownReno.com

State of Nevada
<http://nv.gov>



Washoe County Library Director Candidate Review Ranking Form

Instructions:

Listed below are the finalist candidates for Library Director. In the space beside each candidate, simply assign 1 point to the candidate who is your top choice. Then, assign 2 points to your second choice, 3 points to your third choice, etc.

Denise Galarraga	_____
Jeff Scott	_____
Robert Shupe	_____
Sarah Booth	_____

Navigating the Legal Aspects of Interviewing Questions

It is illegal to make hiring decisions based on applicants' protected characteristics and activities. "Protected characteristics" are defined by Title VI of the Civil Rights Act of 1964. They include:

- Race
- Color
- Religion
- Sex
- National Origin

Subsequent legislation prohibits discrimination based on:

- Age (40 years of age or older)
- Disability
- Genetic information
- Pregnancy

As a result, and due to other actions that could be considered a violation of an applicant's civil rights, the following questions should not be asked during the interview process:

- Are you a U.S. Citizen?
 - It is legal to ask, "Are you legally eligible to work in the United States?"
- What is your nationality?
 - Questions regarding accent, facial features, etc...that might be used to determine nationality should be avoided.
- Have you ever been arrested?
 - It is legal to ask, "Have you ever been convicted of a crime?"
 - Note – there may be some agencies that have latitude with this question; specifically law enforcement agencies. However, such questions are best suited for applications that have been thoroughly screened by legal experts; not interviews.
- Have you ever filed for bankruptcy?
 - Note – organizations may have latitude with this question depending on the nature of the position the organization is filling. With that said, it is wise to not ask the question in an interview context.
- Do you have a medical condition?
 - Employers are allowed to state required job functions. They are allowed to ask "Can you fulfill the requirements of this job with or without reasonable

accommodation.” If the applicant lies during the hiring process, the organization has legal grounds for disciplinary action or dismissal.

- Are you married?
 - Could be prejudicial and should not be asked.
- What are your child care arrangements?
 - Could be prejudicial and should not be asked.
- Are you a member of a union or labor organization?
 - Such activity is protected by law and should not be asked. If the position requires specific membership, a question may legally be posed as, “This position requires membership in Labor Organization ABC. Are you able to fulfill the requirements of the position?”
- Have you ever sued a former employer?
 - Federal law protects such activity and the question should not be asked.
- Have you ever filed a workers’ compensation claim?
 - Such activity is protected by law and should not be asked.
- When did you graduate from high school/college?
 - Could be fishing for an employee’s age. Note – An applicant’s age, educational level, etc., will be determined by Human Resources. While contextually appropriate for certain aspects of the application process, such questions are not appropriate for the interview.
- Are you available to work on Easter Sunday?
 - A question of this nature could constitute religious harassment. The question should be worded as, “This job requires working on weekends and holidays. Can you fulfill those requirements with or without reasonable accommodation?”
- Are you planning on starting a family?
 - Having a child is protected by law.

Questions regarding health:

Organizations should make no inquiries into an individual’s health history, physical wellness, hospitalizations, surgeries, health status of family members, etc.

As stated on the previous page, the organization can spell out necessary requirements of a job, i.e., this job requires standing for up to three hours per day, this job requires approximately 40% travel, this job requires dependable transportation and a valid driver’s license, etc.

Organizations may ask questions that relate directly to the requirements of the job, the applicant’s ability to do the job, and relevant experience, knowledge, and skills.

Organizations may utilize applicant assessments as long as those assessments are administered to ALL applicants at any given stage of the interviewing process. The results of the assessments may be part of the interview conversation, but such conversations should clearly exhibit established pattern and practice. Structuring the interviews and subsequently utilizing the structure for every interview increases that likelihood.

The bottom line – during the interview process, stick with the applicant's ability to fulfill the requirements of the position

It is perfectly acceptable to ask questions related to previous contexts as long as those questions relate to skills, talents, attitudes, etc. For example, "Tell us about a time when you had to reprimand an employee. How did you handle that situation?" or "Reflect on a situation when you and a co-worker disagreed on something. How did you resolve the issue?"

The key is stay away from protected characteristics and focus on job ability.

TAB 1

August 30, 2015

Dear Mr. Tanner:

Along with this cover letter, I am attaching my resume for your consideration in your search for Library Director of Washoe County in Nevada.

As outlined in my resume, I am currently Director of the Osceola Library System in Kissimmee, FL. This County, along with Orange County, is home to several world class theme parks, including Disneyworld, Universal Studios, and Sea World. Its residents are a mix of a service population supporting these enterprises, retirees and young families that come for the sunshine, a large Hispanic population, and visitors from around the world. The population numbers around 300,000. In these ways, it is similar to your county, which is a tourist destination for its natural beauty and its recreation.

As I mentioned in our telephone conversation, I very much enjoyed my time on the West Coast, with its mountains, natural beauty, and interesting and energetic people. It would be exciting to have the chance to meet the Library Board of Trustees and Library Management to discuss with them this opportunity and their vision for the Washoe County libraries.

Please let me know if you need additional information, references, or other documentation.

Thank you for considering my application and resume and giving me the opportunity to apply for this exciting opportunity.

Sincerely,

Denise Galarraga

DENISE GALARRAGA

1018 E. Lakeshore Blvd

Kissimmee, FL 34744

(541) 335-1491

Email: denise.galarraga@osceolalibrary.org

EXPERIENCE SUMMARY

- 30+ years managing public, school, and special libraries, as well as clearinghouse operations on contracts with Federal agencies.
- 9+ years' experience as Director of Public Libraries, with 7 years' experience directing libraries with multiple branches and 60 to 90 employees.
- More than 12 years' directing projects at multiple sites and handling multiple projects for different clients simultaneously
- Capable of doing analysis, planning, delegating, and project implementation
- Experience in directing diverse staffs
- Teambuilding
- Strong writing skills and significant experience in proposal writing to respond to Federal RFPs
- 6 years' experience directing preK-12 school library with a bilingual collection and a bilingual staff of three in a private school with 1,100 students and faculty (in Ecuador)
- 4 years' teaching English as a Second Language (in Mexico)
- Extensive experience in assisting in the development of written proposals and costing of projects to respond to Requests for Proposals.

ACCOMPLISHMENTS AS PUBLIC LIBRARY DIRECTOR

Since taking the position of Director of Osceola Library System in April 2012, I have worked with the staff, my management, the County Library Services Manager, and our growing list of partners to accomplish the following:

- Strengthened partnerships with education-related organizations in the County, including those with the Early Learning Coalition (with which we partner on a program in early learning), the Adult Learning Center of Osceola (which selected the Library as its Business Partner of the Year in 2014), the Education Foundation, and the Osceola County School System.
- Offered a new array of adult, teen, and children's programming. More than 60,000 persons attended Osceola Library programs in 2014, and we are realizing an increase in 2015.
- Established partnerships with the City of Kissimmee, Parks and Recreation, the Osceola Historical Society, the Small Business Development Center of Osceola and Orange County, CareerSource and several businesses to do joint programming or offer courtesy collections at their sites or venues.
- Unveiled a new website in late 2013, and greatly increased followers on Library social media sites, including Face Book.
- Introduced online payment of fines and fees
- Converted from SIRSI to Polaris and oversaw the installation and implementation of 3M gates, self-checks, and RFID equipment at all six branches

- Worked with the four individual Friends of the Library groups to establish stronger relationships with the Library and formulate a Memo of Understanding (still in progress).
- Introduced more substantive children's programming with an emphasis on early literacy and STEM-related programming. In addition, gradually through the hiring process, brought on more professional children's staff.
- In close coordination with the County and Branch Manager, was involved in negotiations regarding the furnishing, layout, and opening of the West Osceola branch in Celebration.
- Created the new, improved monthly Library Event Guide and other print promotional pieces. The Guide and other select pieces are sent monthly to the County Commissioners and local representatives, as well as distributed at the branches.
- Collaborated with county officials, architects, and contractors to open a new 12,000 square foot branch in Celebration, FL. Currently working on renovations of four branches.

Previously, while Director of the Jackson County Library Services in Medford, Oregon, with the staff and management, as well as County Library Manager, saw these accomplishments:

- Within the framework of Summer Reading, implemented a program with special funding to provide Summer Reading outreach to children in daycare facilities and in residential day care around Jackson County. Also, arranged for Summer Reading Outreach to LISTO program which provides family services to Latinos, to Kids Unlimited (a nonprofit organization providing homework and recreation services to children in general and to at risk and underprivileged children specifically), and to city and YMCA summer programs.
- Established Adult Computer Courses using outside contractors who brought their own computer equipment and expertise, allowing the Library to offer these courses without adding to staffing or equipment.
- Developed patron technical services offering workshops, handouts, and website and You Tube instructions to enhance facilitate better use of our Overdrive services.
- Created partnerships with numerous community organizations to increase awareness of library services with their constituents and to build working relationships for stronger service delivery. These include the local Head Starts, the Job Council, the Hispanic Interagency Committee, the Maslow Project (serving homeless teams), Kids Unlimited (serving at risk and underprivileged children), Providence Hospital, the Southern Oregon Historical Society, the City of Medford Parks and Recreation Department, the local YMCA's, and many more.
- Increased circulation by more than 10% since JCLS reopened under LSSI management even though open hours remained at 65% of pre-closure hours (as of Spring 2012).
- Worked closely with 15 Friends of the Library group to establish a solid and effective working relationship.

From December 2005 to April 2008, in the position of Director of the Finney County (Kansas) Public Library, along with the staff and Board of Directors, accomplished these outputs with staff:

- Reorganized staff scheduling and responsibilities to provide greater patron assistance, particularly during high traffic hours and on weekends.
- Inventoried and weeded the collection, neither of which had been done in the past 15 years.
- Identified and resolved serious discrepancies in the catalog.
- Instituted fines for overdue materials and, consequently, more than doubled the amount of the revenue in library fees.
- Automated many paper-based tasks.

- Promoted library and Friends of the Library through regular radio interviews (live and taped) and via a monthly newspaper column.
- Hosted a kickoff event for the Kansas State Reads program;
- Hosted a visit by the Mexican Consul to explore options for instituting a distance learning program (made available through the Mexican Ministry of Education) allowing Mexican immigrants to obtain GED-like degree from Mexico.

EMPLOYMENT

Dates: April 2012 to present

Library Systems and Services
 12850 Middlebrook Rd.
 Germantown, Maryland 20874-5244
 Telephone: 301 540-5100
 Supervisor: Dana Braccia
 (Position: Library Director, Osceola Library System, Florida)

Dates: April 2008 to April 2012

Library Systems and Services
 12850 Middlebrook Rd.
 Germantown, Maryland 20874-5244
 Telephone: 301 540-5100
 Supervisor: Mark Smith (currently Texas State Librarian, 512-463-1722)
 Position: Library Director, Jackson County Public Library Services, Oregon

Dates: Dec 2005 to April 2008

Library Systems and Services
 12850 Middlebrook Rd.
 Germantown Maryland 20874
 Telephone: 301 540-5100
 Supervisor: Steve Coffman
 Position: Library Director, Finney County Public Library, Kansas

Dates: August 2002 – Dec 2005

Technical University of Monterrey
 Leon Campus
 León, GTO, México
 Telephone: 477 710-9000
 Language Director: Remigio Del Toro
 Position: Professor, English as Second Language

Dates: August 1996 – Mar 2002

Colegio Menor de San Francisco de
 Quito (K-12 school)
 Cumbaya, Quito, Ecuador
 Telephone 011 593 22 893 391
 Director: Scott Hibbard

Position: Library Director

Dates: July 1979 – Jan 1996

Lockheed-Martin Aspen Systems Corporation (formerly Aspen Systems Corporation)

2277 Research Blvd.

Rockville, MD 20850

Telephone: 301 519-5000

Supervisor: Ruth Ann Bates

Position: Head of Reading Rooms and Technical Services for the National Criminal Justice Reference Service, a clearinghouse service operated under contract with the National Institute of Justice (DOJ), Office of Juvenile Justice and Delinquency Prevention, Office of Victims of Crime, and the Bureau of Justice Statistics. Later, carried out a similar role for the National AIDS Clearinghouse, a clearinghouse operated for the Centers for Disease Control and National Library of Medicine.

EDUCATION

MLS, Catholic University of America

Washington, D.C.

B.A., English

University of Kansas

Lawrence, KS

LANGUAGES

English (native) and Spanish

OTHER

Have lived and worked in three countries outside the U.S.

Have years of experience working with diverse staff and service populations.

References provided upon request. All previous supervisors may be contacted.

TAB 2

Jeff Scott

38 Cameo Ct.
Walnut Creek, CA 94597
(925) 212-9038
jdscott50@gmail.com

I am writing to you today to express my interest in the position of Library Director for the Washoe County Library. The position is an ideal fit for my experience, leadership, and management style. One of the most important lessons that I have learned is the power of community. It is vitally important that a library be actively engaged in the local community, and be responsive to its needs. As a director, setting the tone for a culture of engagement, responsiveness, and transparency is crucial to the success of the organization. I am a creative thinker, always searching for the next generation of library services.

It is possible for any library to transform services to meet the community needs. In Casa Grande, working with the community and library staff, I created and passed a five-year strategic plan that focused on Adult Literacy, Community Spaces, and Teen Services. The transformation was such a success that we were able to pass a \$4 million bond by a 66% approval rating. We built a new 16,000 square foot joint-use facility with the local high school, with funding remaining to renovate the main library.

In Tulare County, working with county administration, library staff, and community members, I created a Master Plan for library facilities. In four years, we renovated six branches, with plans to renovate five more in the next three years. We also established book machine locations, providing 24/7 access to books and materials to local school children.

At the Berkeley Public Library, I collaborated with library staff and community members to create a three-year strategic plan. This plan addressed major issues within the City of Berkeley. Preparing children to be school ready and reading at grade level, teens to be career and college ready, tackling homeless issues in the city, and upgrading technology were all major initiatives in the plan I created.

Using fiscally conservative techniques, I have been able to utilize a small amount of resources efficiently. Strategic planning maximizes funding. It's a question of putting the right people in the right places. Even a small staff can provide an award-winning library. In addition, I am an experienced fundraiser and grant writer, having written over a million dollars in grants, as well as securing over an additional million dollars from Friends, Foundations, and non-profits during my tenure as a director.

Furthermore, I am an active leader in the library field, having served various positions within the California Library Association. I served on the Board of Directors for two years (2013-2014.) In addition, I have served as Chair of the Management Interest Group for the past several years, and this year my colleagues have nominated me to run for the CLA Presidency.

In conclusion, my accomplishments demonstrate that I am a successful leader. I pride myself in my ability to inspire both citizens and staff to believe in the value of their public library. I look forward to hearing from you.

Sincerely,

Jeff Scott

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Summary: Visionary leader who works well with community organizations, government entities, and private companies to expand services and resources. Expertise in motivating staff, re-allocating resources, technology, marketing, space needs, budgeting, and strategic planning.

Education:

Master of Information and Library Science, University of Arizona, August 2003
Bachelor of Arts, History, Arizona State University, December 2000

Work History:

Director of Library Services, Berkeley Public Library (November 2014-September 2015)

Director of Library Services for the Berkeley Public Library. Directed the staff and activities of five library branches with 118 employees and a \$16 million budget.

Major Accomplishments:

- Working with the Berkeley Public Library staff and local community members, created and passed the FY 2015-2018 Strategic Plan
- Updated Library Organizational Chart
- Nominated for Institute of Museums and Library Services National Medal for Museum and Library Service for 2016
- Established Homeless Task Force
- Established Marketing Team
- Secured \$650,000 commitment from the Berkeley Public Library Foundation for the Central Library Teen Renovation project.
- Secured \$100,000 from the Friends of the Berkeley Public Library in support of programming.
- Secured \$50,000 commitment from the Berkeley Public Library Foundation for Chromebooks for Teens project and Chromebooks for Homeless Teens project.
- Conducted a Security Audit and developed new Behavior Guidelines and Emergency Operations Plan.
- West Branch Library named First Netzero (NZE) Public Library in California.

County Librarian, Tulare County Library (Dec. 2012 – November 2014)
(Interim County Librarian from Dec. 2012-Feb. 2013)

Director of the County's library system consisting of 15 branches, 40 employees, and a \$5 million budget.

Major Accomplishments:

- Planning for new London Branch Library
- Planned re-opening Farmersville Library (planned Fall 2014)
- Moving and expanding Pixley Branch Library (Fall 2014)
- Renovated the Orosi Branch Library, an historic Carnegie library
- Renovated the Woodlake Branch Library, a joint-use high school library
- Installed Library Book machines in East Porterville/Alta Vista School and at the Tipton Branch Library, allowing for 24/7 library service in underserved areas
- Renovated the Strathmore Branch Library (ongoing)
- Planned and implemented “Your Library In More Places” Fundraising Campaign to renovate the Exeter Library, a community based planning process
- Expanded hours at Three Rivers, Ivanhoe, Earlimart branch libraries
- Expanded Teen Services via grants from the California State Library resulting in an award-winning teen-created summer reading program. Our Teen Services Librarian received the YALSA President’s Award for Excellence in Services to Young Adults for 2013
- Expanded Adult Literacy program Read to Succeed to include the City of Tulare that recently cut their program
- Awarded CSAC Challenge Award for 2013 Teen Digital Media Lab and CSAC Merit Award for “Your Library in More Places.” (The only library to win in 2013)

Administrative Duties: Administered a \$4.7 million budget for 15 county libraries serving over 400,000 residents. Developed and directed the implementation of Library goals, objectives, policies, and procedures.

Managerial Responsibilities: Oversaw daily operations of the library. Managed 40 employees, meet and confer with Library staff (particularly supervisors and professional librarians) to assign and coordinate work activities, projects, and programs in order to resolve issues and improve services. Created a positive team approach by forming a library administrative team with all senior staff that meets once a week, as well as general staff meetings, in order to ensure smooth operations and that county, department, and library information is communicated.

Financial Responsibilities: Developed and directed the Library operational budget of \$4.7 million. Managed the purchasing of goods and services for the Library; approve all purchase order requisitions. Oversaw and participated in the preparation of grant proposals; administer and monitor awarded grants.

Leadership/Public Relations Responsibilities: Researched community needs, library and social trends, changes in the publishing, technology, and information industries, and other related factors. Served as liaison to the Library Advisory Board, Friends of Tulare County Library, Tulare County Library Foundation, and various Tulare County Library Friends organizations, as well as the San Joaquin Valley Library System.

Director, Board of Directors, California Library Association (Jan. 2013-present)

California Library Association is governed by the Board of Directors, whose members are responsible for setting policy of the association. Additionally, the CLA Board of Directors assists in the review of financial reports and help plan the general direction of the Association.

Deputy County Librarian, Tulare County Library (2009 -2013)

Deputy Director of the County's library system.

Major Accomplishments:

- Wrote and was awarded an ARRA grant for library branch renovations, and includes a Library-a-go-go machine, a \$300,000 project
- Established E-book collection for Tulare County
- Created new spaces to increase marketing of collections and patron spaces, leading to a 20% increase in circulation in one year
- Unveiled new library website design with a focus on self-service in order to improve public relations and marketing of library services
- Partnered with Workforce Investment Board as part of the library's Job in a Box Program, a \$60,000 project placing book lending machines at Job One Stops
- Part of fundraising coalition to raise \$800,000 to expand library lending machines in impoverished areas and to expand the library's e-book collection.
- Substituted Bookmobile services with Bookmachine library services at eight locations county-wide, project recognized as Great in the State by the California Library Association

Grants Awarded: \$300,000 in American Recovery and Re-investment Act funding for library renovations and technology services/equipment. Project was targeted for communities with over 19% unemployment, low high school graduation rates (40% or less), and linguistically isolated (80% monolingual Spanish speakers.)

**City of Casa Grande Public Library
City Librarian/Library Manager (2004- 2009)
Served as Director of City's Library system**

Major Accomplishments:

- Passed a \$4 million General Obligation Bond by 66% to expand library services, including a new 16,000 square foot joint-use library and expansion of the main library by 4,000 square feet
- Awarded Harvard Kennedy School ASH Center for Democratic Government and Innovation 2010 Bright Idea for the Vista Grande Joint-Use Library
- Developed a five year strategic plan, accompanied by a marketing plan, accomplished in four years that resulted in 40% increase in library usage, the top library in its class in Arizona
- Developed a three year technology plan that resulted in a 70% expansion in computer access and \$185,000 in technology grants.
- Expanded the Library operational budget to \$1.2 million.
- Awarded over \$300,000 in grant funds, \$125,000 is recurring through the Federal E-rate

Created efficiencies, new policies, and re-allocated library staff towards next-generation library concepts such as: One Desk service point, roving reference, Vocera, Usage-based collection development, e-books/Overdrive, RFID, and developed new customer service policies, procedures, and philosophies.

Developed and directed the Library operational budget of \$1.2 million.
Managed the purchasing of goods and services for the Library; approved all purchase order requisitions.

Oversaw and participated in the preparation of grant proposals; administered and monitored awarded grants. Researched community needs, library and social trends, changes in the publishing, technology, and information industries, and other related factors.

Served as liaison to the Library Advisory Board, Friends of Casa Grande Library, Adult Literacy Task Force of Pinal County, and the Cesar Chavez Memorial Committee of Pinal County. Make policy recommendations and reports on Library operations and plans.

Grants Awarded: \$100,000 in Library Services and Technology Act Grant funding for a library bookmobile to serve the citizens of Pinal County and to develop a library technology plan. Successful completion of e-rate funding resulted in \$125,000 annually to supplement internet connectivity for the next three years.

President, Pinal County Library Federation (2005-2009)

Major Accomplishments:

- Expanded the Pinal County Library Federation budget to \$3 million budget serving 13 public libraries
- Implemented county-wide wireless internet access, system wide public access computer management system, and combined all county catalog systems into a single interface
- Purchased \$300,000 in materials, and led 60 FTE

Pinal County is the fastest growing county in the state of Arizona. Led thirteen libraries in planning for the future, including strategies for increasing and improving county library services.

City of Casa Grande Public Library

Librarian/Technical Services Supervisor (2002-2004)

Head of Technical services, responsible for supervision of two staff members, planning, and coordinating the application of the physical processing and cataloging of all library material. Developed and administered a \$300,000 budget.

Head of Instruction for Technology and Adult Programming. Developed curriculum for students as well as class program schedule. Represented the library to community organizations. Coordinated and provided reference and reader advisory to patrons.

Arizona State Library, Archives, and Public Records Intern (2002) Entailed the use of collection development and government documents at the Arizona State Library, Archives, and Public Records.

Government Documents- Arizona State University

Library Specialist (2000-2002) The creation and maintenance of the Federal Electronic Documents web page. Coordinated and provided reference services to patrons.

Arizona Historical Foundation- Arizona State University

Library Assistant (1998 - 2000) Supervised employees, including: hiring, scheduling, evaluating, and disciplining. Provided reference services.

Committees/Offices:

Board of Directors, California Library Association (2013-2014)
Administrative Council, San Joaquin Valley Library System (2012-2014)
Treasurer, Friends of Tulare County (2014)
Chair, California Library Association, Management Interest Group (2009-present)
Board Member, Tulare County Historical Museum (2013-2014)
Chair, San Joaquin Valley Library System, Electronic Resources Committee (Past)
Library Leadership and Management Association (LLAMA) Website Advisory Board
LLAMA HRS Leadership Skills Committee (Human Resources Section)
LLAMA BES Functional Space Requirements Committee
LLAMA/HRS Human Resources Management Committee
Visalia Chamber of Commerce Government Affairs Committee
Adult Literacy Task Force of Pinal County (Past)
Arizona State Adult Education Steering Committee (Past)
Cesar Chavez Celebration Committee (Past)

Professional & Community Organizations:

Urban Libraries Council
California Library Association
American Library Association
Public Library Association
LITA-Library and Information Technology Association
LLAMA—Library Leadership and Management Association
Adult Literacy Task Force of Pinal County (Past)
Arizona State Adult Education Steering Committee (Past)
Cesar Chavez Celebration Committee (Past)
Arizona Library Association (Past)

Conference Presentations:

California Library Association Annual Conference 2014
Books and More 24/7 - Lessons from Library Vending Machines (Panelist)

California Library Association Annual Conference 2013
More Straight Talk, the Directors Speak: Insights from Library Directors (Moderator)

California Library Association Annual Conference 2012
Straight Talk, the Directors Speak: Insights from Library Directors (Moderator)

American Library Association Annual Conference 2012:
E-Government in Action Matching People with Jobs: Washington ALA Breakout Session
E-Government Services and Libraries Session (Panelist)

California Library Association Annual Conference 2011: *Job in a Box: Creating Partnerships with Workforce Investment Board.* (Speaker)

California Library Association Annual Conference 2011: *Great in the State-*
a presentation highlighting great library programs throughout the state. (Panelist)

California Library Association Annual Conference 2010:
Creative Fund Finding (Speaker)

California Library Association Annual Conference 2010:
Tough Times (Panelist)

Internet Librarian 2010: *Fail! Share! Learn!* (Panelist)

Mountain Plains Library Association 2008: *Employee Management* (Speaker)

Mountain Plains Library Association 2008: *What would a 2.0 Library look like?*
(Speaker)

Arizona Adult Education Conference 2007: *Public Library Resources for Adult
Education* (Speaker)

Select Publications & Media:

Editor, *LEAD*, a Triennial Newsletter of the California Library Association's
Management Interest Group.

Grab the Wheel of a Rudderless Library,
Library Management Today, V. 1 No. 1 July 2010

Creative Fund Finding: USDA Grants for Libraries
California Libraries E-newsletter May, 2010

Appearance on KVPR's Quality of Life, Episode: "What Do We Know", April 13, 2010

Columnist for Visalia Times Delta, January 2010 to October 2014

TAB 3

September 2, 2015

Dear Washoe County Library System,

I was very pleased and excited to recently learn of your search for a library director for your system. Please allow me to articulate some of the reason why I might be given serious consideration to fill this position.

I have now worked in a variety of libraries since 1981 and passionately affirm that what we provide and have to offer our constituents in libraries everywhere is of urgent and utmost importance! This is why I have devoted considerable effort at establishing and maintaining strong ties with the media, community educational and service groups, elected officials at all levels of government and other types of libraries. I am always looking for new individuals or groups to either partner with or simply to share the library success story with. I do this with personal contact and enthusiasm as well as implementing a library marketing committee and plan that involves all library staff in some form. At the libraries I have and do direct the message to the staff is that we who work in libraries must carry the message. We cannot expect our constituents to simply know or figure out all of the good that we do. Therefore, every staff member is an extension of the Marketing Committee and with me leading the charge, we have experienced excellent success in getting our important message(s) out – and will continue to strive to do, as we must never rest upon our laurels.

As part of establishing a marketing committee and plan in my current library, one of the first things accomplished was the creation of a new library logo, which was done through a contest and process that invited the community to create submissions. Since then, this new logo has become central (branding) to all external and internal signage, on the library's website, on printed documents, etc. Shortly thereafter, the library's mission statement was examined and refined in order to make it more powerful and effective: which process also added several purpose and vision statements to more fully reflect the Library's values. The forming of numerous synergistic partnerships has resulted from the marketing plan – from interagency councils in the area, to local businesses, to maker-space groups, to the forming of a regional library association that benefits all types of libraries, etc.

My experience in libraries includes facility planning at a community college library system (2 new campus libraries and 3 renovations of campus libraries); creation of "Teen Zones" and a complete renovation and new addition to an existing branch in a county public library system; and current planning and programming for a new library building in my current position.

My greatest passion for working in libraries is to serve the people. Therefore, "Patrons First" continues to be my mantra with staff. I receive immense joy and satisfaction through the delivery of informative, entertaining and exciting library programming, collections, online and social media interactions and the providing of space and ambiance that is both inviting and stimulating. The library is a community gathering place and focal point, and everything that I do as its director is aimed at strengthening its role in these capacities; and at getting the word out to the people that we are here and what we have to offer each of them!

I also have a proven record as a leader in the field of librarianship, having served as a mentor to other up and coming library professionals and paraprofessionals, as well as having served in library associations throughout my career. I envision myself as doing more of the same into the future.

I believe that my passion for library services, my extensive experience in the profession and ultimately my people skills and interpersonal relations make me a strong candidate for your position. I certainly hope that you concur, and I look forward to speaking with you further about what I can bring to Washoe County Library System!

Sincerely,

Robert C. Shupe
1150 E 50 S
Logan, UT 84321
435-232-0382
librarylandguy@hotmail.com

Robert C. Shupe
1150 E. 50 S.
Logan, UT 84321
Home/Cell: 435-232-0382
Work: 435-716-9130
Email: librarylandguy@hotmail.com

Resume

Employment History:

Library Director
Logan Public Library
Logan, Utah
August 2011 – Present

Library Director
Mohave County Library System
Kingman, Arizona
August 2006 – August 2011

Dean of Library Services
Mohave Community College
Kingman, Arizona
July 2002 – July 2006

Dean of Student and Learning Support Services
Mohave Community College
Kingman, Arizona
July 2000 – July 2002

Director of Libraries and Distance Education
Mohave Community College
Kingman, Arizona
September 1999 – June 2000

Director of Library Services
Mohave Community College
Kingman, Arizona
September 1990 – September 1999

Lead Coordinator, Information Technology Dept.
Mohave Community College
Kingman, Arizona
November 1998 – June 1999

Adjunct Faculty
Mohave Community College
Kingman, Arizona
August 1992 – August 2006

(Shupe resume)

Adjunct Faculty
Graduate School of Library Science
University of Arizona/Extended University
Tucson, Arizona
August 1993 – July 1995

Bookmobile Services Dept. Head/Ref Librarian
Weber County Library System
Ogden, Utah
April 1988 – September 1990

Bookmobile Librarian
State Library of Utah
Roosevelt, Utah
June 1984 – April 1988

Student Assistant Reference Librarian
Southern Utah University
Cedar City, Utah
September 1981 – June 1984

Special Projects:

Awarded “Oral History Project” Grant for Logan Public Library by Utah Humanities Council and Utah Division of State History in conjunction with Logan Library’s centennial activities, 2015

Supervised and oversaw the Logan Library’s Pre-Centennial Kick-Off event and year-long celebratory activities leading up the Library’s Centennial, 2015

Awarded “Dia de los ninos, dia de los libros” Celebration Grant for Logan Public Library for special Latino outreach programming, 2015

Awarded CLEF (Community Library Enhancement Funds) Grant for Logan Public Library for collection development specifically in the areas of adult fiction, children’s and young adult materials, 2015

ILEAD USA (Innovative Librarians Explore, Apply and Discover)
Mentor and Steering Committee Member, Utah Chapter, 2014-15

Awarded CLEF (Community Library Enhancement Funds) Grant for Logan Public Library to purchase i-pads for downloading electronic content and check-out to patrons; enhancement of the Overdrive e-contact holdings of the library; video games for Adult collection for check-out; interactive gaming equipment for youth services; Spanish language materials for children’s collection; and to enhance the children’s blu-ray video collection, 2014

Supervised and oversaw the development of a first-ever Latino Advisory Council for the Logan Library, 2014

(Shupe resume)

Supervised, oversaw and coordinated with the Logan Library Board of Directors the creation of a Friends of the Logan Library Chapter, 2013-14

Digital Public Library of American (DPLA) Community Representative, 2014

Awarded LSTA (Library Services and Technology Act) Grant for development of a Digital Media Lab, 2013-14

Supervised, oversaw and coordinated with Logan Library Board of Directors the discussion and development with library staff a new mission library mission statement and accompanying vision and values statements, 2013-14

Utah State University Common Literature Experience Committee member, to help select the book to be read by next year's incoming freshmen and related speakers and activities, 2013-15

Supervised and oversaw the implementation of first-ever "Homebound Service" to Logan Public Library patrons that are either temporarily or permanently homebound, 2013

Awarded CLEF (Community Library Enhancement Funds) Grant for Logan Public Library to purchase video games for Young Adult and Children's collection for check-out; children's literacy computer systems and a microfilm reader/scanner for the Special Collections Division, 2013

Supervised the development of a local "READ Poster" campaign, wherein local community leaders are featured Logan Public Library's own wall of READ Posters, 2013- ongoing

Supervised, oversaw and coordinated with Logan Library Board of Directors a public contest for development, selection and implementation of a new logo for the Logan Public Library, 2012-13

ILEAD USA (Innovative Librarians Explore, Apply and Discover) Mentor and Steering Committee Member, Utah Chapter, 2012-13

Supervised and oversaw the implementation of "Learning @ the Library" classes at the library, which teach very basics computer and e-reader skills, 2012-ongoing

Awarded "Quality Library Status" by the State Library of Utah, the first time for this distinction for Logan Public Library, 2012

Established an internal "Marketing Committee" which created a Library Board approved "Marketing Plan" for Logan Public Library, following an in-depth SWOT analysis conducted by me with the staff and library

(Shupe resume)

board members, 2012-present

Established a “Staff Advisory Council,” consisting of elected representatives from the various library divisions to provide the director with input, suggestions and communicate staff concerns affecting morale and customer service, 2012

Supervised, oversaw and coordinated a community contest event for the development of a new logo for Logan Public Library, 2012

MPLA (Mountain Plains Library Association) Leadership Institute at Estes Park, Colorado, Mentor, 2012

Awarded CLEF (Community Library Enhancement Funds) Grant for Logan Public Library to purchase e-readers and laptop computers for patron check-out and community classes for basic usage, 2012

Worked with a small group of individuals to establish the first-ever regional library association in Cache Valley: The Cache Valley Library Association (CVLA) by hosting meetings, serving on bylaws and nominating committees and being elected president, 2012-13

Supervised remodeling of discharge area in the Logan Public Library, 2012

Supervised and implemented staff organizational restructure at Logan Public Library, 2012

Co-supervised construction and renovation project with county Public Works Dept. for Bullhead City Branch Library in Mohave County Library System, 2010-11

Co-supervised RFQ (Request for Qualifications) and selection of the architect and general contractor process with county Public Works and Procurement Depts. at Bullhead City Branch Library in Mohave County Library System, 2010

Supervised remodeling and creation of a “Teen Zone” at the Lake Havasu City Branch Library in Mohave County Library System, 2010

Arizona Library Leadership Academy Mentor, 2010

Established an internal “Marketing Committee” which created a Library Board approved “Marketing Plan” for Mohave County Library, following an in-depth SWOT analysis conducted by me with the staff and library board members, 2010

(Shupe resume)

Supervised RFQ, selection and implementation of Facility Needs Assessment for Bullhead City Branch Library in Mohave County Library System, 2009

Established a “Staff Advisory Council,” consisting of elected representatives from the various library divisions to provide the director with input, suggestions and communicate staff concerns affecting morale and customer service, 2012

Supervised implementation of Bookmobile Library Service at Mohave County Library System, followed by an expansion of that service, 2006, 2008

“Thinking Outside the Borders: Library Leadership in a World Community,” a sharing seminar hosted by the State Library of Arizona, 2007

Awarded LSTA Grant for Mohave County Literacy Conference, 2006

Awarded LSTA Planning Grant for Libraries and Business Partnership Project, 2006

Awarded LSTA Planning Grant for MINT (Mohave Information Network) Project, to develop shared online access with regional and tribal museums, 2006

Supervised RFP and selection process for a new integrated library system, 2005-2006

MPLA (Mountain Plains Library Association) “Ghost Ranch” Leadership Institute Fellow, 2005

Awarded LSTA Grant for “Kingman Area Books Are Magic Festival” (KABAM Fest!), 2005

Coordinator/Chair of KABAM Fest! Steering committee, 2004-2011

Elected by colleagues to serve on Grievance Committee of Mohave Community College, 2005-2006

Member of President’s Council and Management Council Administrative Teams, 2000-2006

Chair of College Library Services Committee, 2006

Member of College Curriculum Committee, 2005-2006

Member of College Technology Support Service Advisory Committee, 2003-2006

(Shupe resume)

Member of NCA Self-Study Steering Committee, 2000-2002

Member of College Foundation, 1995-2006

Worked with staff to design two new campus libraries, 1999-2002

Elected by fellow employees as a representative on 20 member Professional Support Group Council of Mohave Community College, 1997-98

Institutional Mission Committee member, Mohave Community College, 1996

Co-Chair of Institution Values Committee, Mohave Community College, 1997

Web homepage design and implementation team member, Mohave Community College, 1997

Supervised design and implementation of original Library Homepage, Mohave Community College, 1997

Supervised successful implementation of student access to the internet in campus libraries, 1997

Supervised successful implementation of wide-area CD-ROM network serving all college campuses in Mohave County, 1997

Awarded grant for development of CD-ROM wide-area serving all college campuses in Mohave County, 1997

Awarded consecutive mini-grants for business collection development from Arizona State Library, as part of statewide project, 1995-98

Served as EDIC (Economic Development Information Center) Director at Mohave Community College, 1995-2000

Supervised remodeling and moving of three campus libraries, 1991, 1999

Wrote bid specifications for library furniture and shelving, 1991-92

Supervised the selection, installation and implementation of automated library systems at Mohave Community College (DRA), 1990-91 and the Weber County Bookmobile (Data-Link radio bridge to CLSI), 1988-89

Conducted Internet and online database searching: GOPHER and NETSCAPE; DIALOG, Grateful Med, OCLC and WLN, 1981-06

(Shupe resume)

Served as one of a three member task force who created the first Mohave Library Alliance (consortium of all types of libraries in the region), 1995

Worked as Adjunct Faculty in the University of Arizona's Distance Education for Library Science program; also served as the Site Coordinator for Mohave County, 1993-95

Taught basic Library Skills course for credit at Mohave Community College, 1992-2005

Served as a Delegate to the 1991 Arizona Pre-White House Conference for Library and Information Services

Trained and served as a Laubach Literacy Tutor, 1992-93

Elected by fellow employees as Staff Association Representative at Weber County Library System, 1989

Represented Utah State Library Division in helping to form first Library Board in Daggett County, Utah, 1987

Education:

Arizona Community College Teaching Certificate, the State Board of Directors for Community Colleges of Arizona, 1992

Master of Library Science
Brigham Young University, 1991
(Graduated with Honors)

Bachelor of Arts – Sociology (Secondary Ed. and Physical Ed. minors)
Southern Utah University, 1984
(Graduated with High Honors)

High School Diploma
Kingman High School (Arizona), 1978
(National Honor Society)

Professional Activities:

ULA (Utah Library Association) Program Panel entitled "Latino Outreach at the Grassroots Level: Success with a Latino Advisory Council" at the Annual Conference, 2015

ULA (Utah Library Association) Program Panel entitled "Local Connections: Creating a Community Librarians' Association" at the Annual Conference, 2015

Logan City Executive Committee member, 2014-present

MPLA (Mountain Plains Library Association) Program presentation entitled "Marketeering @ the Library: how Logan Library markets its services by committee," at the Annual/Combined Conference with the Arizona Library Association, 2014

(Shupe resume)

ULA (Utah Library Association) Program Panel entitled “Marketeting @ the Library: how Logan Library markets its services by committee,” at the Annual Conference and again at the Fall Workshop, 2013

Utah Library Association

- Mountain Plains Library Association Representative, 2015
- Executive Committee Member at Large, 2013-2016
- Legislative Committee member, 2011-12
- Member, 1986-89, 2011 – present
- Baker & Taylor Grassroots Award, 1989

Cache Valley Library Association

- Past President and Nominating Committee Chair, 2014
- President, 2013
- Nominating Committee Chair, 2012
- Bylaws Committee member, 2012

Logan City Insurance Committee member, 2011-present

OCLC Americas Regional Council Nominating Committee member, 2010-11

OCLC Global Council Delegate (alternate), 2011-15

OCLC Global Council Nominating Committee member, 2010-11

OCLC Global Council Delegate, 2008-11

OCLC Members Council Delegate (alternate), 2007-08

Amigos Library Services, Inc.

- Chair of the Board, 2002-03
- Vice-Chair of the Board, 2001-02
- Treasurer of the Board, 1999-01
- Budget and Finance Subcommittee Chair and member, 1997-01
- Portfolio Management Review Task Force Chair, 1998-99
- Name and Logo Review Task Force Chair, 1998-99

American Library Association

- Member, 1995 – present
- President of Arizona Chapter, 2001-02
- Presenter of ALA’s campaign for libraries “@ Your Library,” 2001-02

Public Library Association

- Member, 2006 – present

(Shupe resume)

Mountain Plains Library Association

- Executive Board Member - Utah Chapter Representative, 2015
- Member, 1988 – present
- Professional Development Grants Committee Chair and member, 2000, 2005-06
- Nominating Committee member, 1998
- New Members Roundtable Chair and Vice-Chair, 1992-93

Arizona Library Association

- Member, 1990-2011
- Immediate Past-President, 2003
- President, 2002
- Vice-President/President-Elect, 2001
- Secretary, 1998-01
- Elections and Nominating Committee Chair, 1996, 2003
- Continuing Education Committee Chair, 1995
- Grants and Stipends Committee member, 1994

Mohave Library Alliance

- President, 1996, 2006, 2011
- Vice-President/President-Elect, 1995, 2005, 2010
- Automation Task Force Chair, 1994-95
- Net-66 Technology Coalition Co-Chair, 1994-95
- Kingman Cluster Representative, 2004-06

Mohave County Workforce Investment Board – Youth Council

- Member, 2010-11

Work-place, Education and Literacy Coalition of Mohave County

- President, 2004-06, 2010-11
- Board member, 1996-11

Kingman Area Books Are Magic Festival (KABAM Fest!)

- Coordinator/Steering Committee Chair, 2004-11

Kingman Area No-TV Week Committee

- Chair, 1993-95
- Member, 1991-93

Mohave Legal Information Task Force

- Member, 1997

General: Have made many individual and panel presentations, as well as conducted and participated in many business meetings in the various organizations listed above, 1987-present

Personal Interests:

Love the outdoors including hiking, backpacking, camping and staying physically active through exercise, sports and athletics; some singing in choral groups; appreciation for the arts.

(Shupe resume)

Professional References:

Debbie Burnham-Kidwell
Mohave County Library Director (retired)
Mohave County Library Citizens Advisory Committee
3661 W. Abrigo Dr.
Golden Valley, AZ 87413
928-565-3796

Dr. Mary Bushing
Library Consultant and Educator
2121 S. Tracy Avenue
Bozeman, Montana 59715
406-587-4742 (voice and fax)
406-539-5201 (mobile)
marying@msn.com

Bruce Carter, Library Manager
Mohave County Library
P.O. Box 7000/3279 Burbank St.
Kingman, AZ 86402
928-583-2759
Bruce.Carter@mohavecounty.us

Melinda Cervantes, Director
Pima County Library
101 N. Stone Avenue
Tucson, AZ 85701
520-594-5601
Melinda.Cervantes@pima.gov

Anne Hedrich, Cache Valley Library Association Past President (2013)
and Reference Librarian
Utah State University Merrill-Cazier Library
3000 Old Main Hill
Logan, UT 84322
435-797-2165

Julie Huelsbeck, Assistant Director
Mohave County Library
P.O. Box 7000/3279 Burbank St.
Kingman, AZ 86402
928-890-4138
Julie.Huelsbeck@mohavecounty.us

Chad Hutchings, Former Library Board Chair
810 Hillcrest Avenue
Logan, UT 84321
435-363-4440
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(Shupe resume)

Adriane Herrick Juarez
Park City Library
1255 Park Avenue
Park City, UT 84060
435-615-5600\
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Bonnie Juergens, Executive Director
Amigos Library Services, Inc.
14400 Midway Road, Suite 200
Dallas, TX 75244
972-340-2820
juergens@amigos.org

Dr. Susan Kadlec, Former Library Board Chair and Member
22 River Pointe Drive
Logan, UT
435-753-9426
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Dr. Jane Kolbe, Director
State Library of Arizona, Library Development Division (retired)
4635 N. 22nd Street #210
Phoenix, AZ
605-376-2461

Pamela Martin, Utah Library Association President (2014-15) and
Reference Librarian
Utah State University Merrill-Cazier Library
3000 Old Main Hill
Logan, UT 84322
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The Honorable Craig Petersen, Mayor
City of Logan (Utah)
290 N 100 W
Logan, UT 84321
435-716-9000
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Liz Woolcott, Cache Valley Library Association President (2015) and
Metadata Librarian
Utah State University Merrill-Cazier Library
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Logan, UT 84322
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TAB 4

Mike Tanner
Senior Vice President
Strategic Government Resources
Keller, TX 76244

August 16, 2015

Dear Mr. Tanner,

In order to remain relevant and vital in today's society, a public library system needs a strong leader who can address the needs of the residents and staff, be fiscally responsible and deliver the library's message in the community. I believe I have the qualifications and skills to accomplish this goal for Washoe County.

In my position as Assistant Library Director for the Montgomery County Memorial Library System, I oversee the operation of 6 branches across the county; each with individual needs. I work closely with the branch managers to ensure that the library addresses the needs for each location through their collection and programming. My experience working with library staff and advisory boards has resulted in thriving community driven programs and collections. Input from staff and residents and co-operation with stakeholders is essential in order to have a successful library.

Montgomery County Memorial Library System is part of a consortium that will be migrating to a new Integrated Library System software program this fall. To that end, I am personally overseeing that all 161 staff members are properly trained and ready for this new challenge. I have also developed a variety of programs, including new policies and procedures, technology and User Experience best practices.

My educational background and library experience has given me the skills to motivate and supervise staff. I am fair minded, organized, positive and work well with all types of people. I listen. Most importantly, I am passionate about providing an exceptional library experience to every customer who visits the library.

I believe I possess the qualities you are looking for in a Library Director and I am excited to apply for the position. I welcome the opportunity to discuss this with you further.

Sincerely,

Sarah Booth
832-588-0241

SARAH E. BOOTH

19907 Cullen Ridge Drive

Porter, TX 77365

832-588-0241

s_booth@earthlink.net

OBJECTIVE: Library Director for Washoe County Library System

EXPERIENCE:

8/07 to Present

Montgomery County Memorial Library System, Conroe TX
ASSISTANT LIBRARY DIRECTOR Responsible for daily supervision and operation of 6 branches across the county. Attend County Commissioner's Court meetings in place of Library Director. Serve as a liaison to Lone Star College and Harris County Public Library consortium membership groups. Review branch budget requests and provide continuous input on purchases. Liaison for 6 Friends of the Library groups. Designed and remodeled two branch location. Created and oversee the User Experience (UX) Committee that developed and maintains the system social media presence. Established the system wide policy committee to review and revise system policies. Maintain system wide inventory of public and staff computers as well as monthly usage reports. Planned and coordinated bi-annual all-staff development day. Revised RFP for public access computer time control software. Oversaw the upgrade of time control software and trained staff on its use.

8/06 - 5/09

HALS (Houston Area Library System) Houston, TX
CONSULTANT Presented workshops and guided library staff at locations in the Houston area to reevaluate existing spaces in order to create a 21st century library.

7/05 - 8/07

Harris County Public Library System, Houston, TX
MARKETING AND PROGRAMMING COORDINATOR Planned and coordinated system wide programs for 26 branches across Harris County. Visited, reviewed and revised signage and merchandising needs for all library branches. Researched and wrote grants to fund a variety of library program. Supervised grant activity, including program presentation and fund expenditure. Represented the library system in a professional setting. Coordinated community wide "Big Read" program involving 4 neighboring counties.

5/01 - 7/05

Harris County Public Library System, Houston, TX
BRANCH LIBRARIAN Supervised 13 staff members, including professionals and para-professionals. Coordinated daily library function as well as developed and implemented long term goals. Implemented techniques and procedures to modify and improve overall library flow. Served as liaison between Friends of the Atascocita Library, the library staff and HCPL administration. Wrote a monthly book review column for the Atascocita Observer. Served on the

2002 TLA Program Committee. Served on HCPL Staff Awards Reorganization Committee and Leadership Planning Council.

4/00 - 4/01

Salt Lake County System, Salt Lake City, UT

CIRCULATION LIBRARIAN Supervised and coordinated staff and daily circulation functions of largest branch in 18 branch library system. Prepared and conducted evaluations for 29 employees. Analyzed and restructured circulation procedures to improve efficiency and employee morale. Served as Central Selector in System Collection Development for system-wide Juvenile Beginning Reader collection. Presenter at the Southwest/Texas Popular Culture Association Conference (March 2001) discussing children's literature.

9/98 - 4/00

Salt Lake County System, Salt Lake City, UT

YOUTH SERVICES LIBRARIAN Responsible for all aspects of collection development in the Youth Services area, including purchasing and weeding materials. Monitored and operated under a \$35,000 budget. Developed and implemented public programs. Created specific booklists for patron needs. Served as Central Selector in System Collection Development for Toddler Board Books.

12/98 - 5/01

School Library Journal

REVIEWER Read and reviewed books for publication in the national journal.

6/96 - 9/98

Bloomfield Public Library, Bloomfield , NM

LIBRARY ADMINISTRATOR Organized and monitored daily library activities. Created and implemented adult and children's library programs. Researched, wrote and coordinated grants with totals of approximately \$20,000. Responsible for all aspects of collection development, including performing a Community Assessment and writing a comprehensive collection development plan. Administered the library budget. Supervised, trained and evaluated 6 employees. Worked with Library Board and City Council in developing and funding library activities.

6/96 - 6/97

Farmington Public Library, Farmington, NM

LIBRARY ASSISTANT Wrote book reviews highlighting juvenile materials for local newspaper. Organized and coordinated Preschool Storytime Program. Edited projects from staff. Created and presented on-site outreach programs. Researched and wrote project grant. Trained and supervised community service workers.

EDUCATION:

1997 - 2000

University of Arizona, Tucson, AZ

Master's of Science in Information Resources and Library Science
Thesis Title: *An Analysis of Female Role Model in Children's Literature Throughout the Twentieth Century*

1990 - 1991 **University of Texas at Arlington**, Arlington, TX
Teaching Certificate

1985 - 1989 **Austin College**, Sherman, TX
Bachelor of Arts in History

PROFESSIONAL MEMBERSHIPS:

Rotary Club of Conroe

2015 Member

Texas Library Association

2014 - 2015 TLA District 8 Secretary

2010 - 2014 SMART (Supervision, Management, and Administrator's
Round Table)

2007 - 2009 Public Relations Committee

2005 - 2006 Legislative Committee

2005 TALL Texans Leadership Development Institute

2005 Local Arrangements Committee

2004 - 2006 Public Relations Committee

2003 Program Committee- Secretary

American Library Association

2002 - present PLA (Public Libraries Division) member

2002 - 2005 YALSA (Young Adult Library Services) member

RECENT PUBLICATIONS:

"Screen Time or Story Time" Texas Library Journal Winter Edition 2014-15.

References for Sarah Booth
832-588-0241
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Catherine Park
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Chad Patterson
Executive Director
Montgomery County Emergency Assistance
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Jessica Russell
Children's Material Selection Librarian
Harris County Public Library
713-540-6174
jrussell@hcpl.net

Janet King
Friends of the Tullis Library- President
Montgomery County Library Advisory Board- member
281-455-5814
kingduches@embarqmail.com