

**Carson City  
Agenda Report**

**Date Submitted: May 21, 2015**

**Agenda Date Requested: June 4, 2015**

**Time Requested: 15 minutes**

**To: Mayor and Supervisors**

**From: Sena Loyd, Library Director**

**Subject Title:** For Possible Action: To approve the Library Board of Trustees' recommendation to reorganize the Library personnel, who shall retain their current anniversary dates, by reclassifying a *Circulation and Facilities Manager* (Unclassified) position and a *Programming and Outreach Manager* (Unclassified) position to two *Librarian* (CCEA) positions effective June 12<sup>th</sup>, 2015, reclassifying a *Library Maintenance / Shipping Clerk 2* (CCEA) to a *Library Assistant 3* (CCEA), and reclassifying a *Library Assistant 3* (CCEA) to a *Library Assistant 4* (CCEA) effective July 1<sup>st</sup>, 2015. (Sena Loyd)

**Staff Summary:** The Library personnel addressed above will retain their current anniversary dates. This reorganization will allow the Library to increase staff positions and eliminate two management positions, which aligns with the recommendations from the Employee Efficiency Study. The Library will thereby reduce the number of managers but maintain the same total number of staff becoming more efficient. The Carson City Library Board of Trustees approved the Library employee efficiency study implementation plan including management reclassifications on April 21, 2015.

**Type of Action Requested:** (check one)

Resolution

Ordinance

Formal Action/Motion

Other (specify)

**Does this Action Require a Business Impact Statement:**  Yes  No

**Recommended Board Action:** I move to approve the Library Board of Trustees' recommendations to reorganize the Library personnel, who shall retain their current anniversary dates, by reclassifying a *Circulation and Facilities Manager* (Unclassified) position and a *Programming and Outreach Manager* (Unclassified) position to two *Librarian* (CCEA) positions effective June 12<sup>th</sup>, 2015, reclassifying a *Library Maintenance / Shipping Clerk 2* (CCEA) to a *Library Assistant 3* (CCEA), and reclassifying a *Library Assistant 3* (CCEA) to a *Library Assistant 4* (CCEA) effective July 1<sup>st</sup>, 2015.

**Explanation for Recommended Board Action:** The findings of the citywide efficiency study, commonly referred to as the "Employee Efficiency Study," included the statement, "The Library has too many Managers, resulting in work being performed at a higher pay grade than necessary... Recommendation: Modify the Library's

organizational structure by reducing manger positions and increasing staff positions.”  
(pg. 37 Carson City Employee Efficiency Study Final Report 11-25-14)

After lengthy discussion, the Library Board of Trustees decided to adopt this efficiency study and direct the Library Director to implement it as follows:

- Reclassify *Circulation and Facilities Manager* (Unclassified P1) to a *Librarian* (CCEA 28).
- Reclassify *Programming and Outreach Manager* (Unclassified P1) to a *Librarian* (CCEA 28).

In accordance with the recommendation in the Employee Efficiency Study, the Library Director reviewed all job descriptions and duties and believes, for the library to be most efficient the library structure needs to also reflect the following:

- Reclassify *Library Maintenance / Shipping Clerk 2* (CCEA 22) currently not assisting the public to a *Library Assistant 3* (CCEA 22) assisting the public.
- Reclassify *Library Assistant 3* (CCEA 22) currently cataloging to a *Library Assistant 4* (CCEA 26) overseeing the Library Digitorium.

**Applicable Statute, Code, Policy, Rule or Regulation:**

- 1) Carson City Rules and Regulations “Compensation”
- 2) 2013-2015 Agreement between Carson City and the Carson City Employee Association

**Fiscal Impact:**

- Circulation and Facilities Manager, 25 years of service October of 2015 = approx. \$2,100
- Programming and Outreach Manager, 21 years of service September of 2015 = approx. \$1,700

**Explanation of Impact:** Due to city policy incumbent unclassified staff members retain their rate of pay resulting in no salary savings. (pg. 10 “Compensation” policy) They would also receive CCEA longevity pay (pg. 10-11 Agreement between Carson City and the Carson City Employee Association 7.1).

**Supporting Material:**

- 1) Minutes from the 4/21/2015 Library Board of Trustee meeting.
- 2) Excerpt of Employee Efficiency Study pages BAF, 1-10, 36, 37.
- 3) Current Unclassified *Circulation and Facilities Manager* Job Description
- 4) Current Unclassified *Programming Outreach Manager* Job Description
- 5) Current CCEA *Library Maintenance / Shipping Clerk 2* Job Description
- 6) Current/Projected CCEA *Library Assistant 3* Job Description
- 7) Projected CCEA *Librarian* Job Description
- 8) Projected CCEA *Library Assistant 4* Job Description
- 9) Budget Impact Summary for reclassification of *Circulation and Facilities Manager* and *Programming and Outreach Manager* to two *Librarian* positions
- 10) Budget Impact Summary for reclassification of *Library Assistant 3* to *Library Assistant 4*
- 11) Current Organizational Chart
- 12) Projected Organizational Chart

Prepared By: Sena Loyd, Library Director

Reviewed By:   
(Department Director)

Date: 5/26/15

  
(City Manager)

Date: 5/26/15

  
(Finance Director)

Date: 5/26/15

  
(District Attorney)

Date: 5/26/15

**Board Action Taken:**

Motion(s): \_\_\_\_\_ 1) \_\_\_\_\_ Aye/Nays  
2) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
(Vote Recorded By)

**CARSON CITY LIBRARY  
MINUTES OF MEETING  
OF THE BOARD OF TRUSTEES  
April 21, 2015**

**I) Call to order of the Carson City Library Board of Trustees.**

**II) For possible action – Roll call of members and determinations of a quorum.**

- a. Consideration of any absence of Trustees.

**III) General 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 the Library Board authority. 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 action item. The Chairperson may remove any person who willfully disrupts this meeting to the extent that its orderly conduct is made impractical.

**IV) For possible action – Minutes of previous meetings for approval/amendment.**

- a. March 26, 2015 (Regular Meeting)

Motion: Board Member Pam Graber

Second: Board Member Phyllis Patton

Result: Approved

**V) Notice – Modification to agenda**

Below is the agenda of all items scheduled to be considered. This is a tentative schedule for the meeting. The Carson City Library Board of Trustees reserves the right to take items in a different order; items may be combined; and/or items may be deleted to accomplish business in the most efficient manner.

**VI) Disclosures**

Any member of the Library Board of Trustees may explain any contact with the public regarding an item on the agenda or business of the Board of Trustees.

Chairperson Sandy Foley (Foley): She explained that she went with Vice Chairperson Dianne Solinger (Solinger) to the Legislative Day luncheon and expressed appreciation for the preparations made by Library Assistant Rachel March (March). She reminded the board that March had prepared quotations in advance by hand for banners at the luncheon and that they were repeatedly praised by attendees. She added that it was an effective meeting between members of legislature and local entities.

Library Director Sena Loyd (Loyd): She stated that Deputy Director Tammy Westergard (Westergard) and herself represented both the Carson City Library and the Nevada Library Association at the luncheon. She explained that they sat with one of the state senators from Las Vegas.

**VII) Carson City Library Foundation Report (report only)**

- a. Fund generation & activities since last report.

Board Member Pam Graber (Graber): She stated that there was nothing significant to report and that the Foundation would be meeting later in the week.

## **VIII) Friends of the Carson City Library report (report only)**

### **a. Fund generation & activities since last report.**

Board Member Phyllis Patton (Patton): She described the birthday party held for the bookstore and that at least 158 people attended. She explained that the bookstore's half-off birthday sale is underway and that on its first sale day, the store brought in \$400. She stated that the food drive brought in over 1000 pounds of food. She added that the organization of the books in the store has been changed to allow customers to find books more easily. She stated that donations have been numerous this spring. She explained that the front door has been painted and that online sales have begun and that the bookstore is considering a move to allow purchases with credit cards.

Foley: She expressed appreciation for the bookstore's efforts in the community.

Patton: She reminded the board that this level of success is due to the efforts of some 50 volunteers.

## **IX) Library Board of Trustees Business**

### **a. Request use of Gift Fund for:**

- a. Discussion and possible action on purchase of RFID (Radio Frequency Identification) gates for access to secret garden space not to exceed \$8,500.

Loyd: She stated that this request is for a one-aisle gate similar to the one that is currently located at the entrance to the library. She explained that the main reason that the secret garden was closed to patron access was due to theft of materials and that an alarm gate would allow patrons to access the garden while maintaining control of the collection.

Graber: She asked about the difference between the request and the subtotal given to the board.

Loyd: She answered that the higher subtotal is associated with a previous request that was already approved by the board.

Motion: Board Member Phyllis Patton

Second: Board Member Pam Graber

Result: Approved

- b. Discussion and possible action on use of part of the remaining FF&E (Facilities, Fixtures and Equipment) for roll down gate at library entrance.

Loyd: She explained that there is a total of \$12,000 that has yet to be expended and that this was an amount that the board already approved for updates to the building. She stated that the leftover amount was caused by expenditures that were lower than originally estimated. She requested the board for permission to place a roll-down gate at the entrance so that the Digitorium can be opened to the public outside of normal library operating hours. She explained that, currently, it is difficult to open the library outside of normal operating hours for special events due to individuals attempting to enter the rest of the building. She also explained that automatic sliding doors were considered as an option but that the cost is prohibitive.

Patton: She stated that this topic has come up repeatedly in the past and that it makes sense for the library to have it.

Solinger: She asked if Loyd had an estimate on the cost of a roll-down gate.

Loyd: She explained that she wanted to attempt to work with local businesses first and that she had not received word back from businesses in Reno that she had contacted. She stated that the average price that she found online was between \$5000 and \$7000.

Graber: She asked about the language of the motion.

Loyd: She stated that she wanted approval to take action and that she would return to the board with an exact amount before making a purchase.

Motion: Board Member Pam Graber

Second: Vice Chairperson Dianne Solinger

Result: Approved

b. Discussion and possible action on the Moss Adams Carson City Employee Efficiency Study recommendations.

Loyd: She provided the board with a reminder of the findings of the Moss Adams Efficiency Study and noted that there is no requirement of a fiscal impact on any changes implemented. She presented the board with a recommendation that the board reclassify 2 unclassified management positions as Carson City Employee Association (CCEA) Librarian positions. She added that other management duties would be spread to the remaining managers and that upon Adult Services Librarian Susan Antipa's (Antipa) retirement, the need for a finance position would be addressed. She explained that the move would be fair, as positions would be Y-rated and that salary savings would not occur until a later date when those positions were vacated.

Foley: She asked about the potential timeline for salary savings.

Loyd: She explained that it is difficult to provide an exact savings, due to the benefits that are received by individuals in each employee category. She added that this is a result of city policy, not something that is within the purview of the board. She stated that she has spoken to both of the managers that will be affected and that they agree that this is the fairest option possible.

Patton: She discussed the potential organizational chart given to the board.

Loyd: She described the breakdown of the new organization chart and asked the board if there were any questions about the new structure.

Foley: She stated that it looked like the employee to manager ratio has been addressed in the new chart.

Loyd: She agreed and added that duties would be spread between the remaining managers and the new financial position that would be created.

Foley: She asked about the financial position's start date.

Loyd: She stated that this would occur in January. She clarified that the individual shadowing Adult Services Librarian Susan Antipa would gradually assume her duties, which would then free up the Adult Services Librarian's time to assist with financial duties in the interim. She provided the board with a list of duties that would be moved from the two managers who would be reclassified.

Foley: She asked if this was the most efficient option available to the board.

Loyd: She replied that she did feel it was the best option.

Foley: She asked the board for further questions.

Solinger: She asked about individual positions on the chart and if current employees would fulfill these roles.

Foley: She asked about the employment component of the new grant that will be starting in July.

Loyd: She responded that there is not a full-time position attached to the new grant; instead, there will be part-time instructor positions.

Foley: She stated that this is a good move, since it can be difficult to find a permanent place for temporary positions after the grant period has ended.

Solinger: She asked about the effects of the new chart on desk rotation.

Loyd: She replied that all desks would continue to have rotating schedules.

Graber: She talked about changes that have occurred in the city since the efficiency study was implemented and the attention that the library has received recently with regards to the upcoming grant. She stated that the study's template may not fit the library's current organization and asked if it is really necessary to implement it. She discussed her concern that the library may not be able to handle its current and future levels of service if the structure of the library's staff is changed so dramatically. She reiterated that the need for fairness was addressed and that she appreciated that angle.

Solinger: She asked about the feedback received from staff.

Loyd: She stated that she felt that absence of the two managers most affected by these changes from this meeting should provide sufficient evidence to the board about their views on the change. She added that Programming and Outreach Manager Andrea Moore (Moore) has expressed concerns about the exact nature of her new job duties but not about the change itself. She explained that many of the duties that these individuals have now would remain the same, since they will still be classified as librarians. She added that similar positions did exist before the previous library director changed the organizational chart and sought confirmation of that point from Antipa.

Antipa: She agreed.

Solinger: She stated that she was more concerned with the effect on the rest of the staff.

Loyd: She stated that every staff member has been given an opportunity to review the new chart and that she has not received any negative feedback.

Antipa: She stated that she didn't want to speak for other staff members, but that everyone does worry when changes are made. She stated that she felt the proposed chart was reasonable.

Patton: She agreed and stated that staff members such as Moore are flexible and willing to adapt to new circumstances. She added that retirements are going to occur whether or not the efficiency study is implemented and that this allows administration to be prepared for these changes as they occur.

Loyd: She explained that they would be able to recruit individuals who are capable of performing the necessary tasks. She stated that while no change will be perfect, but that even Circulation and Facilities Manager Elaine Werlinger (Werlinger) has expressed relief that duties would be removed from her and given to others.

Graber: She reiterated that her concern is with the MT1 certification program and that it needs to be successful.

Loyd: She replied that she didn't feel that the success of the MT1 certification program would be dependent upon keeping the organizational chart the same. She stated that she would not recruit an individual who was not capable of delivering upon the requirements of the grant.

Solinger: She added that the organizational chart could be changed again in the future as needed.

Loyd: She agreed and reminded the board that all staff members' job descriptions included the phrase, 'Other duties as assigned.' She explained that this allows for great flexibility in executing the plans of the library.

Solinger: She reminded the board that no change is permanent.

Foley: She stated that the library has staff capable of implementing the grant and these changes do not impact the staff involved with the grant.

Loyd: She explained that the biggest change is that many of the human resources and financial activities are being moved to a single individual and away from multiple positions so that managers can better focus on the work of the library.

Foley: She explained the importance of a financial position to the function of an organization.

Loyd: She reminded the board that the library is one of few city departments that do not have a financial position on its staff.

Foley: She stated that the staff took on additional duties in the past to keep the library open and that this change moves the organization chart back to a more balanced workflow.

Loyd: She described the amount of work involved for each manager to manage the financial aspects of their departments and stated that a financial position would allow each of the managers to devote more time to other activities in the library.

Graber: She stated that this solution is the best option in terms of fairness

Loyd: She agreed.

Foley: She asked for any further comments and then asked for a motion.

Motion: Board Member Phyllis Patton  
Second: Vice Chairperson Dianne Solinger  
Opposed: Board Member Pam Graber  
Result: Approved

**X) Library Director administrative reports (report only)**  
a. Report on current FY Budget, and Gift Fund



Loyd: She stated that the library is on track to expend its budget as outlined. She explained that amounts will be reallocated as needed to cover software renewals and described the line items that were previously approved by the board. She reminded the board that payments for damaged items enter into the Gift Fund and provided a yearly report on the Gift Fund. She requested questions from the board about the details of the Gift Fund and FF&E expenditures.

b. Activities and operations of Library since last report

Loyd: She explained that many of the items in her report are recurring, such as the grant programs. She stated that there are six applicants for the open board position and that the interviews will take place at the Carson City Board of Supervisors meeting in May. She informed the board that Westergard's last day is June 11. She described a presentation that she gave at the Men's Club of Carson City on behalf of the library. She explained that the library has been working with the new E-Network and Adam's Hub for Innovation to provide access to the library's business databases there. She provided the board with links to articles and other news items about the library throughout the community. She added that she attended a meeting with Westergard and representatives from the University of Nevada, Reno and Washoe County to discuss the MTI certification program that will be offered at the library and how a similar program could be implemented in Washoe County.

**XI) Administrative reports (written report only)**

- a. Deputy Director
- b. Circulation and Access Services

**XII) Non Action Items**

- a. Board Members' announcements & request for information. No discussion among members or with staff will take place on these items.

**XIII) General 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 the Library Board authority. 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 action item. The Chairperson may remove any person who willfully disrupts this meeting to the extent that its orderly conduct is made impractical.

**XIV) Action – Library Board Adjournment**

**City of Carson City  
Request for Board Action**

**Date Submitted:** 11/24/14

**Agenda Date Requested:** 12/04/14

**Time Requested:** 60 minutes

**To:** Mayor and Supervisors

**From:** Nick Marano, City Manager

**Subject Title:** For Possible Action: Discussion and possible action to accept the Employee Efficiency Study performed by Moss Adams. (Nick Marano)

**Staff Summary:** The Board of Supervisors authorized Moss Adams to perform an Employee Efficiency Study on June 5, 2014. Members of Moss Adams will be discussing the study and their recommended findings.

**Type of Action Requested:** (check one)

Resolution

Ordinance

Formal Action/Motion

Other (Specify)

**Does this action require a Business Impact Statement:** ( ) Yes (X) No

**Recommended Board Action:** I move to accept the Employee Efficiency Study as presented by Moss Adams and direct staff to bring back an implementation plan based on Board of Supervisors discussion.

**Explanation of Recommended Board Action:** See Staff Summary.

**Applicable Statute, Code, Policy, Rule or Regulation:** N/A

**Fiscal Impact:** N/A

**Explanation of Impact:** N/A

**Funding Source:** N/A

**Alternatives:** N/A

**Supporting Material:** Study from Moss Adam

**Prepared By:** Nick Providenti

**Reviewed By:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
(Department Head)  
: Isidoro Linares **Date:** 11/24/14  
(City Manager)  
: [Signature] **Date:** 11/24/14  
(District Attorney)  
: Theresa A. P. White **Date:** 11/24/14  
(Finance Director)

**Board Action Taken:**

**Motion:** \_\_\_\_\_ 1) \_\_\_\_\_ **Aye/Nay**  
2) \_\_\_\_\_ \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
(Vote Recorded By)



**Carson City**

**Employee Efficiency Study Final Report**

**November 25, 2014**

**Prepared by:**

**Moss Adams LLP**

**999 Third Avenue, Suite 2800**

**Seattle, WA 98104**

**(206) 302-6500**

**MOSS-ADAMS<sub>LLP</sub>**

**Certified Public Accountants | Business Consultants**

**MOSS ADAMS<sub>LLP</sub>**

**TABLE OF CONTENTS**

---

<b>I.</b>	<b>EXECUTIVE SUMMARY</b>	<b>1</b>
	<b>A. SCOPE AND METHODOLOGY</b>	<b>1</b>
	<b>B. STAFFING ANALYSIS CONCLUSIONS</b>	<b>1</b>
	<b>C. OPERATIONAL FINDINGS AND RECOMMENDATIONS</b>	<b>2</b>
<b>II.</b>	<b>COMMENDATIONS</b>	<b>6</b>
<b>III.</b>	<b>SCOPE AND METHODOLOGY</b>	<b>7</b>
<b>IV.</b>	<b>CITYWIDE ANALYSIS</b>	<b>9</b>
	<b>A. STAFFING ANALYSIS</b>	<b>9</b>
	<b>B. OPERATIONAL FINDINGS AND RECOMMENDATIONS</b>	<b>10</b>
<b>V.</b>	<b>DEPARTMENTAL ANALYSIS</b>	<b>20</b>
	<b>A. ASSESSOR</b>	<b>20</b>
	<b>B. CITY MANAGER'S OFFICE</b>	<b>21</b>
	<b>C. CLERK-RECORDER</b>	<b>23</b>
	<b>D. COMMUNITY DEVELOPMENT</b>	<b>24</b>
	<b>E. FACILITIES</b>	<b>26</b>
	<b>F. FINANCE</b>	<b>27</b>
	<b>G. FIRE DEPARTMENT</b>	<b>29</b>
	<b>H. HEALTH AND HUMAN SERVICES</b>	<b>31</b>
	<b>I. HUMAN RESOURCES</b>	<b>32</b>
	<b>J. INFORMATION TECHNOLOGY</b>	<b>35</b>
	<b>K. LIBRARY</b>	<b>36</b>
	<b>L. PARKS AND RECREATION</b>	<b>37</b>
	<b>M. PUBLIC WORKS</b>	<b>39</b>
	<b>N. SHERIFF'S OFFICE</b>	<b>41</b>
	<b>O. TREASURER</b>	<b>44</b>

## I. EXECUTIVE SUMMARY

### A. SCOPE AND METHODOLOGY

The purpose of this study is to perform a high-level evaluation of staffing efficiency and effectiveness in Carson City. The study was accomplished by analyzing current staffing levels and operational efficiency for departments reporting to the City Manager, as well as the Assessor, Clerk-Recorder, Library, Sheriff's Office, and Treasurer. Department directors and managers from each department were interviewed, documents, including current and historical organization charts and budgets, were analyzed, and a discussion draft report was shared with City management and department directors to validate facts and confirm the applicability of recommendations.

Results are presented both citywide and by department. For each area of focus, a staffing analysis is presented that covers total staffing levels, management-to-staff ratios, and span of control. In addition, findings and recommendations are provided that define opportunities for improving operational efficiency and effectiveness.

This study is not a financial audit. It is not intended to be an assessment of internal controls, compliance, compensation, policies, or procedures.

### B. STAFFING ANALYSIS CONCLUSIONS

The number of budgeted City FTEs peaked in FY 2006-2007 at 638.39. Post-recession, FTEs decreased 12 percent to 563.61 in FY 2014-2015. Departmental staffing comparisons were made between 2009 and 2015, since staffing detail by level is not available prior to 2009.

**Carson City Staffing Levels, 2009 and 2015**

Staff Level	2009	2015
City Manager	1	2
Director	15	14
Manager & Supervisor	99	95
Staff	380	364
<b>Total Full-Time</b>	<b>495</b>	<b>475</b>
Seasonal & Part Time	100	97

Citywide ratio of manager/supervisors to staff is relatively low at 1:3.8 for 2015, which is understandable given Carson City is a small, full-service, integrated city/county comprised of numerous, specialized service groups guided largely by working managers and supervisors. Overall staffing is reasonable, except for the City Manager's Office (where we recommend adding an administrative/analyst pool), Purchasing (where we recommend adding a Coordinator), Information

Technology (where we recommend shifting the staffing configuration), and Library (where we recommend shifting the staffing configuration).

C. OPERATIONAL FINDINGS AND RECOMMENDATIONS

A number of opportunities exist to enhance efficiency and effectiveness citywide and within departments, as shown in the tables below.

Citywide Findings and Recommendations	
1. <b>Finding:</b> Administrative and analytical positions have been significantly reduced in recent years, and managers and specialized staff are performing routine, clerical tasks.	<b>Recommendation:</b> Create a pool of administrative and analytical staff to support management, perform special projects, and fill in for vacancies.
2. <b>Finding:</b> All staff recruitments require at least one and sometimes multiple approvals by the Internal Finance Committee (IFC), which is impacting managers' ability to fill positions in a timely manner.	<b>Recommendation:</b> As the City's financial position recovers, scale back IFC involvement in the recruitment process.
3. <b>Finding:</b> Carson City has a high number of boards, commissions, and committees that require significant staff support.	<b>Recommendation:</b> Evaluate the necessity of each board, commission, and committee, and consider staff impacts when new governing bodies or special meetings are proposed.
4. <b>Finding:</b> There is a lack of resources to address the maintenance backlog, which presents a risk to the City both in safety and cost.	<b>Recommendation:</b> Complete the City's asset inventory, develop a plan to address deferred maintenance needs, and determine associated impacts on resource requirements.
5. <b>Finding:</b> The City does not fully leverage technology to optimize customer service efficiency and effectiveness.	<b>Recommendation:</b> Develop an IT Strategic Plan with a focus on how to leverage technology to develop more efficient workflows, provide more cost-effective customer service, and more efficiently utilize the IFC Technology Governance Committee.
6. <b>Finding:</b> The City lacks a document and knowledge management strategy and supporting systems.	<b>Recommendation:</b> Fully assess citywide document and knowledge management needs, and develop a comprehensive technology strategy that includes a citywide records retention policy.
7. <b>Finding:</b> The City's decentralized approach to grants management, reporting, and oversight is resulting in missed opportunities.	<b>Recommendation:</b> Coordinate grant activities across the City in order to gain efficiencies, strengthen compliance, and improve strategic pursuit of grants.

<b>Departmental Findings and Recommendations</b>	
<b>Assessor</b>	
8. <b>Finding:</b> The GIS Analyst position is not being used at its highest and best use.	
	<b>Recommendation:</b> Utilize the recommended administrative and analytical pool located in the City Manager's Office to support the scanning needs of the Assessor's Office to facilitate more effective utilization of the GIS Analyst and technology.
<b>City Manager</b>	
9. <b>Finding:</b> The City Manager has a large span of control, and the Deputy City Manager's role has not yet been fully defined.	
	<b>Recommendation:</b> Clearly define the Deputy City Manager's role, and monitor executive span of control and workload.
10. <b>Finding:</b> The City lacks a communications function or policy.	
	<b>Recommendation:</b> Assign a Public Information Officer responsibility to an existing resource, develop a media and communications policy, and train staff accordingly.
<b>Clerk-Recorder</b>	
11. <b>Finding:</b> The Clerk-Recorder's Office performs some tasks manually that could be automated.	
	<b>Recommendation:</b> The Clerk-Recorder should fully utilize City systems, automate processes, and ensure proper segregation of duties.
<b>Community Development</b>	
12. <b>Finding:</b> Business development resources are not being utilized at their highest and best use.	
	<b>Recommendation:</b> Move the Business Development Manager and Management Assistant to the City Manager's Office and use volunteers to staff the BRIC.
<b>Facilities</b>	
13. <b>Finding:</b> The Facilities Division is located in the Finance Department and separate from other maintenance and operations functions.	
	<b>Recommendation:</b> Consider alternative organizational structures for locating Facilities with other relevant functions.
<b>Finance</b>	
14. <b>Finding:</b> The Procurement and Contracting function lacks the necessary capacity to meet citywide needs.	
	<b>Recommendation:</b> Allocate one additional FTE to the Purchasing Division of the Finance Department, and issue the updated Purchasing and Contracts Policy and Procedure.



Departmental Findings and Recommendations	
<b>Fire</b>	
15. Finding: Due to resource constraints, not all activities in the Fire Department are performed in a timely manner.	
	Recommendation: Consider strategically allocating additional resources to meet the Fire Department's expanding workload.
<b>Health and Human Services</b>	
16. Finding: The Affordable Care Act (ACA) will significantly impact the business of public health clinics.	
	Recommendation: Assess the organization structure and services offered by Health and Human Services to meet community needs, funding sources and constraints, and City policy.
<b>Human Resources</b>	
17. Finding: The City lacks succession planning strategies to address retirements and turnover.	
	Recommendation: Develop a strategy to address citywide succession planning.
18. Finding: There is a lack of focus on professional development.	
	Recommendation: Increase training coordination across departments and consider providing additional professional development training to employees.
<b>Information Technology</b>	
19. Finding: The IT Department does not have an adequate staffing configuration to meet the demands of its workload.	
	Recommendation: Modify the IT staffing configuration to better align with the IT workload.
<b>Library</b>	
20. Finding: The Library's organizational structure is not cost effective, because it has too many managers.	
	Recommendation: Modify the Library's organizational structure by reducing manager positions and increasing staff positions.
<b>Parks and Recreation</b>	
21. Finding: Maintenance staffing levels have decreased significantly while land acquisitions and facility needs have increased.	
	Recommendation: Consider strategically allocating additional resources to meet expanding maintenance workloads.
22. Finding: Special events have a significant impact on the budget and workload of Parks Maintenance and Recreation staff.	
	Recommendation: Consider hiring seasonal or temporary staff to support special events to reduce overtime use and improve staff retention.

requests are projected for FY 2014-2015. As the number of technologies and service requests has increased, the number of employees in the IT Department has decreased. The IT Department Director attributes this year's decline in the customer service score from 4.11 to 3.9 directly to these diverging trends.

**Recommendation: Modify the IT staffing configuration to better align with the IT workload.**

Given the rising number of service requests and the proliferation of the technologies serviced, the IT Department would benefit from modifying its structure towards more staff-level technicians to meet customer needs. The IT Department only requires one or two management positions, but it needs more technical personnel. By increasing the number of technicians and decreasing the number of managers, the IT Department should likely be able to improve service to customers. Further, during this reorganization, the Department may also want to use this opportunity to refine the roles of the positions within the Department to ensure that appropriate and strategic allocation of responsibilities. Most of the IT Department employees are generalists, providing support across the City's applications and functions. It may be advantageous for some staff to specialize in applications or systems; as expertise is built within the City, vendors may be relied on less to provide support, which should represent a cost savings.

J. LIBRARY

Staffing Analysis

Total staffing in the Library has increased by two since 2009, although the organization structure has changed. In 2009, there were three managers and four supervisors; by 2015, all seven were managers. Over that time, the Library also added three full-time staff members, one grant-funded. The Library also leverages grant funding to support programs.

**Library Staffing: 2009 and 2015**

Library Staff	2009	2015
Manager	3	7
Supervisor	4	0
Staff	6	8
<b>Total Full-Time</b>	<b>13</b>	<b>15</b>
Seasonal-Part Time	13	7

The high ratio of management-to-staff in the Library leads to low spans of control, ranging from 1:2 to 1:4. The Library Director's span of control, which is 1:7, is in line with industry standards.

# MOSS ADAMS LLP

## Operational Finding and Recommendation

**20. Finding: The Library organizational structure is not cost effective, because it has too many managers.**

Maintaining an appropriate span of control allows an organization to function both efficiently and effectively. The recommended span of control is 1:5 to 1:7 for professional functions. There are five manager-level positions in the Library, with the following spans of control:

Manager	Span of Control
Circulation and Facilities	1:4 (4 PTE, 2 FTE)
Technical Services	1:2
Adult Services	1:2
Youth Services	1:2.5
Adult Programming Outreach	1:1

The Library has too many Managers, resulting in work being performed at a higher pay grade than necessary. While the organization prides itself on being a flat organization of generalists, the lack of specialization can result in a less than efficient performance of duties. With the increase in management, the Library has also lost administrative and financial staff to assist with grants management and reporting. An additional effect of the current organizational structure is that management and staff is not able to focus and specialize in the areas best suited to their skills and abilities. For example, all personnel help with shelving books. If staff were organized with greater hierarchy and specialization, some staff would focus on shelving books, while other staff would focus on more complex tasks, such as seeking grant funding or programming.

**Recommendation: Modify the Library's organizational structure by reducing manager positions and increasing staff positions.**

The Library needs to combine some management roles and shift some management-level positions to non-management positions. Some of the non-management positions would be filled by Librarians with the appropriate specialized skills, while at least one should be filled with a financial specialist. We recommend shifting two management positions to non-management roles and adjusting compensation accordingly. This would more appropriately align activities with positions, increase span of control, and create a more cost effective organization.

## K. PARKS AND RECREATION

### Staffing Analysis

Since 2009, total full-time Parks and Recreation staffing decreased 15 percent, from 34 to 29, including the elimination of one manager. Carson City Parks and Recreation also relies heavily on hourly and seasonal staff, including lifeguards, childcare teachers, sports coaches, and summer camp employees. In



## JOB DESCRIPTION

---

<b>JOB TITLE:</b>	Circulation & Facilities Manager	<b>FLSA:</b>	Exempt
<b>DEPARTMENT:</b>	Library	<b>GRADE:</b>	P1
<b>REPORTS TO:</b>	Librarian Director	<b>DATE:</b>	July 1, 2013

---

### SUMMARY OF JOB PURPOSE:

Under general supervision, manages, plans, coordinates, and supervises the Circulation and facilities management functions of the Library.

### ESSENTIAL FUNCTIONS:

*This class specification lists the major duties and requirements of the job and is not all-inclusive. Incumbent(s) may be expected to perform job-related duties other than those contained in this document and may be required to have specific job-related knowledge and skills.*

- Exercises decision making skills in dealing with patrons; staff issues; waiving of fines; and organization, withdrawal, and acquisition of Circulation Department materials.
- Supervises subordinate staff to include scheduling, disciplining, working with staff to correct deficiencies, and completing performance evaluations.
- Administers the training process of subordinate staff.
- Supervises collection and accounting of fines and fees collected by the library.
- Provides public service at the Circulation Desk to include checking library materials in and out, maintaining patron accounts in the collection of fines and fees, and registering and issuing patron cards.
- Responds to and resolves patron complaints and concerns in a timely and courteous manner; directs patrons to the general location of library materials.
- Compiles, analyzes, and submits operational and program statistics.
- Interacts extensively in person, over the telephone, or via e-mail with patrons, staff and management, outside agencies, vendors, and other libraries.
- Responds to requests for information and assistance from the general public.
- Composes correspondence to patrons.
- Performs routine shelf checks to ensure continuing physical maintenance and proper location of library materials.
- Manages building maintenance services to ensure repair, maintenance and upkeep of library facilities.
- Orders and processes various materials to include office supplies and books.
- Uses a variety of administrative and library specific computer equipment, software and databases and instructs patrons and staff in their use.
- Contributes to the efficiency and effectiveness of the unit's service to its customers by offering suggestions and directing/participating as a member of a work team.
- Supervises and trains staff, volunteers and part-time staff others in work procedures.
- Demonstrates courteous and cooperative behavior when interacting with the public and City staff; acts in a manner that promotes a harmonious and effective workplace environment.

---

This job description indicates, in general, the nature and levels of work, knowledge, skills, abilities and other essential functions (as covered under the Americans with Disabilities Act) expected of the incumbent. It is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities required of the incumbent. Incumbent may be asked to perform other duties as required.



**QUALIFICATIONS:**

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required.

**Education and Experience:**

Bachelor's degree in library sciences or a related field; AND four (4) years of professional experience in a public library; OR an equivalent combination of education, training and experience as determined by Human Resources.

**Required Knowledge and Skills**

Knowledge of:

- Principles and practices of library services, including patron service, cataloging reference, technical services and circulation management.
- Library reference sources and subject background for collection development and patron services.
- Automated library information systems and their use and operation; principles and practices of library operation and administration.
- Supervisory principles and practices.
- Standard office practices and procedures, including the use of standard office equipment.
- Computer applications related to library services.
- Record keeping principles and practices.
- Correct business English, including spelling, grammar and punctuation.
- Techniques for dealing with a variety of individuals from various socio-economic, ethnic and cultural backgrounds, in person and over the telephone.

Skill in:

- Supervising, monitoring and improving library services.
- Use of automated library information systems.
- Maintaining accurate records and files.
- Preparing clear, accurate and concise reports, correspondence and other written materials.
- Explaining and applying library policies and procedures.
- Answering patrons' questions.
- Exercising sound independent judgment within established guidelines.
- Contributing effectively to the accomplishment of team or work unit goals, objectives and activities.
- Dealing successfully with the public, in person and over the telephone.

**SUPERVISION RECEIVED AND EXERCISED:**

**Under General Supervision** - Incumbents at this level are given assignments and objectives that are governed by specifically outlined work methods and a sequence of steps, which are explained in general terms. The responsibility for achieving the work objectives, however, rests with a superior. Immediate supervision is not consistent, but checks are integrated into work processes and/or reviews are frequent enough to ensure compliance with instructions.

---

This job description indicates, in general, the nature and levels of work, knowledge, skills, abilities and other essential functions (as covered under the Americans with Disabilities Act) expected of the incumbent. It is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities required of the incumbent. Incumbent may be asked to perform other duties as required.

**REQUIRED CERTIFICATES, LICENSES, AND REGISTRATIONS:**

- Nevada driver's license.

**PHYSICAL DEMANDS & WORKING ENVIRONMENT:**

The physical demands described herein are representative of those that must be met by an employee to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Mobility to work in a typical office setting, use standard office equipment and stamina to sit for extended periods of time; strength to lift and carry up to 20 pounds; vision to read printed materials; and hearing and speech to communicate in person or over the telephone; exposure to traffic conditions and external environment when traveling from one office to another.

**CONDITIONS OF EMPLOYMENT:**

1. *This classification is considered Unclassified under the provision of Section 2.330(4) of the Carson City Charter. Unclassified employees are "At Will" and as such, may be terminated at any time for any reason, or no reason.*
2. *Continued employment is contingent upon all required licenses and certificates being maintained in active status without suspension or revocation.*
3. *Any City employee may be required to stay at or return to work during emergencies to perform duties specific to this classification or to perform other duties as requested in an assigned response position. This may require working a non-traditional work schedule or working outside normal assigned duties during the incident and/or emergency.*
4. *Employees may be required to complete Incident Command System training as a condition of continuing employment.*
5. *New employees are required to submit to a fingerprint based background investigation which cost the new employee \$53.50 and a drug/alcohol screen which costs \$20.00. Employment is contingent upon passing the background and the drug/alcohol screen.*
6. *Carson City participates in E-Verify and will provide the Social Security Administration (SSA) and, if necessary, the Department of Homeland Security (DHS, with information from each applicant's Form I-9 to confirm work authorization. All candidates who are offered employment with Carson City must complete Section 1 of the Form I-9 along with the required proof of their right to work in the United States and proof of their identity prior to starting employment. Please be prepared to provide required documentation as soon as possible after the job offer is made. For additional information regarding acceptable documents for this purpose, please contact Human Resources at 775.887.2103 or go to the U.S. Citizenship and Immigration Services web page at [www.ucis.gov](http://www.ucis.gov)*

**I have read and understand the contents of this Job Description, and I have received a copy of this Job Description for my records.**

**PRINT NAME:** \_\_\_\_\_

**SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**"Carson City is an Equal Opportunity Employer"**

This job description indicates, in general, the nature and levels of work, knowledge, skills, abilities and other essential functions (as covered under the Americans with Disabilities Act) expected of the incumbent. It is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities required of the incumbent. Incumbent may be asked to perform other duties as required.





## JOB DESCRIPTION

---

<b>JOB TITLE:</b>	Programming Outreach Manager	<b>FLSA:</b>	Exempt
<b>DEPARTMENT:</b>	Library	<b>GRADE:</b>	P1
<b>REPORTS TO:</b>	Librarian Director	<b>DATE:</b>	July 1, 2013

---

### **SUMMARY OF JOB PURPOSE:**

Under general direction, performs a variety of professional outreach duties related to the research, recruitment, planning, marketing and implementation of adult public service and community outreach work by providing leadership for the planning, coordination, implementation of adult cultural and informative library programs.

### **ESSENTIAL FUNCTIONS:**

*This class specification lists the major duties and requirements of the job and is not all-inclusive. Incumbent(s) may be expected to perform job-related duties other than those contained in this document and may be required to have specific job-related knowledge and skills.*

- Research, recruit and negotiate with potential program presenters, authors and performers.
- Coordinates the administration, planning, implementation, and evaluation of outreach services and programs; represents Library to outside agencies and at community events.
- Supervises subordinate staff to include scheduling, disciplining, working with staff to correct deficiencies, and completing performance evaluations.
- Directs and prioritizes the work of subordinate staff and volunteers.
- Administers the training process of subordinate staff and volunteers.
- Coordinates the planning of special events and programs in support of outreach services.
- Collects data and prepares planning documents including goals and objectives for outreach services; effectively communicates these goals and objectives to staff and community organizations.
- Coordinates and participates in special events and programs in support of outreach services; implement and manage programs.
- Serves as liaison between the Library and various groups and organizations in the community.
- Assists patrons in the use of all collections and other library materials and also assists in the use of automated library systems, various indexes, and non-book materials.
- Manage social media presence of the library.
- Prepares publicity for events/programs; submits marketing materials to media outlets.
- Manages programming budget; seeks grants and other sources of funding.
- Interacts extensively over the telephone, in person, over social media and e-mail with patrons, outside agencies, and other libraries.

---

This job description indicates, in general, the nature and levels of work, knowledge, skills, abilities and other essential functions (as covered under the Americans with Disabilities Act) expected of the incumbent. It is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities required of the incumbent. Incumbent may be asked to perform other duties as required.



**ESSENTIAL FUNCTIONS:**

- Conducts tours of the library for interested groups and individuals.
- Uses a variety of administrative and library specific computer equipment, software and databases and instructs patrons and staff in their use.
- Contributes to the efficiency and effectiveness of the unit's service to its customers by offering suggestions and directing/participating as a member of a work team.
- Demonstrates courteous and cooperative behavior when interacting with the public and City staff; acts in a manner that promotes a harmonious and effective workplace environment.

**QUALIFICATIONS:**

*To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required.*

**Education and Experience:**

Equivalent to Master's Degree in Library Sciences or a closely related field; AND two (2) years of experience as a professional librarian in a public library; OR an equivalent combination of education, training and experience as determined by Human Resources.

**Required Knowledge and Skills**

Knowledge of:

- Principles and practices of program development and management.
- Principles and practices of marketing, public relations and social media.
- Automated library information systems and their use and operation.
- Supervisory principles and practices.
- Library terminology and functions.
- Standard office practices and procedures, including the use of standard office equipment.
- Record keeping principles and practices.
- Principles and practices of budget management.
- Grant writing and administration.
- Correct business English, including spelling, grammar and punctuation.
- Techniques for dealing with a variety of individuals from various socio-economic, ethnic and cultural backgrounds, in person and over the telephone.

**QUALIFICATIONS:**

Skill in:

- Planning and management of programming and outreach efforts.
- Effective use of social media.
- Managing program budgets and accounting for expenditures.
- Designing and implementing outreach programs and events.
- Use of automated library information systems, Microsoft Office, and internet applications.
- Maintaining accurate records and files.
- Preparing clear, accurate and concise reports, correspondence and other written materials.
- Communicating effectively in oral and written forms.
- Making presentations to large and small groups.
- Explaining and applying library policies and procedures.
- Answering patrons' questions.
- Exercising sound independent judgment within established guidelines.
- Contributing effectively to the accomplishment of team or work unit goals, objectives and activities.
- Establishing and maintain effective working relationships with a wide diversity of the public and library staff.

**SUPERVISION RECEIVED AND EXERCISED:**

*Under General Direction* - Incumbents at this level have considerable latitude in the application of departmental policy, and they follow general guidelines or professional and administrative standards in accomplishing assignments. They are responsible for planning and organizing their own workload, but ordinarily cannot change methods of their assigned work unit, established operations, or departmental policy without supervisor approval. Supervision is minimal, indirect, and usually limited to technical oversight.

**REQUIRED CERTIFICATES, LICENSES, AND REGISTRATIONS:**

- Nevada Driver's License

**PHYSICAL DEMANDS & WORKING ENVIRONMENT:**

The physical demands described herein are representative of those that must be met by an employee to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Mobility to work in a typical office setting, use standard office equipment and stamina to sit for extended periods of time; strength to lift and carry up to 20 pounds; vision to read printed materials; and hearing and speech to communicate in person or over the telephone; exposure to traffic conditions and external environment when traveling from one office to another.

**CONDITIONS OF EMPLOYMENT:**

1. *This classification is considered Unclassified under the provision of Section 2.330(4) of the Carson City Charter. Unclassified employees are "At Will" and as such, may be terminated at any time for any reason, or no reason.*
2. *Continued employment is contingent upon all required licenses and certificates being maintained in active status without suspension or revocation.*
3. *Any City employee may be required to stay at or return to work during emergencies to perform duties specific to this classification or to perform other duties as requested in an assigned response position. This may require working a non-traditional work schedule or working outside normal assigned duties during the incident and/or emergency.*
4. *Employees may be required to complete Incident Command System training as a condition of continuing employment.*
5. *New employees are required to submit to a fingerprint based background investigation which cost the new employee \$53.50 and a drug/alcohol screen which costs \$20.00. Employment is contingent upon passing the background and the drug/alcohol screen.*
6. *Carson City participates in E-Verify and will provide the Social Security Administration (SSA) and, if necessary, the Department of Homeland Security (DHS, with information from each applicant's Form I-9 to confirm work authorization. All candidates who are offered employment with Carson City must complete Section 1 of the Form I-9 along with the required proof of their right to work in the United States and proof of their identity prior to starting employment. Please be prepared to provide required documentation as soon as possible after the job offer is made. For additional information regarding acceptable documents for this purpose, please contact Human Resources at 775.887.2103 or go to the U.S. Citizenship and Immigration Services web page at [www.ucis.gov](http://www.ucis.gov).*

**I have read and understand the contents of this Job Description, and I have received a copy of this Job Description for my records.**

**PRINT NAME:** \_\_\_\_\_

**SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**"Carson City is an Equal Opportunity Employer"**

This job description indicates, in general, the nature and levels of work, knowledge, skills, abilities and other essential functions (as covered under the Americans with Disabilities Act) expected of the incumbent. It is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities required of the incumbent. Incumbent may be asked to perform other duties as required.





# Library Maintenance / Shipping Clerk 2

Class Code:  
00339

Bargaining Unit: CARSON CITY EMPLOYEES  
ASSOCIATION

CONSOLIDATED MUNICIPALITY OF CARSON CITY  
Revision Date: Feb 12, 2010

## **SALARY RANGE**

\$15.01 - \$21.21 Hourly  
\$31,224.34 - \$44,119.30 Annually

## **DESCRIPTION:**

### **DEFINITION:**

Under supervision from the Deputy Library Director, Administration, performs a full range of building maintenance/janitorial duties related to the care, cleaning and minor maintenance of assigned buildings and facilities. Receive and send library materials. Perform related duties as required.

### **CLASS CHARACTERISTICS:**

The Library Maintenance/Shipping Clerk II is the second level within this series. Employees within this class are distinguished by the performance of the full range of duties assigned, including skilled servicing, repair, maintenance and/or alteration of City owned facilities, as well as shipping and receiving library materials, including the responsibility of ascertaining postage budget. Employees at this level receive occasional instruction or assistance as new or unusual situations arise and are fully aware of the operating procedures and policies of the work unit. Positions in this class are flexibly staffed; in cases where the responsibilities of the position have sufficiently increased to warrant an upgrade, employees may move to the next sequential level with completion of the required experience, a standard or better evaluation and approval from the appointing authority. When filled from the outside, this position requires prior directly related experience.

### **PHYSICAL DEMANDS:**

In addition to the minimum requirements and the job duties listed for this position, the following are required: Duties require sufficient mobility to work in a typical field/office setting and use standard office equipment including a computer, vision to read printed materials and a VDT screen, and hearing and speech to communicate in person or over the telephone. Must be able to lift up to 50 pounds.

Some accommodation may be made for some of these physical demands for otherwise

qualified individuals who require and request such accommodation.

**EXAMPLE OF DUTIES:**

EXAMPLES OF DUTIES: (The following is used as a partial description and is not restrictive as to duties required.)

- Clean, sanitize and deodorize library restroom facilities and fixtures, including sinks, urinals and toilets; maintain fixtures and replenish supplies in restrooms.
- Sweep, vacuum, mop, wax, strip and polish floors using a variety of chemicals. cleansers and equipment; vacuum and shampoo carpets and upholstered furniture.
- Dust and polish furniture, woodwork, fixtures and equipment; wash windows, mirrors, walls and ceilings.
- Empty, clean and sanitize ashtrays and waste receptacles; the library books, periodical and audio/visual collections.
- Remove litter and debris from facility walkway and grounds.
- Replace light bulbs and fluorescent tubes in the Library facilities and outside entryways.
  
- Move and arrange library furniture and equipment and set up rooms for meetings children's events, book sales and special functions.
- Requisition building maintenance supplies, materials and equipment.
- Prepare library materials for shipping, including labels and postage.
  
- Receives and distributes incoming shipments.
- Requisition postage and mailing supplies.
- Keep record of mailings and postage use.
- Pick up and deliver library items to other local library facilities, etc., and make bank deposits and run other errands as needed.
- Interact with the homeless, problem patrons, etc.
- Perform related duties as assigned, must perform all duties in a safe manner.

**QUALIFICATIONS:**

**MINIMUM QUALIFICATIONS:**

Any combination equivalent to experience and education that could likely provide the required knowledge and abilities. A typical way to qualify: Graduation from High School, one year of building/custodial experience and six months of library clerical experience; or time in grade as a Maintenance/Shipping Clerk I. Must have the ability to read, write and keep accurate records at a level necessary for successful job performance.

**KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of:

- General building maintenance techniques and procedures.
- Operational characteristics of building maintenance tools and equipment.
- Basic clerical abilities.
- Safe work practices.

Ability to:

- Perform a full range of building maintenance/custodial work.
- Identify building maintenance/custodial work.

- Clean and care for assigned areas and equipment.
- Use a variety of building maintenance/custodial equipment, supplies and materials in accordance with all safety regulations.
- Drive automobile.
- Learn to perform a variety of building maintenance duties.
- Lift and carry heavy objects.
- Establish and maintain cooperative working relationships with those contacted in the course of work.

**SUPPLEMENTAL INFORMATION:**

**SPECIAL CONDITIONS:**

CANDIDATES WILL BE REQUIRED TO SUBMIT TO A BACKGROUND INVESTIGATION. FAILURE TO PASS BACKGROUND WILL RESULT IN REMOVAL FROM THE POSITION. Employees must be willing to work overtime, shift work, weekends, flexible hours and holidays. Employees may be required to be on-call, may work under hazardous working conditions and in inclement weather. Employees in this position will have a one year probationary period.



## Library Assistant 3

Class Code:  
00335

Bargaining Unit: CARSON CITY EMPLOYEES  
ASSOCIATION

CONSOLIDATED MUNICIPALITY OF CARSON CITY  
Established Date: Jan 28, 2010  
Revision Date: Sep 12, 2014

### SALARY RANGE

\$15.01 - \$21.21 Hourly  
\$31,224.34 - \$44,119.30 Annually

### DESCRIPTION:

This is a **full-time, non-exempt position**. Under general supervision performs a wide variety of complex and difficult technical library work related to such areas of acquisition, technical services and circulation services. Perform related duties as required. Customer service skills is required for this position.

### CLASS CHARACTERISTICS:

The Library Assistant III is the third level within the Library Assistant series. This classification typically works under general supervision performing technical duties. This position exercises functional and technical supervision over technical and clerical library staff. Positions in this class are flexibly staffed, in cases where the responsibilities of the position have sufficiently increased to warrant an upgrade, employees may move to the next sequential level with the completion of the required experience, a standard or better evaluation and approval from the appointing authority or when filled from the outside, this position requires prior directly related experience.

### PHYSICAL DEMANDS:

In addition to the minimum requirements and the job duties listed for this position, the following are required: Duties require sufficient mobility to work in a typical Library setting (heavy books, bending, reaching, etc.) and use specialized library and use standard office equipment, (including a computer), vision to read printed materials and a VDT screen, and hearing and speech to communicate in person or over the telephone. No accommodations can be made for these physical demands.

### EXAMPLE OF DUTIES:

***This class specification lists the major duties and requirements of the job and is not all-inclusive. Incumbent(s) may be expected to perform job-related duties***

***other than those contained in this document and may be required to have specific job-related knowledge and skills.***

**EXAMPLE OF DUTIES:**

**\*\* Prioritize, assign and review the work of staff involved in the work assigned area; assist in selecting and supervising technical, clerical and volunteer staff.**

**\*\* Recommend and assist in the implementation of goals and objectives; establish schedules and methods for the assigned service areas; implement policies and procedures.**

**\*\* Participate in the acquisition of library books, periodicals and other materials prepare and place vendor orders; unpack and prepare shipments and process books, periodicals and other materials for circulation.**

**\*\* Coordinate the Library's volunteer program; recruit and train volunteer workers.**

**\*\* Supervise and oversee the Library's circulation services; check out library materials to patrons; receive and prepare materials for return to the circulating collection; issue library cards.**

**\*\* Input, modify and retrieve information using a computer terminal; install and maintain computer software.**

**\*\* Perform routine reference duties; advise and assist library patrons in reference matters; demonstrate the use of library catalogs and other reference resources.**

**\*\* Refer patrons to books or other Library materials to further their reading interest.**

**\*\* Maintain various statistics, files and procedure manuals; prepare routine summary reports.**

**\*\* Respond to general assistance inquiries for library materials, services information and complaints.**

**\*\* Accounts for fees and fines received; maintain accounting records and prepare bank deposits.**

**\*\* Assist in evaluating books, periodicals and other materials for deletion from the Library's collections.**

**\*\* Operate a variety of office equipment including computer terminals, printers, microfiche readers and copiers, as well as audio visual equipment.**

**\*\* Prepare Library displays and exhibits.**



\*\* Perform related duties and responsibilities as requires.

\*\* Must perform all duties in a safe manner.

**QUALIFICATIONS:**

***To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skills, and/or abilities.***

**EDUCATION AND EXPERIENCE:**

A typical way to qualify: Graduation from High School, GED, or equivalent AND an Associate of Arts degree from an accredited college with major course work in library science or a related field, and three years of increasingly responsible clerical and technical library experience or progressive time in grade as a Library Assistant; OR an equivalent combination of education, training and experience as determined by Human Resources.

**KNOWLEDGE, SKILLS AND ABILITIES:**

**Knowledge of:**

\*\* Modern office procedures, methods and computer equipment.

\*\* Principles of supervision and training.

\*\* Safe work practices.

\*\* Principles and practices of technical library work including methods, practices and techniques of classification and cataloging, circulation and reference services.

\*\* Computerized cataloging, bibliographical and circulation system databases and rules for entry of materials.

\*\*Department policies, procedures, organization and operating details.

**Ability to:**

\*\* Operate computerized cataloging, bibliographical and circulation system databases.

\*\* Perform moderately complex reference work.

\*\* Work independently in the absences of supervision.

\*\* Type at a speed necessary for successful job performance.

- \*\* Supervise and train assigned staff.
- \*\* Communicate clearly and concisely, both orally and in writing.
- \*\* Establish and maintain cooperative working relationships with those contacted in the course of work.
- \*\* Must have customer services skills.

**SUPPLEMENTAL INFORMATION:**

- 1. Continued employment is contingent upon all required licenses and certificates being maintained in active status without suspension or revocation.*
- 2. Any City employee may be required to stay at or return to work during emergencies to perform duties specific to this classification or to perform other duties as requested in an assigned response position. This may require working a non-traditional work schedule or working outside normal assigned duties during the incident and/or emergency.*
- 3. Employees may be required to complete Incident Command System training as a condition of continuing employment.*
- 4. New employees are required to submit to a fingerprint based background investigation which cost the new employee \$56.00 and a drug/alcohol screen with costs \$20.00. Employment is contingent upon passing the background and the drug/alcohol screen as outlined in Nevada Revised Statutes (289.510) and Nevada Administrative Code (289.110).*
- 5. Carson City participates in E-Verify and will provide the Social Security Administration (SSA) and, if necessary, the Department of Homeland security (DHS), with information from each applicant's Form I-9 to confirm work authorization. All candidates who are offered employment with Carson City must completed Section 1 of the Form I-9 along with the required proof of their right to work in the United States and proof of their identity prior to starting employment. Please be prepared to provide required documentation as soon as possible after the job offer is made. For additional information regarding acceptable documents for this purpose, please contact Human Resources at 775-887-2103 or go to the U.S. Citizenship and Immigration Services web page at [www.ucis.gov](http://www.ucis.gov).*



# Librarian

Class Code:  
00328

Bargaining Unit: CARSON CITY EMPLOYEES  
ASSOCIATION

CONSOLIDATED MUNICIPALITY OF CARSON CITY  
Revision Date: Jan 28, 2010

## **SALARY RANGE**

\$17.41 - \$24.60 Hourly  
\$36,210.10 - \$51,164.05 Annually

### **DESCRIPTION:**

#### **DEFINITION:**

Under general supervision performs a wide variety of professional librarian duties in the activities of the library including reference and technical services. Perform related duties as required.

#### **CLASS CHARACTERISTICS:**

This is the entry level in the professional librarian series. Work may involve responsibility for assignments in any library program area which requires the application of fundamental library science principles and practices. Assignments are generally limited in scope and within the design and procedural framework established by higher level employees. However as experience is acquired, the employee performs with increasing independence. This position exercises functional and technical supervision over technical and clerical library staff. Since this class is typically used as a training class, employees may have limited work experience in the field and may be flexibly staffed, providing successful completion of the required experience, standard or better evaluation and approval from the appointing authority.

#### **PHYSICAL DEMANDS:**

In addition to the minimum requirements and the job duties listed for this position, the following are required: Duties require sufficient mobility to work in a typical library setting (heavy books, bending, reaching, etc.) and use specialized library and standard office equipment, including a computer, vision to read printed materials and a VDT screen, and hearing and speech to communicate in person or over the telephone. NO accommodations can be made for these physical demands.

#### **EXAMPLE OF DUTIES:**

**EXAMPLES OF DUTIES:** (The following is used as a partial description and is not restrictive as to duties required.)

- Assist in the development, implementation and evaluation of programs and services in such areas as reference and technical services; recommend program and procedure changes.
- Review new publications and collections materials and select materials for acquisition and/or disposition, as appropriate.
- Determine appropriate classification and subject headings for Library acquisitions including books, reference materials and publications.
- Oversee and coordinate the processing of Library acquisitions for circulation.
- Input, modify and retrieve cataloging files using a computer terminal.
- Advise and assist Library patrons; demonstrate the use of Library catalogs and other reference resources.
- Refer patrons to books or other Library materials to further their reading interest; assist patrons in developing research strategies.
- Perform manual and computerized bibliographic searches and retrievals for local and state agencies, other Libraries and academic institutions.
- Research and respond to difficult or technical reference questions.
- Assist in the preparation and administration of the Library's budget.
- Attend and represent the Library at professional meeting as required.
- Explain and enforce Library policies and procedures regarding patron behavior and Library resource use.
- Supervise and train assigned staff.
- Compile Library activity reports and statistics.
- Conduct Library tours explaining and describing Library resources, facilities, policies and procedures.
- Must perform all duties in a safe manner.
- Perform related duties and responsibilities as requires.

**QUALIFICATIONS:****MINIMUM QUALIFICATIONS:**

Any combination equivalent to experience and education that could likely provide the required knowledge and abilities. A typical way to qualify: A Master of Library Science degree from an American Library Association accredited college or university.

**KNOWLEDGE, SKILLS AND ABILITIES:****Knowledge of:**

- Basic principles and procedures of professional library work including methods, practices and techniques of library classification, cataloging, and reference services.
- Modern office procedures, methods and computer equipment.
- Basic principles of supervision and training.
- Safe work practices.
- Department policies, procedures, organization and operating details.
- Services and functions of a public library system.
- Public library materials selection standards and procedures.

**Ability to:**

- Learn to perform the full range of technical and professional library tasks in areas of

reference and technical services.

- Work well with children and adults.
- Assist library patrons in response to reference and related library questions.
- Supervise and train assigned staff.
- Communicate clearly and concisely, both orally and in writing.
- Establish and maintain cooperative working relationships with those contacted in the course of work.

**SUPPLEMENTAL INFORMATION:**

**SPECIAL CONDITIONS:**

**CANDIDATES WILL BE REQUIRED TO SUBMIT TO A BACKGROUND INVESTIGATION.**

**FAILURE TO PASS BACKGROUND WILL RESULT IN REMOVAL FROM THE POSITION.**

Employees must be willing to work overtime, shift work, weekends, flexible hours and holidays. Employees may be required to be on-call, may work under hazardous working conditions and in inclement weather. Employees in this position will have a one year probationary period.





## Library Assistant 4

Class Code:  
00336

Bargaining Unit: CARSON CITY EMPLOYEES  
ASSOCIATION

CONSOLIDATED MUNICIPALITY OF CARSON CITY  
Revision Date: Jan 28, 2010

### **SALARY RANGE**

\$16.57 - \$23.41 Hourly  
\$34,465.39 - \$48,698.21 Annually

### **DESCRIPTION:**

#### **DEFINITION:**

Under general supervision performs a wide variety of complex and difficult technical library work related to such areas of acquisition, technical services and circulation services. May supervise lower staff. Perform related duties as required.

#### **CLASS CHARACTERISTICS:**

The Library Assistant III is the supervisory level within the Library Assistant series. This classification typically works under general supervision performing technical duties. This position exercises functional and technical supervision over technical and clerical library staff. Positions in this class are flexibly staffed, in cases where the responsibilities of the position have sufficiently increased to warrant an upgrade, employees may move to the next sequential level with the completion of the required experience, a standard or better evaluation and approval from the appointing authority or when filled from the outside, this position requires prior directly related experience.

#### **PHYSICAL DEMANDS:**

In addition to the minimum requirements and the job duties listed for this position, the following are required: Duties require sufficient mobility to work in a typical Library setting (heavy books, bending, reaching, etc.) and use specialized library and use standard office equipment, (including a computer), vision to read printed materials and a LCD screen, and hearing and speech to communicate in person or over the telephone. No accommodations can be made for these physical demands.

#### **EXAMPLE OF DUTIES:**

**EXAMPLES OF DUTIES:** (The following is used as a partial description and is not restrictive as to duties required.)

- Prioritize, assign and review the work of staff involved in the work assigned area; assist in selecting and supervising technical, clerical and volunteer staff.

- Recommend and assist in the implementation of goals and objectives; establish schedules and methods for the assigned service areas; implement policies and procedures.
- Participate in the acquisition of library books, periodicals and other materials prepare and place vendor orders; unpack and prepare shipments and process books, periodicals and other materials for circulation.
- Coordinate the Library's volunteer program; recruit and train volunteer workers.
- Supervise and oversee the Library's circulation services; check out library materials to patrons; receive and prepare materials for return to the circulating collection; issue library cards.
- Input, modify and retrieve information using a computer terminal; install and maintain computer software.
  
- Perform routine reference duties; advise and assist library patrons in reference matters; demonstrate the use of library catalogs and other reference resources.
- Refer patrons to books or other Library materials to further their reading interest.
- Maintain various statistics, files and procedure manuals; prepare routine summary reports.
- Respond to general assistance inquiries for library materials, services information and complaints.
- Accounts for fees and fines received; maintain accounting records and prepare bank deposits.
- Assist in evaluating books, periodicals and other materials for deletion from the Library's collections.
- Operate a variety of office equipment including computer terminals, printers, microfiche readers and copiers, as well as audio visual equipment.
- Prepare Library displays and exhibits.
- Attend meetings and make presentations.
- Perform related duties and responsibilities as requires.
- Must perform all duties in a safe manner

**QUALIFICATIONS:****MINIMUM QUALIFICATIONS:**

Any combination equivalent to experience and education that could likely provide the required knowledge and abilities. A typical way to qualify: Graduation from High School and Associate of Arts degree from an accredited college with major course work in library science or a related field and five years of increasingly responsible clerical including two years as a lead person and technical library experience or progressive time in grade as a Library Assistant.

**KNOWLEDGE, SKILLS AND ABILITIES:**

Thorough knowledge of:

- Modern office procedures, methods and computer equipment.
- Principles of supervision and training.
- Safe work practices.
- Principles and practices of technical library work including methods, practices and techniques of classification and cataloging, circulation and reference services.

- Computerized cataloging, bibliographical and circulation system data bases and rules for entry of materials.

- Department policies, procedures, organization and operating details.

Ability to:

- Operate computerized cataloging, bibliographical and circulation system data bases.

- Perform moderately complex reference work.

- Work independently in the absences of supervision.

- Type at a speed necessary for successful job performance.

- Supervise and train assigned staff.

- Communicate clearly and concisely, both orally and in writing.

- Establish and maintain cooperative working relationships with those contacted in the course of work.

**SUPPLEMENTAL INFORMATION:**

**PECIAL CONDITIONS:**

IF OFFERED EMPLOYMENT, WILL BE REQUIRED TO SUBMIT TO A BACKGROUND INVESTIGATION. FAILURE TO PASS BACKGROUND WILL RESULT IN REMOVAL FROM THE POSITION. Employees must be willing to work overtime, shift work, weekends, flexible hours and holidays. Employees may be required to be on-call, may work under hazardous working conditions and in inclement weather. Employees in this position will have a one year probationary period.



**BUDGET IMPACT SUMMARY**

Reclassification of Circulation and Facilities Manager and Programming Outreach Coordinator to two Librarian positions:

**Circulation and Facilities Manager**

Percent	Project Account							
100.000	101-6200-455.	01-01						
CIRCULATION & FACILITIES	134	28.1571	0.9818	-0.1056	29.0333 P13	1	BUDGET REG ONLY	60,720.97
			7/1/15	7/1/15			Total wages	60,720.97
CURRENT							GROUP INS-UN SELF	9,641.70
							MEDICARE	880.49
							PERS ER PAID	17,001.74
							WORKERS COMP - LIBRARY	1,223.08
							Total benefits	28,747.01
							Total expense	89,467.98

**CCEA Librarian**

Percent	Project Account							
100.000	101-6200-455.	01-01						
CIRCULATION & FACILITIES	134	28.1571	0.9818	-0.1056	29.0333 P13	1	BUDGET REG ONLY	60,720.97
			7/1/15	7/1/15			Total wages	60,720.97
PROJECTED							CCEA LONGEVITY	2,100.00
							GROUP INS-CC SELF	9,527.65
							MEDICARE	880.49
							PERS ER PAID	17,001.74
							WORKERS COMP - LIBRARY	1,223.08
							Total benefits	28,632.96
							Total expense	91,453.93

Difference:  
1,985.95

**Programming and Outreach Manager**

Percent	Project Account							
100.000	101-6200-455.	01-01						
PROGRAMMING & OUTREACH MG	27.8268		0.9703	-0.1044	28.6927 P13	1	BUDGET REG ONLY	60,008.84
			7/1/15	7/1/15			Total wages	60,008.84
CURRENT							GROUP INS-UN SELF	9,641.70
							MEDICARE	870.03
							PERS ER PAID	16,802.53
							WORKERS COMP - LIBRARY	1,223.08
							Total benefits	28,537.34
							Total expense	88,546.18

**CCEA Librarian**

Percent	Project Account							
100.000	101-6200-455.	01-01						
PROGRAMMING & OUTREACH MG	27.8268		0.9703	-0.1044	28.6927 P13	1	BUDGET REG ONLY	60,008.84
			7/1/15	7/1/15			Total wages	60,008.84
PROJECTED							CCEA LONGEVITY	1,700.00
							GROUP INS-UN SELF	9,527.65
							MEDICARE	870.03
							PERS ER PAID	16,802.53
							WORKERS COMP - LIBRARY	1,223.08
							Total benefits	28,423.29
							Total expense	90,132.13

Difference:  
1,585.95

Total Cost for Reclassification:  
3,571.90

**BUDGET IMPACT SUMMARY**

**Reclassification of Library Assistant 3 to Library Assistant 4**

Library Assistant 3 (set to retire June 30th, 2015)

Percent	Project	Account	01-01						
100.000	101-6200-455.		01-01						
LIBRARY ASSISTANT 3	102	21.2112		0.7396	-0.0795	21.8713	A32 1	1 BUDGET REG ONLY	45,387.20
				10/1/15	7/1/15			Total wages	45,387.20
								CCEA LONGEVITY	2,100.00
								Total additional pays	2,100.00
								GROUP INS-CC SELF	9,527.65
								MEDICARE	688.5
								PERS ER PAID	13,296.46
								WORKERS COMP - LIBRARY	1,223.08
								Total benefits	24,735.69
								Total expense	72,222.89

Library Assistant 4

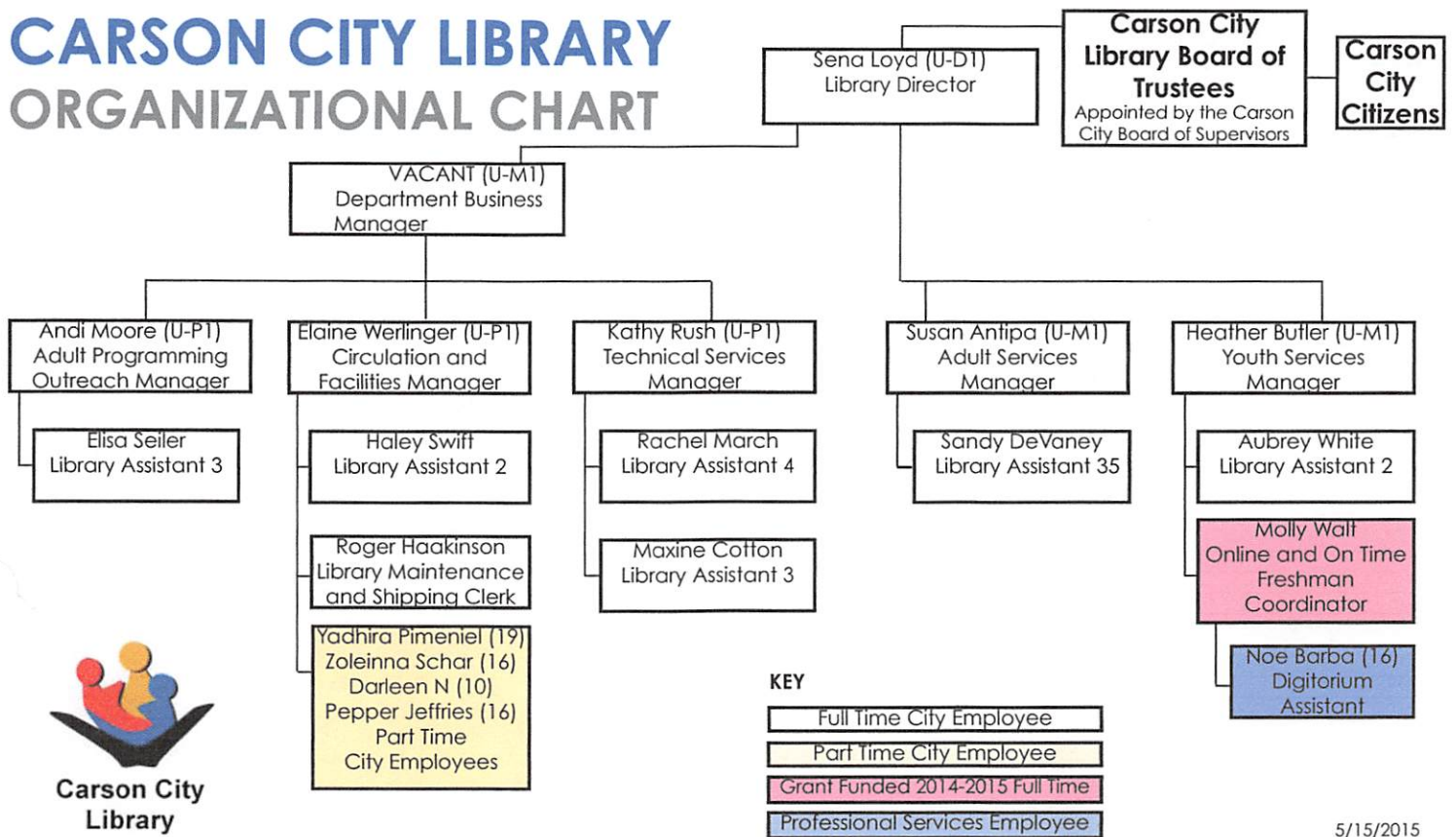
Percent	Project	Account	01-01						
100.000	101-6200-455.		01-01						
OUT OF SCHOOL TIME COORDI	102 22.4012			0	-0.084	22.3172	CER 28	28 BUDGET REG ONLY	46,674.93
DIGITORIUM				7/1/16	7/1/15			Total wages	46,674.93
								GROUP INS-CC SELF	9,527.65
								MEDICARE	676.83
								PERS ER PAID	13,069.07
								WORKERS COMP - LIBRARY	1,223.08
								Total benefits	24,496.63
								Total expense	71,171.56

PROJECTED

Difference:  
1,051.33

Total Savings for Reclassification in FY16:  
1,051.33

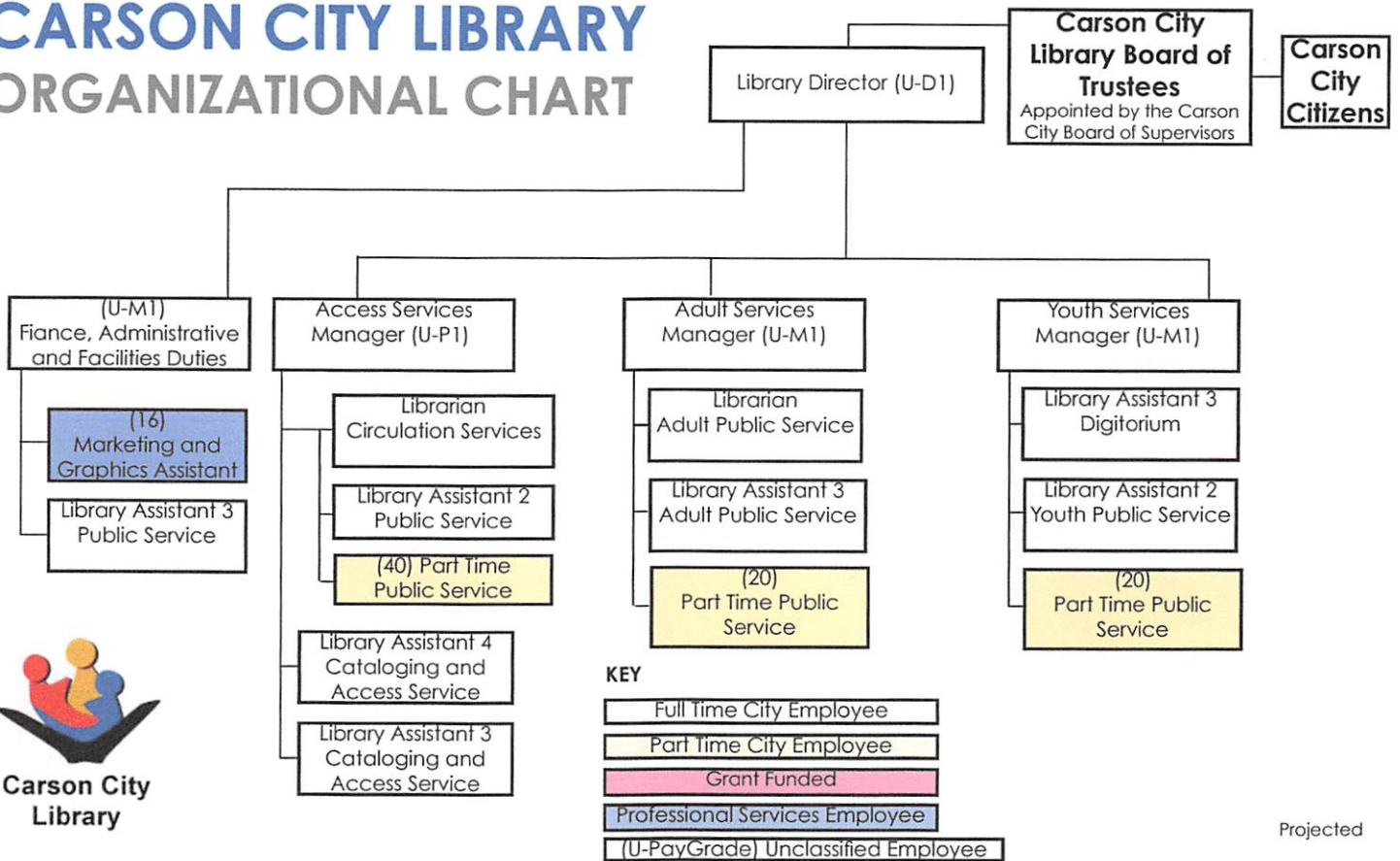
# CARSON CITY LIBRARY ORGANIZATIONAL CHART



**KEY**

Full Time City Employee
Part Time City Employee
Grant Funded 2014-2015 Full Time
Professional Services Employee

# CARSON CITY LIBRARY ORGANIZATIONAL CHART



**KEY**

Full Time City Employee
Part Time City Employee
Grant Funded
Professional Services Employee
(U-PayGrade) Unclassified Employee

Projected