

**MINUTES  
LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT  
BOARD OF TRUSTEES' EXECUTIVE COMMITTEE MEETING  
LAS VEGAS, NEVADA  
November 1, 2023  
(Approved December 14, 2023)**

The Board of Trustees of the Las Vegas-Clark County Library District met in regular session via Zoom, at 3:00 p.m., Wednesday, November 1, 2023.

**Present:** Committee: N. Waugh, Chair K. Rogers  
J. Jiron K. Whiteley

Board: K. Dutkowski C. Shelton  
E. Sanchez

Counsel: G. Welt

Absent: None

Staff: Kelvin Watson, Executive Director  
Numerous Staff

Guests: None

The meeting began at 3:02 p.m.

**Roll Call (Item I.)** All members listed present above represent a quorum. Appendix A.

**Public Comment (Item II.)** None.

**Agenda (Item III.)** Trustee Jiron made a motion to accept the Agenda. Trustee Whiteley second the motion.

There was no opposition and the motion carried.

**New Business (Item IV.)**

**Discussion and possible Committee action to recommend to the Board of Trustees for approval an evaluation form for the Executive Director of the Las Vegas-Clark County Library District** Chair Waugh reported that in 2011 the Board of Trustees approved a form to evaluate the performance of the Executive Director. In 2022, a new form was implemented for Executive Director, Kelvin Watson. Throughout the evaluation process this year, several trustees expressed some concerns with the new form and Chair Waugh asked a recommendation is made to the full Board of Trustees.

Jeff Serpico, Human Resources Director stated that the new form that was implemented in 2022 was very similar to the previous form used before back in 2015 and 2018. Chair Waugh explain he has done research for other

**(Item IV.A.)**

agencies in the community such as Las Vegas City Council, Clark County Regional Flood Control District, RTC, SNWA, all those folks in the school district as well and they kind of fall into two groups. The first group is Las Vegas City Council, County Commission, RTC, RFCD, SNWA, they have no form, and that evaluation is the Executive Director writes up an annual report, meets with the members of whatever governing Board individually, and then that discussion takes place in public. The other side of the spectrum is Clark County School District, which is like 20 pages and has, five headings and five subheadings in each and it's a whole thing on the complete opposite end of the spectrum. Chair Waugh states the Executive Director for this district is more in line with the kind of the duties of those of that previous group. He also looked at some other kind of model evaluations that exist out there for other districts put out by the Urban Libraries Council, but a lot of those seem tailored to smaller districts looking at kind of more really kind of granular things that I don't think are things necessarily that our Executive Director is involved in on the day-to-day, just given the size and complexity and independence of our district.

Trustee Whitley thanked Chair Waugh for looking into those examples for a standard. She stated being fairly new to the Board, she never had another Director, aside from Director Watson and was curious what the evaluations looked like prior and would like to look further into that to be consistent and not making up a new set of principles for one person. She is opposing getting a 20-page form for an evaluation and should be evaluated based on the job description. She also states she thinks it very unfair that the team worked on goals for six months without any feedback and trying to change them six months in.

Trustee Rogers agrees with Trustee Whiteley and is very opposed to recreating a new process for Kelvin when it hasn't been done that way in the past. He is strong in support of keeping the current process for this evaluation period. If a new process is started, it should be focused on the next evaluation period. He suggest looking at a holistic approach and not rush into something to treat Director Watson differently than other Directors from the past.

Chair Waugh agreed and wanted to know why there was an issue now. There wasn't an issue his first evaluation and the previous Director had a one page front and back evaluation. He stated that most can agree that Director Watson has done an extraordinary job thus far.

Trustee Jiron agreed that Director Watson has done an outstanding job and agrees that Director Watson should be evaluated on the form that was created and work on a new form outside the timeframe.

Trustee Shelton thank Chair Waugh on doing his due diligence on the research. He thinks it is unfair to change the evaluation at this point. He also stated that Director Watson is doing a great job.

Trustee Sanchez agrees she doesn't think the process should be changed

now because the members of the Board were not prepared with the goals stated the last time and she wanted to understand the process. Chair Waugh explained that the similar to other Boards such as Clark County, City of Las Vegas and RTC, the evaluation is driven by the Executive Director, General Manager, or County Manager reporting on the year past and looking forward to the year ahead. The Board will then discuss, look at monthly reports and do personal observation. Then they will be evaluated off the performance. He also explained that Director's Watson's goals are in alignment with the Strategic Playbook that was approved by the Board. The Director's goals, which by extension are also the organizational goals, are leadership development -- leadership training and development; complete milestone one of three-year leadership development plan and culture assessment, which the milestone for year one is conduct Gallup Q12 Engagement Survey, conduct interviews, cultural assessment with administrative team, conduct administrative team building training two and a half hours for [unintelligible; audio lag] leaders managing different personality styles, the trust factor, functional communication, effective personal management, enforcing performance expectations, the five behaviors of the cohesive team, empowering performance management. Objective 2 is enhance and expand on external partnerships locally and nationally. Objective 3, Execution of the District's Strategic Plan Playbook 2026; People, Places, Partnerships and Platforms.

Objective 4, West Las Vegas project and Capital Improvement Library projects to include Enterprise, Spring Valley, Whitney, and West Charleston. And Number 5, Develop and monitor annual budget within established parameters.

Trustee Whiteley stated she was one of the Board Members that stated she wasn't prepared to discuss goals because she hadn't been involved on the Board before and did not come to the meeting prepared to discuss Director's Watson's goals at that time. She is comfortable looking at the goals that were laid out that align with the Strategic Playbook and his job description.

Director Watson stated: [Copied from transcript]

*I would say, you know, I've submitted the goals and -- as you mentioned. I have developed the goals for myself, the organization, along with all of the Directors based on the Strategic Playbook that, as you mentioned, was implemented in the Summer of 2021. That has been what we have used to drive the work. I will say that, you know, this is -- having also done evaluations of other leaders and having been evaluated before -- and actually, you know, Trustee Sanchez mentions the 360 evaluation; I've also participated in that but, you know -- so not opposed to that, but those would also be -- that would be in addition to a 360 evaluation in my opinion. And how it's been used before in my work has been in addition to the regular goal setting process, right? So I'm just saying -- so as we look at tools to -- that we do evaluations -- because the other thing that I have discussed with Director Serpico and what we're working towards as an organization for the employees of the Library District is a 360 evaluation as well. But we're*

*working towards those things. That's why we're doing the leadership training and development that I'm also participating in with the leadership team, as well as with, as we get to the three-year point where all of our staff will have been -- have gone through this process. I'm okay with -- you know, I'm -- I think we move forward with the timeline, I think that that's appropriate that we have a timeline. But I also will say that from a goal setting perspective, as someone who has, again, set my own -- set my goals because they are my goals, as well as I don't have -- I don't set my Director's goals; they bring the goals to me and we work it out to determine how we're going to work towards those. So that would be where I would say is that I don't -- it would be interesting to have the Board set my goals outside of the framework of the Strategic Playbook and again the things that we've already continually been doing as far as moving the Library District forward and executing on what we've been executing on.*

Counsel Welt stated that the previous directors were evaluated on the Five-Year Plan (which is now called the Strategic Playbook). They were evaluated on their accomplishments directly to the Five Year Plan.

Trustee Whitley made the motion to ask Director Serpico to amend the review form for the Executive Director's Annual Review in the 24-25 performance year to include leadership competencies as it relates to their expectations for the Executive Director and comment box for additional goals. Trustee Rogers second the motion.

There was no opposition and the motion carried.

**Public Comment  
(Item V.)**

None.

**Adjournment  
(Item VI.)**

Trustee Jiron adjourned the meeting at 3:44 p.m.

Respectfully submitted,

Jennifer Jiron, Secretary

# 2023 ATTENDANCE

2023		January 19 Regular Board Mtg	February 9 Regular Board Mtg	February 23 Finance and Audit Comm. Mtg	March 9 Regular Board Mtg	April 4 Special Board Mtg	April 12 Finance and Audit Comm. Mtg	April 20 Regular Board Mtg	May 18 Regular Board Mtg	June Nominations Comm. Mtg	June 1 Regular Board Mtg	June 28 Special Board Mtg	July - Finance and Audit Comm. Mtg-	July 13 Risk Management Comm. Mtg	July 13 Regular Board Mtg	AUGUST	September 7 Finance and Audit Comm Mtg	September 14 Regular Board Mtg	October 12 Regular Board Mtg	November 1 Executive Comm. Mtg	November 6 Finance and Audit Comm. Mtg	November 9 Regular Board Mtg	December 14 Regular Board Mtg
Benavidez	Kelly	A-E	P	P	P	P	P	A	P	P	P	P		P	P		A-E	P	A	P			
Foyt	Elizabeth	P	P		P	P		P	P	P	P	A-E		P	P		A-E	P	P				
Meléndrez (Term ended 9/8)	José	P	P		P	P		A	P	P	P	P		P	P								
Ortiz	Felipe	P	P		P	P		P	P	P	P	P			A-E		A	A-E	P				
Wilson (Term Ended 5-15-2)	Brian	P	P	P	P	P		P	P														
Rogers	Keith	P	P	P	P	P	P	P	P		A-E	A-E			P		P	P	P	P			
Waugh	Nathaniel	P	P	P	P	P	P	P	P	P	P	P		P	P		P	P	P				
Jiron	Jennifer	P	P		P	P	P	P	P	P	P	P		P	P		A-E	P	P	P			
Turner Whiteley	Kate	P	P		P	A		P	P	P	P	A-E			P		P	P	P	P			
Sanchez (Term Began 5-15)	Elaine								P		P	P		P			A-E	P	P	P			
Dutkowski (Term Began 7/)	Karen																		P	P			
Shelton (Term Began 9/19/)	Chris																		P	P			

P	Present
A-E	Excused Absence
A-U	Unexcused Absence
	attended Committee meeting but not a member
X	Term Ended/ New