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State of New Hampshire  
DEPARTMENT OF NATURAL & CULTURAL RESOURCES  
OFFICE OF THE COMMISSIONER

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September 24, 2025

Her Excellency, Governor Kelly A. Ayotte  
and the Honorable Council  
State House  
Concord, New Hampshire 03301

**REQUESTED ACTION**

The Department of Natural and Cultural Resources (DNCR) respectfully requests **Retroactive** authorization for the temporary promotion of our employee, Ms. Melinda Atwood, from 25-4020 Librarians-4, position #18104, SOC25 Pay Band 8, Step 6 at an annual salary of \$83,070 to unclassified position #9U091, State Librarian, Labor Grade GG Step 1 \$89,121, in accordance with RSA 94:1-c, effective upon Governor and Executive Council approval for the period of December 1, 2024 through September 4, 2025. 100% General Funds.

**EXPLANATION**

This request is **Retroactive** due to an inadvertent error in the approval process. In December 2024 DNCR received approval from the Division of Personnel to grant Ms. Atwood a temporary promotion to the above requested position in order to fill the vacant State Librarian position. However, the Department of Administrative Services (DAS) has since brought to DNCR's attention that this request requires Governor and Council approval. Therefore, DNCR is seeking **Retroactive** approval for Ms. Atwood's temporary promotion from December 1, 2024 to September 4, 2025.

Ms. Atwood assumed the responsibilities and performed the duties of the State Librarian since December 1, 2024 through September 4, 2025.

Ms. Atwood certifies for this position and her resume is enclosed.

Respectfully submitted,

Sarah L. Stewart  
Commissioner

# MELINDA S. ATWOOD

## EDUCATION

CLARION UNIVERSITY  
2011-2016  
M.S. in Library Science

MIDDLEBURY COLLEGE  
1995-1999  
B. A. in Political Science & Geography

## ASSOCIATIONS & CERTIFICATIONS

**New Hampshire Library Association**  
President (2022-23)  
Vice-President/President-Elect 2022  
Executive Board Secretary (2020-2022)  
President & Past-President of NHLA READS

**American Library Association Member**  
**New England Library Association Member**

**Empower Success Corps**  
Non-profit Executive Roundtable (2021)

**NH Bureau of Education and Training**  
Supervisor's Academy (2022)

**Graduate of New England Library Leadership Symposium 2019**

## EMPLOYMENT HISTORY

Abbott Library ▪ Director  
February 2017 - Present

Abbott Library ▪ Assistant & Interim Director  
January 2017 - February 2017

Abbott Library ▪ Library Aide  
April 2014 - January 2017

Salisbury Free Library ▪ Director  
August 2010 - June 2016

Abbott Library Foundation ▪ Volunteer Chair  
August 2011 - October 2013

## PROFESSIONAL SKILLS

### LIBRARY ADMINISTRATION

- Support trustees in review and creation of library policies
- Supported trustees in strategic planning process in 2020
- Created COVID19 policies and procedures for safe re-opening process

### BUDGETING AND FINANCIAL MANAGEMENT

- Manage annual budget of \$471,000 with use of Excel and Quickbooks
- Create and present annual operating budget to library and town boards
- Applied for, received and managed \$18,000 in IMLS ARPA grant money

### ADVOCACY & OUTREACH

- Function as library advocate in the Sunapee community
- Advocate for rural public libraries to state and federal representatives
- Collaborate with school district to serve as a resource for students

### PERSONNEL MANAGEMENT & DEVELOPMENT

- Hire, train and evaluate staff of nine (4.6 FTE)
- Assign tasks and projects based on evaluation of staff abilities
- Provide opportunities for professional growth and learning for staff
- Codified hiring and evaluation process through implementation of rubrics

### TECHNOLOGY INNOVATION

- Initiated grant-funded shared public catalog with town and school libraries
- Oversaw redesign and reorganization of library website
- Increased social media presence through Facebook and Instagram
- Early adapter of Aspen Discovery, a catalog integration system
- Created first electronic, on-line catalog and initiated use of an ILS

### PROGRAM & COLLECTION DEVELOPMENT

- Evaluate and create access to emerging digital resources
- Oversee selection of all library materials and items
- Manage maintenance of library collection through inventory and deselection
- Initiated creation of a Library of Things
- Oversee and evaluate library programs with community partners

### ASSET MANAGEMENT

- Identify maintenance needs for 7200 sq. ft. building and arrange for service
- Created and implemented technology replacement plan
- Monitor use of all computer hardware and software for library computers
- Initiated and oversaw updates to HVAC for improved health and safety

### FUNDRAISING, DEVELOPMENT

- Serve ex officio on Foundation and Friends of the Library boards
- Participate in stewardship of donors
- Founding (volunteer) chair of Abbott Library Foundation
- Utilized personal appeals, events and mailings to raise \$1.325 million for new library building