

**CARSON CITY CONSOLIDATED MUNICIPALITY  
NOTICE OF MEETING OF THE  
LIBRARY BOARD OF TRUSTEES**

**Day:** Thursday  
**Date:** August 25, 2022  
**Time:** Beginning at 5:30 pm  
**Location:** Community Center, Robert 'Bob' Crowell Board Room  
851 East William Street  
Carson City, Nevada

**AGENDA**

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Reasonable efforts will be made to assist and accommodate physically disabled persons attending the meeting. Please notify the Carson City Library Administrative office in advance so that arrangements may be made. Requests may be made in writing and addressed to the office at 900 N. Roop St., Carson City NV 89701, or by calling 775-887-2244, ext. 7554.

NOTE: Below is an agenda of all items scheduled to be considered. Notice is hereby provided that items on the agenda may be taken out of order, two or more agenda items may be combined for consideration and an agenda item may be removed from the agenda or discussion relating to an item on the agenda may be delayed at any time. \*\*

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**I. Call to Order - Roll Call**

**II. Public Comment**

Members of the public who wish to address the Library Board of Trustees may come forward and speak on any topic that is relevant to or within the authority of the Library Board. The Board respects the right of citizens to present differing opinions and views. Comments may be limited to three minutes per person. If you believe your item requires extended discussion or action, you may ask a member of the Board to place it on the Board's agenda for a future meeting. No action may be taken on a matter raised under this item of the agenda unless the matter is noticed on a Board agenda as an item on which action may be taken. In accordance with the Open Meeting Law, the Chairperson may prohibit public comment if the person speaking is willfully disruptive of the meeting by being irrelevant, repetitious, slanderous, offensive, inflammatory, irrational or amounting to personal attacks or interfering with the rights of other speakers.

**III. FOR POSSIBLE ACTION – Approval of minutes of previous meeting**

III.a FOR POSSIBLE ACTION - Approval of minutes of previous meeting (June 23, 2022).

**IV. FOR POSSIBLE ACTION – Library Board of Trustees Business**

IV.a FOR POSSIBLE ACTION - Review and possible selection of new Library Director.

Staff Summary: At the July 28, 2022 regular meeting of the Library Board of Trustees, the Board agreed to open an internal recruitment for the current employees of the Carson City Library for the Library Director position, with applicants to be interviewed at the next regular LBOT meeting.

[Holt Library Director Application Packet August 2022 Redacted.pdf](#)

**V. INFORMATION ONLY - Library Director representative administrative reports**

**VI. INFORMATION ONLY – Other administrative reports**

**VII. INFORMATION ONLY - Board Members’ announcements & request for information.**

**VIII. Public Comment**

Members of the public who wish to address the Library Board of Trustees may come forward and speak on any topic that is relevant to or within the authority of the Library Board. The Board respects the right of citizens to present differing opinions and views. Comments may be limited to three minutes per person. If you believe your item requires extended discussion or action, you may ask a member of the Board to place it on the Board’s agenda for a future meeting. No action may be taken on a matter raised under this item of the agenda unless the matter is noticed on a Board agenda as an item on which action may be taken. In accordance with the Open Meeting Law, the Chairperson may prohibit public comment if the person speaking is willfully disruptive of the meeting by being irrelevant, repetitious, slanderous, offensive, inflammatory, irrational or amounting to personal attacks or interfering with the rights of other speakers.

**IX. FOR POSSIBLE ACTION – Adjournment**

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\*\* Copies of the reference material and any additional supporting material will be made available at the Carson City Library, located at 900 N. Roop St., Carson City, NV 89701 or by contacting Tod Colegrove, Library Director at 775- 283-7591 or [tcolegrove@carson.org](mailto:tcolegrove@carson.org). Copies of any such materials will also be made available at the meeting site.

**\*\* In accordance with NRS 241.020, this agenda has been posted before 9:00 a.m. three working days before the day of the meeting at the following locations:**

Carson City Library, 900 N. Roop St., Carson City, NV 89701 ; Carson City Library Website: <http://www.carsoncitylibrary.org/about/board/meetings-and-notices> ; Nevada Public Notice Website: <https://notice.nv.gov>



## Library Board of Trustees Agenda Item Report

Meeting Date: August 25, 2022

Submitted by: Joy Holt

Submitting Department: Library

Item Type: Formal Action / Motion

Agenda Section:

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**Subject:**

FOR POSSIBLE ACTION - Approval of minutes of previous meeting (June 23, 2022).

**Suggested Action:**

I move to approve the minutes of the July 28 2022, meeting.

**Attachments:**

[7-28-2022 DRAFT Minutes.pdf](#)

**CARSON CITY LIBRARY BOARD OF TRUSTEES (LBOT)**  
**Draft Minutes of the July 28, 2022 Regular Meeting**  
**Page 1**

A regular meeting of the Carson City Library Board of Trustees was scheduled for 5:30 p.m. on Thursday, July 28, 2022 in the Community Center Robert “Bob” Crowell Board Room, 851 East William Street, Carson City, Nevada.

**PRESENT:** Chairperson Julie Knight  
Trustee Beth Lucas  
Trustee Elizabeth Markle  
Trustee Sarena Nichols  
Trustee Jonathon Olivas

**STAFF:** Joy Holt, Deputy Library Director  
Jason Woodbury, District Attorney  
Danielle Howard, Public Meetings Clerk

**NOTE:** A recording of these proceedings, the Library Board’s agenda materials, and any written comments or documentation provided to the Clerk during the meeting are part of the public record. These materials are available for review, in the Public Meetings Division of the Carson City Clerk’s Office, during regular business hours. For minutes and audio recordings of this Board’s meetings, please visit [www.carson.org/minutes](http://www.carson.org/minutes).

**I. CALL TO ORDER - ROLL CALL**

(5:31:06) – Chairperson Knight called the meeting to order at 5:31 p.m. Roll was called; a quorum was present.

**II. PUBLIC COMMENT**

(5:31:33) – Chairperson Knight entertained public comments; however, none were forthcoming.

**III. FOR POSSIBLE ACTION – APPROVAL OF MINUTES OF PREVIOUS MEETING**

**III.a FOR POSSIBLE ACTION – APPROVAL OF MINUTES OF PREVIOUS MEETING (JUNE 23, 2022).**

(5:32:19) – Chairperson Knight introduced the item and entertained modifications and/or a motion.

(5:32:43) – **MOTION: Trustee Nichols moved to approve the June 23, 2022 meeting minutes as presented. Trustee Markle seconded the motion. The motion carried 4-0-1 with Trustee Olivas abstaining from the vote, as he was not present during the June 23, 2022 meeting.**

**IV. FOR POSSIBLE ACTION – LIBRARY BOARD OF TRUSTEES BUSINESS**

**IV.a FOR POSSIBLE ACTION - REVIEW AND POSSIBLE APPROVAL OF UPDATED LIBRARY DIRECTOR JOB DESCRIPTION.**

(5:37:43) – Chairperson Knight introduced the item and entertained discussion relating to the Library Director Job Description, which is incorporated into the record as Late Materials. Carson City Human Resources (HR) Recruitment Analyst Megan McCarthy and Ms. Holt also responded to clarifying questions.

(3:38:22) – Trustee Nichols commented that she was “kind of embarrassed” when she read the Job Description, as there were many grammatical mistakes and formatting issues that she pointed out, and she did not wish to publish the Job Description as presented. In response to Trustee Nichols’ feedback regarding the “Supervision Received

**CARSON CITY LIBRARY BOARD OF TRUSTEES (LBOT)**  
**Draft Minutes of the July 28, 2022 Regular Meeting**  
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and Exercised” section on page #4 of the Job Description, Ms. McCarthy clarified that the referenced section was “a standard blurb” that the City uses for all job descriptions at the indicated level, and she indicated that the grammar errors could be corrected. During discussion on the matter, Ms. McCarthy confirmed that the section was intended to be applicable to multiple job applications and a general group of employees, which was why it referred to multiple incumbents and used the word “they.” She stated that, based on a discussion involving herself, Ms. Holt, and Dr. Colegrove, the formatting would be “cleaned up” once the content of the Job Description had been finalized, and she indicated that the Job Description being presented to the Trustees was a draft. In response to Trustee Nichols’ question, Ms. McCarthy stated that the Trustees could review the finalized Job Description before it is published. No formal action was taken on this item.

**IV.b FOR POSSIBLE ACTION: DISCUSSION AND POSSIBLE ACTION REGARDING NEXT STEPS TO FILL LIBRARY DIRECTOR POSITION.**

(5:46:05) – Chairperson Knight introduced the item, and Ms. McCarthy referenced the Recruitment Proposed Timelines and Advertising Options, which are incorporated into the record as Late Materials. She, Ms. Holt, and Mr. Woodbury also responded to clarifying questions.

(5:50:25) – Chairperson Knight entertained Trustee discussion. Vice Chairperson Lucas believed that if the Board was going to post the Library Director Job Description for an open recruitment, the Board should “probably push it out pretty far,” and she noted that most job markets do not have many excess candidates. She was in favor of the longer version (“Option 2”) and involving a wider search for if the Board chooses an open recruitment. Ms. McCarthy agreed that the job market was currently “tough” and added that there roughly were between 20 percent and 30 percent fewer applicants compared to this time during the previous year. She could not guarantee that the Board would get “fabulous” candidates applying for the position, and the recruitment process could “take quite a while.” Chairperson Knight agreed with Vice Chairperson Lucas’ input. She believed that the time and energy spent toward an open recruitment were worth considering when the Trustees were already leaning towards appointing a specific person, such as Ms. Holt; however, she also pointed out that “if we fill that, we might find something far and beyond what our existing internal pool may look like.”

(5:57:44) – In response to Trustee Markle’s question, Mr. Woodbury stated that the Trustees could have the opportunity to interview Ms. Holt for the Library Director position, and he believed that an item could be agendaized for possible action to appoint Ms. Holt as the Library Director and proceed however the Trustees wish to in terms of useful materials for Ms. Holt to submit in advance of the meeting for the Trustees’ review. He added that an interview of Ms. Holt could be conducted during the meeting. Ms. McCarthy agreed with Mr. Woodbury and did not see any reason why the Trustees could not interview Ms. Holt at a public meeting. Chairperson Knight outlined the previous Library Director public interview process, and Ms. McCarthy stated that a meet-and-greet event could also be an option, during which the community or Library employees may pose questions, which has been done in the past.

(6:04:33) – Responding to Trustee Nichols’ question, Ms. McCarthy stated that she did not see a problem with the Trustees viewing a performance review if Ms. Holt was comfortable with the performance review’s release, since it would become public record and available to the public. Ms. McCarthy also noted that the performance review could be attached to the resume.

(6:09:40) – The Trustees agreed with pursuing an internal recruitment for the Library Director position, and Chairperson Knight entertained a motion.

**CARSON CITY LIBRARY BOARD OF TRUSTEES (LBOT)**

**Draft Minutes of the July 28, 2022 Regular Meeting**

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**(6:10:03) – MOTION: Vice Chairperson Lucas moved to open an internal recruitment for the current employees of the Carson City Library for the Library Director position, with applicants to be interviewed at the next regular LBOT meeting. Trustee Markle seconded the motion. The motion carried 5-0-0.**

**IV.c FOR POSSIBLE ACTION: DISCUSSION AND POSSIBLE ACTION REGARDING ELECTION OF A BOARD CHAIRPERSON AND VICE CHAIRPERSON.**

(5:33:23) – Chairperson Knight introduced the item and entertained nominations.

**(5:34:41) – Vice Chairperson Lucas moved to nominate Julie Knight to the position of LBOT Chair.** Chairperson Knight accepted the nomination, and with no additional nominations, Chairperson Knight closed nominations for LBOT Chair.

**(5:35:28) – MOTION: Trustee Nichols moved to appoint Julie Knight to the position of LBOT Chair. Vice Chairperson Lucas seconded the motion. The motion carried 5-0-0.**

**(5:36:21) – Chairperson Knight moved to nominated Beth Lucas to the position of LBOT Vice Chair.** Trustee Lucas accepted the nomination, and with no additional nominations, Chairperson Knight closed nominations for LBOT Vice Chair.

**(5:36:55) – MOTION: Trustee Markle moved to appoint Beth Lucas to the position of LBOT Vice Chair. Trustee Olivas seconded the motion. The motion carried 5-0-0.**

**V. INFORMATION ONLY – LIBRARY DIRECTOR'S REPORT.**

**V.a INFORMATION ONLY – PRESENTATION AND DISCUSSION OF REPORTS CONCERNING ACTIVITIES AND OPERATIONS OF THE LIBRARY SINCE THE PRESENTATION OF THE LAST REPORT.**

(6:10:40) – Chairperson Knight introduced the item. Ms. Holt referenced the agenda materials and responded to clarifying questions.

**VI. INFORMATION ONLY – BOARD MEMBER ANNOUNCEMENTS & REQUEST FOR INFORMATION**

(6:45:23) – Chairperson Knight introduced the item and reminded the other Trustees of the link to an overview of Open Meeting Law and public records on the Boards, Committees and Commissions page for the City's website, <https://www.carson.org/>. Regarding an action initiated by the Board to draft a letter addressed to the State Library, Archives, and Public Records (NSLAPR), Chairperson Knight informed the Board that she delivered the letter to the NSLAPR, and she had met with NSLAPR Administrator Mike Strom a couple times. She announced that the Board had received a response letter from Mr. Strom stating the following:

*“Thank you for your letter in May regarding Code 27 of Budget 2891. After discussing the issue with Director Freed and Deputy Director Tuma, they encouraged me to draft a Budget Enhancement Proposal to restore Code 27 to a level more consistent with what it was pre-pandemic. I drafted the proposal and included a copy of your letter as supporting documentation. On review, Director Freed signaled her support and moved the proposal onto the next phase of the budget build process. I’m currently working with my staff to determine the amount we can propose and defend based on the calculations written in NRS 378.087. Thank you for bringing this to my attention. Being in this position since just last May, my institutional knowledge is recent at best. There is still a long way to go in the process and no guarantees, but it is rewarding to be*

**CARSON CITY LIBRARY BOARD OF TRUSTEES (LBOT)**  
**Draft Minutes of the July 28, 2022 Regular Meeting**  
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*taking action that may benefit Nevada's public libraries and their users. Thank you for your support of libraries and for your service to Carson City libraries.*

Chairperson Knight noted that the Board would continue to watch the budget as well as watch for the agency request and the Governor's recommended budget. She also entertained additional Trustee announcements and requests for information.

(6:49:54) – Trustee Markle stated that she had attended a Friends of the Carson City Library meeting, and because there was no quorum due to possible miscommunication, the meeting could not continue.

(6:51:20) – Trustee Nichols informed Ms. Holt about how the Children's Museum of Northern Nevada would remain closed for a while, and she inquired about whether the Library would be impacted by the closure. Ms. Holt noted that there may be an uptick in Library programs' attendance due to the closure, and the Library was currently at the point that Library staff may need to establish two Big Kid Butterflies Storytimes due to the increased attendance. Chairperson Knight pointed out that Library programming was something that could be considered going forward, which Ms. Holt stated would be discussed during Staff Development days.

**VII. PUBLIC COMMENT**

(6:53:54) – Chairperson Knight entertained public comments; however, none were forthcoming.

**VIII. FOR POSSIBLE ACTION – ADJOURNMENT**

**(6:54:24) – Chairperson Knight adjourned the meeting at 6:54 p.m.**

The Minutes of the July 28, 2022 Carson City Library Board of Trustees meeting are so approved this 25<sup>th</sup> day of August 2022.



## Library Board of Trustees Agenda Item Report

Meeting Date: August 25, 2022

Submitted by: Joy Holt

Submitting Department: Library

Item Type: Formal Action / Motion

Agenda Section:

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**Subject:**

FOR POSSIBLE ACTION - Review and possible selection of new Library Director.

Staff Summary: At the July 28, 2022 regular meeting of the Library Board of Trustees, the Board agreed to open an internal recruitment for the current employees of the Carson City Library for the Library Director position, with applicants to be interviewed at the next regular LBOT meeting.

**Suggested Action:**

**Attachments:**

[Holt\\_Library Director Application Packet\\_August 2022\\_Redacted.pdf](#)

# JOY N. HOLT, JD, MSLS

[jnholt1975@gmail.com](mailto:jnholt1975@gmail.com)

[LinkedIn Profile](#)

August 16, 2022

Re: Library Director, Carson City Library

Dear Carson City Library Board of Trustees,

It is with great interest that I am submitting my résumé for the role of Library Director, at the Carson City Library. **As a compassionate, driven leader who has found a true calling in library administration** (encompassing my full professional interests: librarianship, teaching, research, legal analysis, and collaboration), I offer a deep understanding of stakeholder needs and library industry trends, earned by performing nearly every job task possible in academic, special, and public libraries.

In addition to my Master of Science in Library Science and Juris Doctorate, I've had the opportunity to shape meaningful, sustainable change and long-term planning. My career includes Deputy Library Director, Business Manager, Assistant to the State Librarian, Digital Services Librarian, Library Assistant, and Assistant Library Director – roles in which I've delivered positive impact to programs, government relations, technology utilization, capital projects, financial practices, compliance, and operational efficiency. Highlights include:

## **Robust, Strategic Oversight**

I offer a well-rounded suite of skills in strategic planning, community engagement, accounting, grants, progressive programming, government and agency relations, and policies aligned with the Carson City Library's mission and vision. My expertise spans service on Boards, awareness of legislative impact on libraries, agency interaction, and expert management of our collections, materials, programs, and services.

## **Staff Management & Development**

Among the most enjoyable aspects of my role is the opportunity to mentor and encourage employees to work to their strengths. Together with Library Directors at Carson City Library, Nevada State Library, Archives, & Public Records, and Humboldt County Library, I have hired and developed staff members attuned to our Strategic Plan objectives, leading teams in special projects, including a website overhaul and resolutions to 3-year budget planning concerns.

## **Fiscal Administration**

By leveraging my background in accounting, finance, and legal services, I have improved budget workflows, brought accounting practices in compliance with City procedures, and educated stakeholders in library budgets. Working in tandem with City Finance, I have also played an integral role in securing funding for capital projects, including site infrastructure changes and upgrades important to patrons.

## **Change Leadership**

By quickly understanding municipal policies and adjusting our internal procedures accordingly, I've ensured consistency in our Library Policy documentation, interpreted policies for employees and stakeholders, secured an increase in online resources, and ensured the appeal of our existing and new programs to Library users.

In summary, I believe my **forward-thinking approach, record of setting and executing strategic goals, and strong rapport with stakeholders at all levels** will ensure the continuing success of the Carson City Library as a community-focused, educational, and progressive resource.

Sincerely,



Joy N. Holt

## ADVANCED CREDENTIALLED LIBRARY PROFESSIONAL

Fiscal, Operational, & Technical Improvements Aligned with Library Mission & Stakeholder Needs

*Future-Focused Initiatives / New Efficiencies / Library Programs & Outreach*

Strategic thinker and leader with passion for innovation, long-term vision, and stakeholder satisfaction, offering public, academic, and special library expertise combined with legal and financial acumen. Engages with stakeholders, patrons, government agencies, and Boards. Evaluates and maintains online instruction tools; delivers educational and technology opportunities for patrons. Collaborative management team member attuned to trends and community needs.

Cutting-Edge Programming - Library Trends - Fully Compliant Financial Practices - Capital Projects & Funding

### Examples of Leadership & Dedication

- **Capital Projects:** Maximized budgets by conserving spend for future years, working closely with City Finance to understand yearly planning cycles. Completed Capital Improvement Projects (quotes, Board of Supervisor budget requests and approval, scheduling, execution) for Library remodeling and site infrastructure projects.
- **Nevada State Library Association:** Monitored legislative activity affecting libraries as voting member on Board of Trustees; supported legislative interest group during 81st Nevada Legislative Session.
- **New & Expanded Services:** Stimulated patron interest by developing and expanding online library services, selecting technology tools, and leading education for library users.
- **Grant-Fueled Changes:** Enabled 25% increase in electronic resources crucial to library users in FY22 through grants.
- **Cost & Efficiency Improvements:** Frequently revamped complex processes – saving time, headcount costs, and extra steps with research and changes to longstanding procedures and assumptions.

### Career Progression

**CARSON CITY LIBRARY**, Carson City, NV, 2020–Present

**INTERIM LIBRARY DIRECTOR; DEPUTY LIBRARY DIRECTOR / BUSINESS MANAGER** | 20 Employees - \$2M Budget

Optimize Library operations for efficiency and employee / patron engagement – leading cultural, communication, budget, programming, and strategic improvements. Evaluate and adjust job classifications; trim costs and flatten organization. Confer with Library Director to hire and train staff. Submit FY22 and FY23 budgets; create budget augmentation requests. Update Library Policy manual and develop Bylaws for Board approval. Interpret policies for employees, patrons, and stakeholders. Supervise employees and volunteers, developing and maintaining Work Performance Standards. Identify and secure capital project budget approvals in fiscal year cycles; direct vendors and ensure timely contract payments. Identify grant needs and submit proposals (CARES, State Collection Development, LSTA, ARPA grants); project manage grants in compliance with LSTA and federal mandates. Built workflow audits for leadership. Serve as Acting Director.

**Strategic Achievements:** Aligned financial practices, program offerings, strategic projects, and staff duties with vision, mission, and Strategic Plan – increasing patron interest, **with 50% rise in attendance**. Drove budget compliance with City practices. Clarified job functions, securing thousands in savings. Took key roles in cross-training, space planning, workflow audits, organizational change, and staff empowerment. **Cut patron wait times** and increased service via grants.

- **New Efficiencies & Savings:** **Trimmed \$28K annually** by reclassifying management positions, eliminating assistant role, and absorbing duties as part of budget analysis (3% yearly savings) – ensuring compliance with City practices, while building inter-department goodwill. Reworked and created new job descriptions in collaboration with HR.
  - Strengthened engagement (reported by 75% of employees) and retention by breaking down work silos.
  - Eliminated duplication by simplifying Purchasing and establishing Inventory process to verify items on hand.
- **Strategic Plan Implementation:** **Drove cultural shift** by ensuring grasp of Strategic Plan among all employees; worked aligned new projects and programming with Plan goals. Continually reviewed Plan for ongoing adjustments.
- **Program Enhancements:** **Advocated for future-focused materials** and programs aligned with trends and vision.

**NEVADA STATE LIBRARY, ARCHIVES & PUBLIC RECORDS (NSLAPR)**, Carson City, NV, 2018–2020**ASSISTANT TO THE STATE LIBRARIAN; DIGITAL SERVICES LIBRARIAN** | 40 Employees - \$6M Budget

Identified and led improvements in training coordination, online content, compliance, budgeting, and grant administration. Worked with State Librarian to hire, develop, and evaluate employees; met HR standards. Identified and delivered improved technology tools. Developed and oversaw grants, relying on legal background to examine contracts and terms. Oversaw billing approvals, state, and interview control compliance, federal and state fiscal reporting, security access, facilities maintenance resolutions, asset disposition, agency outreach, training, and technology systems management with State IT. Documented remote work and financial processes; served as right-hand to State Librarian during pandemic.

**Notable Contributions:** Rectified compliance, budgeting, agency operations, and hiring gaps with new technology and operational tools. Upgraded Library website with transition to new platform, with fresh content and documentation. Equipped librarians with laptops and implemented tracking to handle Library and remote work needs during COVID.

- **Financial Oversight & Compliance:** Resolved multilayered budget and financial process issues, identifying knowledge shortfalls in 3-year budget planning and boosting morale by training ~40 employees in all departments on relevant workflows. Conferred with State Agency partners on contract coordination, budget standards, and compliance.
- **Agency Relations:** Collaborated with State Agency contacts to navigate municipality requirements and state mandates, leveraging accounting background. Built State Mailroom training administration program.
- **Website Revitalization:** Overhauled website for ease of navigation and updates, transitioning from over-customized platform. Built and led team in content review, mapping, and development; partnered with IT on site support.

**CARSON CITY LIBRARY**, Carson City, NV, 2017–2018**LIBRARY ASSISTANT**

Expanded professional development during Master of Science in Library Science studies. Fielded patron questions, handled administrative operations, provided reader advisory and technical support, processed transactions, and managed communications with district-wide staff, agencies, vendors, and other libraries. Processed interlibrary loan requests; maintained reserve materials. Trained volunteers and part-time employees.

**HUMBOLDT COUNTY LIBRARY**, Winnemucca, NV, 2016–2017**ASSISTANT LIBRARY DIRECTOR** | 16 Employees - \$1.5M Budget

Handled financials, budgets, and operations. Evaluated collection and materials acquisition. Partnered with Library Director to hire and mentor staff. Assisted to develop goals and policies, recommending changes to enhance service. Managed projects and compliance; estimated budget needs and monitored spend. Planned and directed workflow. Attended state and national conferences. Forged community partnerships and produced promotional materials. Oversaw customer and staff education.

**Library & Operational Impact:** Spearheaded due diligence and budgeting processes to purchase property and open a new library branch location. Planned and coordinated automation upgrades and training.

**LAW CLERK / PARALEGAL (CONTRACT)** | **KAHN LAW FIRM, LAW CLERK / LEGAL ASSISTANT****CENTRAARCHY RESTAURANTS, FRONT OFFICE MANAGER / ACCOUNTANT****Leadership Competencies**

Strategic Planning • Employee & Volunteer Management • Digital Applications & Tools • Board Presentations • Cost Savings • Consensus-Building • Operations & Facilities • Strategic Initiatives • Government Relations • Cultural Change • Compliance • Finance & Accounting • Emerging Technologies • Policies & Procedures • Team Building & Mentoring • Legislative Support • Contract Negotiations • Library Collection Development • Materials Acquisition • Expense Management • Financial Reporting

**Education****Master of Science in Library Science**, University of North Texas, Denton (2020)**Graduate Certificate, Advanced Management in Libraries & Information Agencies**, University of North Texas (2020)**Juris Doctorate**, Charleston School of Law, SC (2012)**Bachelor of Arts in History, French Minor**, Pacific University, Forest Grove, OR (1999)

## Professional References

Tod Colegrove  
Dean, Albertsons Library  
Boise State University  
(208) 426-1755  
[todcolegrove@boisestate.edu](mailto:todcolegrove@boisestate.edu)

Sara Jones  
State Librarian  
Washington State Library  
(360) 704-5276  
[sara.jones@sos.wa.gov](mailto:sara.jones@sos.wa.gov)

Tammy Westergard  
Project SANDI Coordinator  
Governor's Office of Economic Development  
(775) 230-4964  
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**Unclassified Job Performance Appraisal**

Rate Increase Calculation

M301	\$72,669.78	X	5.0%	=	\$76,303.27
Salary Grade	Current Rate		Merit Increase		New Rate

Name Joy Holt Job Title Department Business Manager  
 Supervisor Tod Colegrove Supervisor Title Library Director  
 Review Period December 11, 2020 – June 30, 2021

Major Job Responsibilities

1. Coordinates and assists in the development and implementation of goals, objectives, policies, procedures and work standards for the department.
2. Coordinates the preparation of the department's capital, operational and supplemental budgets.
3. Contributes to the overall quality of the department's service provision by developing and coordinating work teams and by reviewing, recommending and implementing improved policies and procedures.
4. Directs and participates in personnel management activities of the department; interprets City policies and procedures to employees and ensures that departmental activities are in compliance with codes, regulations, codes and procedures.
5. Coordinates and participates in departmental purchasing activities, including the preparation and distribution of requests for proposals for professional services; analyzes proposals and negotiates and administers resulting contracts.
6. May oversee and direct specific operational staff and activities related to the functions of the department to which assigned.
7. Directs and participates in various committees and task forces; organizes activities and provides for staff support; prepares or reviews a variety of narrative and/or statistical reports, correspondence, agenda items, policy papers, presentations and other written materials.

Has the employee obtained all the required certificates, licenses, and registrations as set forth in the job description for this review period?

- Yes  
 No. Please list below, what requirement has not been obtained and when will it be completed.

Are all required certificates, licenses and registrations active?

- Yes  
 No. If you mark "no" please contact Human Resources at (775) 887-2103.

(Job Descriptions are available at <https://www.carson.org/government/departments-g-z/human-resources/employment/job-descriptions>)

Comments:

Joy Holt hired into the position of Department Business Manager December 11, 2020, midway through the evaluation period. Despite the short timeframe, notable accomplishments include:

- Analysis of work and absorption of long-time Project Assistant's total workload, thereby creating salary savings for the Carson City Library of approximately \$10K per year going forward;
- Intensive training on Carson City finance, purchasing, human resources, and grant funding; processes, policies, procedures, laws, ordinances and regulations;
- Successful submission of the Carson City Library Capital Improvement Project requests for FY22;
- Successful submission of the Carson City Library FY22 budgets;
- Creation of Carson City Library's second FY21 budget augmentation requests;
- Participation in the drafting, development, presentation and administration of each Carson City Library grant project and in some cases, serving as the project manager while remaining ever cognizant and informed of Library Services and Technology Act (LSTA) policies, procedures and federal requirements;
- Review, interpretation and guidance of city and library policies for patrons, Library and City staff and community stakeholders, including service as Acting Director when called on in the absence of the Director.

Despite an impressive listing of accomplishments in the short timeframe, the manager inadvertently overlooked an emailed invoice from the library vendor Envisionware in the second half of the evaluation period. Envisionware is a vendor whose service underpins a number of key library services, and reinstating the license may cause the Library to incur additional cost as a result of the oversight. She is admonished of the mistake, reminded of the fiduciary nature of the Library service to the taxpayer, and directed to identify measures that will keep such mistakes from happening going forward.

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Outstanding       Above Expectations       Meets Expectations       Unsatisfactory

**Objectives**

<u>Objective</u>	<u>Results</u>
1. Complete time off, programming and scheduling requests by the 10 <sup>th</sup> of each month	1. Completed, ongoing.
2. Complete PolicyTech review on a monthly basis to meet policy requirements.	2. Completed, ongoing.
3. Ensure that work areas are organized, functional and free of clutter. Ensure admin staff are continually doing the same.	3. Completed, needs organizational improvement, ongoing.
4. Ensure understanding of job duties, tasks and goals, asking clarifying questions when necessary.	4. Completed, ongoing.
5. Review and refine financial spreadsheets and reporting options from the City's Munis system	5. Completed, ongoing.

Comments:

For the purposes of this appraisal, she is evaluated against the objectives and priorities that had been identified for the Department Business Manager position previously. Despite the abbreviated timeframe of 6-1/2 months, specific objectives accomplished by manager over the remaining balance of the evaluation period include:

- Successful completion of the Carson City Library's FY21 and FY22 Capital Improvement Projects (CIP), including the quote requisition, contracting process, work scheduling and overall project execution for a new door, staff area sink installation, carpet installation, video camera installation and public bathroom remodel;
- Mindful analysis of Administration department's processes and workflow needs, implementing changes where needed to create efficiencies and best meet the current overall needs of the Carson City Library;
- Review and contribution to ongoing adjustments and reassessment of Carson City Library's Strategic Plan;
- Analysis of Carson City Library's compliance with City policies and necessary action taken to become compliant with City policy, rules and regulations where/when needed;
- Analysis of Carson City Library's staffing and workflow, identifying inefficiencies and places for reconfiguration to best maximize staff time;
- Updating of Carson City Library's Policy Manual and creation of a separate Bylaws document for Library Board approval.

Outstanding       Above Expectations       Meets Expectations       Unsatisfactory



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***Impact of Unanticipated Events/Conditions***

Comment on impact of unanticipated factors on performance of job responsibilities or achievements of objectives:

Staff turnover and vacancies continue to be a leading unanticipated factor impacting the ability of this position to perform job responsibilities and meet objectives. The onset of the COVID-19 pandemic and associated statewide mandates proved to be a major driver of unanticipated change.

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***Overall Rating***

Comments:

The Carson City Library has been well served by the employee in her first performance period as Department Business Manager. The combination of library experience and work ethic, coupled with significant finance experience and juris doctorate background uniquely prepare Ms. Holt for the variety of demands and expectations of the position Carson City Library's Department Business Manager. She is commended on her performance as manager, leveraging a comfort with ambiguity and change to work with leadership in moving the Library forward in providing service to its community. She is further commended for an apparent commitment to librarianship, and a willingness and openness to learning - in turn helping others learn and grow professionally as well.

On a more granular level, Ms. Holt is specifically commended for the in-depth work that she performed to understand and simplify an overly-complicated set of spreadsheets and accounting practices that had been the practice of the library for many years, unnecessarily complicating the bookkeeping of the department and rendering transparency more difficult. Now simplified, department accounting is sustainable without the need to pay additional part-time support staff, and in more direct alignment with the City Finance Office. That work has extended to include analysis of Library staffing overall, identifying inefficiencies and places for reconfiguration and realignment to best maximize staff time. She is further commended for the effort she has put in to analyze department compliance with City policies and to pro-actively identify necessary action and implementation as part of the leadership team to become compliant with City policy, rules and regulations.

Outstanding       Above Expectations       Meets Expectations       Unsatisfactory

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***Employee Comments***

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***Development/Future Objectives/Potential Roadblocks***

Development (training, special assignments) needed:

The employee could benefit from core professional development in improving her leadership skills and communication, specifically in line with the demands of the role she serves as not only Department Business Manager, but increasingly as Deputy Director. She is encouraged to work with Library leadership to seek out professional development in team leadership, including motivation, innovation, and professional development for Library staff generally. She is particularly encouraged to look for development that can be performed by the leadership of the library in tandem, benefiting and moving the organization forward.

Objectives/priorities for next performance period:

1. Monitor departmental workflow across all departmental operations, completing an initial audit with recommended changes by the end of the first half of the evaluation period. Prioritize implementation of changes in consultation with the full leadership team, targeting greater efficiency and improved user access; monitor efficacy of changes and adjust as necessary.
2. Work with Director to target, complete, and submit targeted and sustainable grant funding proposals and applications throughout the evaluation period; monitoring and maintaining oversight over successfully funded proposals, submitting all necessary paperwork and attending training sessions related to all departmental grants, including previously awarded CARES and State Collection Development grants, and any that may be awarded under LSTA or ARP opportunities currently under development. Results to include presentation of workflow audit to Director and leadership prior to the end of the calendar year; targeted changes implemented by the end of the evaluation period
3. Become cross-trained on service desk and staff scheduling process prior to the end of the calendar year; assume responsibility for staff scheduling and serve as primary in the role for the balance of the evaluation period. Cross-training completed by the end of the calendar year; performance and completion of scheduling tasks for subsequent balance of the evaluation period
4. Conduct space planning assessments and liaise with relevant City departments to outline strategic plan implementation – work with Director and staff to coordinate teams and deliver outline of strategic plan implementation. Delivery of an outline of Strategic implementation, including space planning assessments, for review of the Library Board at its January 2022 meeting and public comment.
5. In consultation with Director and collaboration with the management team, develop and present proposed reorganization changes in existing staff organization, including development of new job descriptions and dissolution of existing work silos, to Library Board of Trustees at their January Board meeting for potential input; implement targeted changes and monitor performance. Proposed reorganization changes targeted and presented to the Library Board for public comment at the Board’s January meeting; subsequent work completed with Carson City Human Resources and needed changes incorporated and presented to the Board of Supervisors as part of the annual budgeting process as appropriate.

6. **Develop programming plan to include more fully utilize and cross-train all staff members in delivery of community programming and outreach. Initial plan for cross-training incorporated into strategic implementation proposal by January of evaluation period; beginning steps underway by the third quarter of evaluation period, monitored and ongoing.**

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Attached is the required Carson City harassment training certificate from KnowledgeCity.

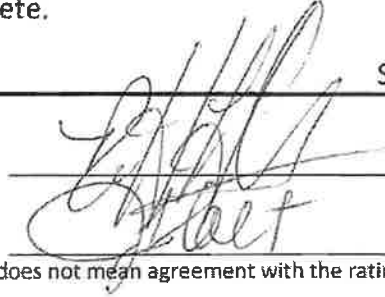
Attached is the required Carson City "Information Security for End Users" certificate from KnowledgeCity.

Attached is the employee's PolicyTech report which shows there are no outstanding tasks the employee is required to complete.

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Signatures

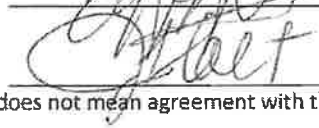
Appraiser:



Date

12/9/2021

Employee:



Date

12/9/2021

Note: employee signature does not mean agreement with the rating, only that it has been reviewed and discussed in person.

Employee Comments:

Please scan a copy into Munis or email to [cchr@carson.org](mailto:cchr@carson.org). Please give a copy of the evaluation to the employee.



**Unclassified Job Performance Appraisal**

Rate Increase Calculation				
Salary Grade	Current Salary	X	Merit Increase	= New Salary

Review Period July 1, 2021 – June 30, 2022

Name Joy Holt

Job Title Department Business Manager

Supervisor Tod Colegrove

Supervisor Title Library Director

**Major Job Responsibilities**

1. Coordinates and assists in the development and implementation of goals, objectives, policies, procedures and work standards for the department.
2. Coordinates the preparation of the department's capital, operational and supplemental budgets.
3. Contributes to the overall quality of the department's service provision by developing and coordinating work teams and by reviewing, recommending and implementing improved policies and procedures.
4. Directs and participates in personnel management activities of the department; interprets City policies and procedures to employees and ensures that departmental activities are in compliance with codes, regulations, codes and procedures.
5. Coordinates and participates in departmental purchasing activities, including the preparation and distribution of requests for proposals for professional services; analyzes proposals and negotiates and administers resulting contracts.
6. May oversee and direct specific operational staff and activities related to the functions of the department to which assigned.
7. Directs and participates in various committees and task forces; organizes activities and provides for staff support; prepares or reviews a variety of narrative and/or statistical reports, correspondence, agenda items, policy papers, presentations and other written materials.

Comments:

Department Business Manager Joy Holt leveraged core professional strengths throughout the evaluation period to enable the department to skillfully manage risk while continuing to move forward, mindfully developing the Library team while encouraging and empowering employees throughout the organization to work to their own strengths. Nevertheless, throughout the evaluation period the department operated regularly up against City deadlines in terms of deadlines from other City departments, including Human Resources and Finance; although understandable in light of chronic staffing shortages and the employees' relative newness to the role, effort needs to be made to prioritize and get ahead of those requirements.

Outstanding       Above Expectations       Meets Expectations       Unsatisfactory

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## *Objectives*

<u>Objective</u>	<u>Results</u>
1. Monitor departmental workflow across all departmental operations, completing an initial audit with recommended changes by the end of the first half of the evaluation period. Prioritize implementation of changes in consultation with the full leadership team, targeting greater efficiency and improved user access; monitor efficacy of changes and adjust as necessary.	1. Completed, ongoing. Analyzed and monitored departmental workflow including library operations and services, completing an initial audit with recommended changes to the organizational structure, distribution of work duties, library programming and resources. Prioritized change application in consultation and collaboration with the library team, creating greater efficiencies and eliminating barriers to access while actively monitoring effectiveness of changes and adjusting as needed.
2. Work with Director to target, complete, and submit targeted and sustainable grant funding proposals and applications throughout the evaluation period; monitoring and maintaining oversight over successfully funded proposals, submitting all necessary paperwork and attending training sessions related to all departmental grants, including previously awarded CARES and State Collection Development grants, and any that may be awarded under LSTA or ARP opportunities currently under development. Results to include presentation of workflow audit to Director and leadership prior to the end of the calendar year; targeted changes implemented by the end of the evaluation period	2. Completed, ongoing. Over the course of the evaluation period completed several successfully funded and sustainable grant proposals, submitting necessary paperwork, attending requisite training sessions for every grant including CARES grants, State Collection Development grants, LSTA grants and ARPA grants; and presenting an audit of workflow to the Director and library leadership to identify necessary changes which were then successfully implemented.
3. Become cross-trained on service desk and staff scheduling process prior to the end of the calendar year; assume responsibility for staff scheduling and serve as primary in the role for the balance of the evaluation period. Cross-training completed by the end of the calendar year; performance and completion of scheduling tasks for subsequent balance of the evaluation period	3. Successfully cross-trained on services desks, technology equipment, and staff scheduling process. Assumed responsibility for staff scheduling 6 months into the evaluation period.

4. Conduct space planning assessments and liaise with relevant City departments to outline strategic plan implementation – work with Director and staff to coordinate teams and deliver outline of strategic plan implementation. Delivery of an outline of Strategic implementation, including space planning assessments, for review of the Library Board at its January 2022 meeting and public comment.
5. In consultation with Director and collaboration with the management team, develop and present proposed reorganization changes in existing staff organization, including development of new job descriptions and dissolution of existing work silos, to Library Board of Trustees at their January Board meeting for potential input; implement targeted changes and monitor performance. Proposed reorganization changes targeted and presented to the Library Board for public comment at the Board’s January meeting; subsequent work completed with Carson City Human Resources and needed changes incorporated and presented to the Board of Supervisors as part of the annual budgeting process as appropriate.

4. Completes, ongoing. Preliminary assessments conducted, and discussions underway with relevant City departments to outline strategic plan implementation and consider options for space changes.
5. Completed: worked in collaboration and consultation with the Director to develop proposals for organizational changes, researched and drafted new job descriptions leading to the dissolution of existing work silos. Implemented and monitored targeted changes. Completed subsequent work with the Carson City Human Resources Department. Drafted and submitted subsequent Supplemental Requests for job reclassifications as part of the annual budgeting process, resulting in the successful reorganization of the Library’s hierarchy.

Comments:

Primary objective has resulted in internal staffing upgrades and hires, optimizing departmental operations while maximizing staff professional development and boosting morale. The employee is to be commended for the exemplary role in terms of becoming cross-trained, stepping up to manage the service points throughout the library, and assuming responsibility for staff scheduling halfway into the evaluation period.

- Outstanding       Above Expectations       Meets Expectations       Unsatisfactory

***Impact of Unanticipated Events/Conditions***

Comment on impact of unanticipated factors on performance of job responsibilities or achievements of objectives:

Staff turnover the previous year and ongoing vacancies continue to be a leading unanticipated factor impacting the ability of this position to perform job responsibilities and meet objectives. Beyond assuming responsibility for scheduling, Ms. Holt regularly stepped up personally to cover open service desk hours, outside of normal work hours and on weekends.

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### ***Overall Rating***

#### **Comments:**

Department Business Manager Holt is commended for delivering on each of the priorities identified in her previous evaluation. The municipality of Carson City is well-served by her example and leadership.

Outstanding       Above Expectations       Meets Expectations       Unsatisfactory

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### ***Employee Comments***

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#### ***Development/Future Objectives/Potential Roadblocks***

Development (training, special assignments) needed:

The employee would benefit from core professional development to further improve leadership skills and communication, specifically in line with the demands of the role she serves as not only Department Business Manager and as Deputy Director effective July 1, 2022. She is encouraged to work with Library leadership to seek out professional development in team leadership, including motivation, innovation, and professional development for Library staff generally. She is particularly encouraged to look for development that can be performed by the leadership of the library in tandem, benefiting and moving the organization forward.

Specific areas targeted for development include:

- Continued growth of understanding in areas of:
  - Library technology infrastructure;
  - Knowledge management; and
  - Space planning and building.
- Improved understanding of Spanish language.
- Increased library program development and community outreach.



Objectives/priorities for next performance period:

As this position is reclassified effective July 1, 2022, from Department Business Manager to Deputy Library Director, objectives/priorities are directed to the new role. As specified in the job description of that role, Ms. Holt will be acting Director in the absence of the Library Director; given the pending departure of the Library Director, and as directed by the Library Board of Trustees, should the Board not have selected a new Director by October 1, 2022, Ms. Holt is named interim Library Director until the position has been filled.

Despite a significantly increased workload, the responsibilities of the Department Business Manager position have been combined into the Deputy Library Director position, and will need to be accomplished. Additionally, specific objectives/priorities for the next performance period include:

1. Develop programming plan to include more fully utilize and cross-train all staff members in delivery of community programming and outreach, leveraging to inform development of library space planning, workflow, and the mission/vision/strategic plan. Initial plan for cross-training incorporated into strategic implementation proposal with beginning steps underway by the end of the first quarter of evaluation period, monitored and ongoing;
2. Conduct space planning assessments and liaise with relevant City departments to outline strategic plan implementation – work with Director and staff to coordinate teams and deliver outline of strategic plan implementation. Delivery of an outline of Strategic implementation, including space planning assessments, for review of the Library Board at its January 2023 meeting and public comment;
3. Monitor departmental workflow across all departmental operations, completing an initial audit with recommended changes by the end of the first half of the evaluation period. Prioritize implementation of changes in consultation with the full leadership team, targeting greater efficiency and improved user access; monitor efficacy of changes and adjust as necessary;
4. Work as and with Library Director to target, complete, and submit targeted and sustainable grant funding proposals and applications throughout the evaluation period; monitoring and maintaining oversight over successfully funded proposals, submitting all necessary paperwork and attending training sessions related to all departmental grants, including previously awarded grants, and any that may be currently under development. Results to include presentation of workflow audit to Director and leadership prior to the end of the calendar year; targeted changes implemented by the end of the evaluation period
5. Review and contribute to the ongoing adjustment and reassessment of Carson City Library's Strategic Plan, working with the contracted vendor to coordinate and arrange for community input beginning in July, 2022. Lead staff professional development efforts to engage with the process and accomplish the refresh of the strategic plan by the end of the second quarter.

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**Certifications**

- Attached are the required certificates from KnowledgeCity
- Sexual Harassment Prevention: Managers and Supervisors
  - Information Security for End Users
  - Unconscious Bias
  - Prevent Discrimination & Embrace Diversity
  - Dealing with Drug & Alcohol Abuse for Managers & Supervisors

Attached is the PolicyTech report which shows there are no outstanding tasks the employee is required to complete.

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Has the employee obtained all the required certificates, licenses, and registrations as set forth in the job description for this review period?

- Yes  
 No. Please list below, what requirement has not been obtained and when will it be completed.

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Are all required certificates, licenses and registrations active?

- Yes  
 No. If you mark "no" please contact Human Resources at (775) 887-2103.

(Job Descriptions are available at <https://www.carson.org/government/departments-g-z/human-resources/employment/job-descriptions>)

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Signatures

Appraiser: \_\_\_\_\_

Date

7/1/22

Employee: \_\_\_\_\_

Date

7/1/2022

Note: employee signature does not mean agreement with the rating, only that it has been reviewed and discussed in person.

Please give a copy of the evaluation to the employee.

Employee Comments: