

## ITEM III.

**PROPOSED AGENDA  
LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT  
Special Board of Trustees' Special Meeting  
May 6, 2024**

DATE: Monday, May 6, 2024

TIME: 3:00 p.m.

PLACE: Online via YouTube

The Agenda and Board meeting documents can be found at  
<https://lvccld.org/board/board-of-trustees-meetings/>

I. Roll Call

II. Public Comment

Topics raised under this item must be limited to matters on today's Agenda. Anyone wishing to speak during this item must sign-up on the roster provided prior to the public comment period. The sign-up must include the commenter's name, legal address, and the agenda item that is being commented on. Commenters should state if they want their remarks included in the minutes of the meeting. If there is no agenda item listed, the person will be called on at the end of the meeting.

Remarks by speakers during the public comment period shall be limited to three (3) minutes, each. A speaker may not transfer time to another speaker; although, the Chair has the authority to grant additional time to a speaker.

Anyone wishing to comment via email under this item must send an email to [boardcomments@lvccld.org](mailto:boardcomments@lvccld.org). The email must include the commenter's name, legal address, and the agenda item that is being commented on. Email comments are limited to 500 in words in length and must also identify whether the commenter wants their remarks to be included in the minutes of the meeting. Any comments which do not state the commenter's name, legal address, or exceed 500 words in length shall not be considered.

Any comments which do not identify an agenda item will be read at the end of the meeting.

The public comment period at library district board meetings shall be limited to a maximum of forty-five (45) minutes for both periods of public comment.

Remarks by speakers during the public comment period shall be limited to three (3) minutes, each. A speaker may not transfer time to another speaker; although, the chair has the authority to grant additional time to a speaker. When more than fifteen (15) people wish to comment, the chair shall proportionately reduce the time allotted to the forty-five minute maximum.

III. Board Action to accept Proposed Agenda (For possible action)

IV. New Business

- A. [Discussion and possible Board action to approve the evaluation form and evaluation calendar of the Executive Director.](#)

V. Public Comment

Topics raised under this item cannot be acted upon until the notice provisions of the open meeting law have been met. If you wish to make public comment on this item, you must sign-up on the roster provided prior to the public comment period. The sign-up must include the commenter’s name and legal address, and this agenda item. Commenters should state if they want their remarks included in the minutes of the meeting.

Anyone wishing to comment via email during the meeting must send an email to [boardcomments@lvccld.org](mailto:boardcomments@lvccld.org). The email must include the commenter's name, legal address, and this agenda item. Email comments are limited to 500 in words in length and must also identify whether the commenter wants their remarks to be included in the minutes of the meeting. Any comments which do not state the commenter's name, legal address, or exceed 500 words in length shall not be considered.

The public comment period at library district board meetings shall be limited to a maximum of forty-five (45) minutes for both periods of public comment. Remarks by speakers during the public comment period shall be limited to three (3) minutes, each. A speaker may not transfer time to another speaker; although, the chair has the authority to grant additional time to a speaker. When more than fifteen (15) people wish to comment, the chair shall proportionately reduce the time allotted to the forty-five minute maximum.

VI. Adjournment

NOTE: AT ANY TIME, ANY ITEM ON THIS AGENDA MAY BE TAKEN OUT OF ORDER, COMBINED WITH ONE OR MORE OTHER ITEMS ON THE AGENDA OR REMOVED FROM THE AGENDA, EITHER AT THE DISCRETION OF THE CHAIR OR BY VOTE OF THE BOARD.

NOTE: REASONABLE EFFORTS WILL BE MADE TO ASSIST AND ACCOMMODATE PERSONS WITH PHYSICAL DISABILITIES DESIRING TO ATTEND THE MEETING. PLEASE CALL EBONI NANCE AT (702) 507-6186 SO THAT ARRANGEMENTS FOR ATTENDANCE MAY BE MADE NO LATER THAN 48 HOURS PRIOR TO THE MEETING.

NOTE: PLEASE CONTACT EBONI NANCE AT (702) 507-6186 OR [nanceea@lvccld.org](mailto:nanceea@lvccld.org) TO REQUEST THE SUPPORTING MATERIAL FOR THIS MEETING. SUPPORTING MATERIAL CAN BE FOUND AT <https://lvccld.org/board/board-of-trustees-meetings/>.

Pursuant to NRS 241.020, this item has been properly noticed and posted online at the Las Vegas-Clark County Library District website, [www.lvccld.org](http://www.lvccld.org) and at Nevada Public Notice at <https://notice.nv.gov>. Written notice of the meeting of the Las Vegas-Clark County Library

District Board of Trustees was given on Monday, April 29, 2024, i.e., given at least three (3) working days before the meeting, including in the notice the time, way to access the meeting, and agenda of the meeting:

- A. By delivering a copy of the notice to each Library Trustee;
- B. By posting a copy of the notice at the principal office of the Library Trustees, or if there is no principal office, at the building in which the meeting is to be held, and at least three other separate, prominent places within the jurisdiction of the Trustees, to wit:
  - 1. Clark County Library  
1401 Flamingo Road  
Las Vegas, NV 89119
  - 2. East Las Vegas Library  
2851 Bonanza Road  
Las Vegas, NV 89101
  - 3. Sunrise Library  
5400 E. Harris Avenue  
Las Vegas, NV 89110
  - 4. West Charleston Library  
6301 Charleston Boulevard  
Las Vegas, NV 89146
  - 5. West Las Vegas Library  
951 Lake Mead Boulevard  
Las Vegas, NV 89106
  - 6. Windmill Library  
7060 Windmill Lane  
Las Vegas, NV 89113
  - 7. Las Vegas-Clark County Library District website  
[www.lvccld.org](http://www.lvccld.org)
- C. By mailing a copy of the notice to each person, if any, who has requested notice of the meetings of the Las Vegas-Clark County Library Board of Trustees in the same manner in which notice is requested to be mailed to a member of the Library Board of Trustees.
- D. Live Stream Connection information:  
[https://www.youtube.com/watch?v=ty7bC\\_DoDs8](https://www.youtube.com/watch?v=ty7bC_DoDs8)

Visit the Library District’s YouTube channel: [Youtube.com/TheLibraryDistrict](https://www.youtube.com/TheLibraryDistrict)

**ITEM IV.A.**



**AGENDA ITEM**

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**MAY 6, 2024 SPECIAL MEETING OF THE BOARD OF TRUSTEES**

**Agenda Item# IV.A.:**

Discussion and possible Board action to approve the evaluation form and evaluation calendar of the Executive Director.

**Background:**

Trustees Whitely and Sanchez had requested a review of the timeline and form used in the evaluation of the Executive Director.

Chair Waugh convened a meeting of the Executive Committee to discuss the existing evaluation form and provide input to Human Resources Director Serpico,

Chair Waugh, Executive Director Watson, and Counsel Welt reviewed what was developed by Mr. Serpico and was forwarded by Chair Waugh to the Executive Committee and then to the full Board.

**Recommended Action:**

Motion to approve the new evaluation form and timeline of the Executive Director of the Las Vegas-Clark County Library District effective Fiscal Year 2025.

**LAS VEGAS - CLARK COUNTY LIBRARY DISTRICT  
EXECUTIVE DIRECTOR PERFORMANCE EVALUATION**

NAME:	HIRE DATE:
EVALUATION DATE:	EVALUATION PERIOD:

**Annual Performance Evaluation - Executive Director (Draft 2/1/24)**

**Overview:**

Under NRS 379.025.1(b), the District's Board of Trustees is charged with the responsibility to "Appoint, evaluate the performance of and, if necessary, dismiss a librarian or, in the case of a consolidated library district, an executive director." The statute does not specify the frequency of the evaluation nor the structure or format of such evaluation; as such, it is a process established and maintained by the District's Board of Trustees. The annual process is coordinated, summarized, and presided over by the Board Chair.

The District's Executive Director Evaluation form is a performance measurement tool for use in evaluating the District's Executive Director on an annual basis. The tool consists of the following two (2) sections:

Section (1) evaluates the Professional Competence of the Executive Director which is assessed based on five executive-level competencies: (1) Vision & Leading Change; (2) Accountability & Governance; (3) Financial Stewardship & Business Acumen; (4) Community Relationships & Building Coalitions; and (5) People & Talent Management. (Weighted 50%)

Section (2) evaluates the annual strategic goals and/or transformational initiatives derived from the District's strategic plan (Playbook) and reviewed with the Board of Trustees at the beginning of each fiscal year. At least one goal/initiative must be documented for each annual evaluation. (Weighted 50%)

In addition, Performance Standards are provided for both sections to assist evaluators in assigning consistent and appropriate ratings for the evaluation criteria. The overall evaluation rating will assist in determining base compensation for the next fiscal year.

The tool may also be used as a notes form for the Trustees to utilize during the Board's discussion of the Executive Director's annual evaluation and professional competence.

Overall, the process should follow the timeline and steps outlined in the Executive Director Performance Appraisal Calendar (Attached).

**LAS VEGAS - CLARK COUNTY LIBRARY DISTRICT  
EXECUTIVE DIRECTOR PERFORMANCE EVALUATION**

NAME:	HIRE DATE:
EVALUATION DATE:	EVALUATION PERIOD:

**Section 1: Executive Competencies (Weight 50%)**

**Performance Standards for Executive Competencies** (The performance standard for each executive competency is specified below.)

**Exceptional:** The executive director demonstrates exceptional performance, fostering a climate that sustains excellence and optimizes results in the organization. This represents the highest level of executive performance, as evidenced by the extraordinary impact on the achievement of the organization’s mission. The executive is an inspirational leader and is considered a role model by District leadership, community peers, and employees. The executive continually contributes materially to or spearheads District efforts that address or accomplish important organizational goals, consistently achieves expectations at the highest level of quality possible, and consistently handles challenges, exceeds targets, and completes assignments ahead of schedule at every step along the way.

**Above Expectations:** The executive director demonstrates a very high level of performance beyond that required for successful performance in the executive’s position and scope of responsibilities. The executive is a proven, highly effective leader who builds trust and instills confidence in District leadership, community peers, and employees. The executive consistently exceeds established performance expectations, timelines, or targets, as applicable.

**Satisfactory:** The executive director demonstrates the high level of performance expected and the executive’s actions and leadership contribute positively toward the achievement of strategic goals and meaningful results. The executive is an effective, solid, and dependable leader who delivers high-quality results based on measures of quality, quantity, efficiency, and/or effectiveness within agreed upon timelines. The executive meets and often exceeds challenging performance expectations established for the position.

**Improvement Needed:** The executive director’s contributions to the organization are acceptable in the short term but do not appreciably advance the organization towards achievement of its goals and objectives. While the executive generally meets established performance expectations, timelines and targets, there are occasional lapses that impair operations and/or cause concern from management. While showing basic ability to accomplish work through others, the executive may demonstrate limited ability to inspire subordinates to give their best efforts or to marshal those efforts effectively to address problems characteristic of the organization and its work.

**Unsatisfactory:** In repeated instances, the executive director demonstrates performance deficiencies that detract from mission goals and objectives. The executive generally is viewed as ineffectual by District leadership, community peers, or employees. The executive does not meet established performance expectations/timelines/targets and fails to produce - or produces unacceptable – work products, services or outcomes.

**LAS VEGAS - CLARK COUNTY LIBRARY DISTRICT  
EXECUTIVE DIRECTOR PERFORMANCE EVALUATION**

NAME:	HIRE DATE:
EVALUATION DATE:	EVALUATION PERIOD:

<b>Competency 1: Vision &amp; Leading Change</b>	
<p><b>Description:</b> Executive Director (ED) develops and implements an organizational vision that integrates key organizational and program goals, priorities, values, and other factors. This leader assesses and adjusts to changing situations, implementing innovative solutions to make organizational improvements, ranging from incremental improvements to major shifts in direction or approach, as appropriate. ED balances change and continually strives to improve organizational, service and program performance; creates a work environment that encourages creative thinking, collaboration, and transparency; and maintains strategic and operational focus, even under adversity.</p>	
<p><b>Score:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Exceptional</b></li> <li><input type="checkbox"/> <b>Above Expectations</b></li> <li><input type="checkbox"/> <b>Satisfactory</b></li> <li><input type="checkbox"/> <b>Improvement Needed</b></li> <li><input type="checkbox"/> <b>Unsatisfactory =</b></li> </ul>	<p><b>Evaluator Comments:</b></p>

**LAS VEGAS - CLARK COUNTY LIBRARY DISTRICT  
EXECUTIVE DIRECTOR PERFORMANCE EVALUATION**

NAME:	HIRE DATE:
EVALUATION DATE:	EVALUATION PERIOD:

**Competency 2: Accountability & Governance**

**Description:** : Executive Director (ED) assesses, evaluates, monitors and ensures compliance with laws, regulations and reporting requirements of the organization in a manner that instills public trust and accomplishes the organizations mission. ED is knowledgeable of the organization's legal structure and how it is applied; as well as, the governance model, processes, procedures and practices in operation, including composition of the board and any board committees.

<p><b>Score:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Exceptional</b></li> <li><input type="checkbox"/> <b>Above Expectations</b></li> <li><input type="checkbox"/> <b>Satisfactory</b></li> <li><input type="checkbox"/> <b>Improvement Needed</b></li> <li><input type="checkbox"/> <b>Unsatisfactory</b></li> </ul>	<p><b>Evaluator Comments:</b></p>
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**LAS VEGAS - CLARK COUNTY LIBRARY DISTRICT  
EXECUTIVE DIRECTOR PERFORMANCE EVALUATION**

NAME:	HIRE DATE:
EVALUATION DATE:	EVALUATION PERIOD:

<b>Competency 3: Financial Stewardship &amp; Business Acumen</b>	
<p><b>Description:</b> Executive Director (ED) assesses, analyzes, acquires, and administer human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization’s mission. This leader uses technology to enhance processes and decision making. ED also executes the operating budget; prepares budget requirements with justifications; and manages resources within established parameters.</p>	
<p><b>Score:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Exceptional</b></li> <li><input type="checkbox"/> <b>Above Expectations</b></li> <li><input type="checkbox"/> <b>Satisfactory</b></li> <li><input type="checkbox"/> <b>Improvement Needed</b></li> <li><input type="checkbox"/> <b>Unsatisfactory</b></li> </ul>	<p><b>Evaluator Comments:</b></p>

**LAS VEGAS - CLARK COUNTY LIBRARY DISTRICT  
EXECUTIVE DIRECTOR PERFORMANCE EVALUATION**

NAME:	HIRE DATE:
EVALUATION DATE:	EVALUATION PERIOD:

<b>Competency 4: Community Relationships &amp; Building Coalitions</b>	
<p><b>Description:</b> Executive Director (ED) solicits and considers feedback from internal and external stakeholders or customers. This leader coordinates with appropriate parties to maximize input from the widest range of appropriate stakeholders to facilitate an open exchange of opinion from diverse groups and strengthen internal and external support. An executive who demonstrates high performance in this area advocates and expresses facts and ideas in a convincing manner and negotiates with individuals and groups internally and externally, as appropriate. ED develops a professional network with other organizations and identifies the internal and external politics that affect the work of the organization.</p>	
<p><b>Score:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Exceptional</li> <li><input type="checkbox"/> Above Expectations</li> <li><input type="checkbox"/> Satisfactory</li> <li><input type="checkbox"/> Improvement Needed</li> <li><input type="checkbox"/> Unsatisfactory</li> </ul>	<p><b>Evaluator Comments:</b></p>

**LAS VEGAS - CLARK COUNTY LIBRARY DISTRICT  
EXECUTIVE DIRECTOR PERFORMANCE EVALUATION**

NAME:	HIRE DATE:
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**Competency 5: People & Talent Management**

**Description:** Executive Director (ED) designs and implements strategies that maximize employee potential, connects the organization horizontally and vertically, and fosters high ethical standards in meeting the organization’s vision, mission, and goals. This leader provides an inclusive workplace that fosters the development of others to their full potential; allows for the full participation by all employees; facilitates collaboration, cooperation, and teamwork, and supports constructive resolution of conflicts. ED ensures employee performance plans are aligned with the organization’s mission and goals, that employees receive constructive feedback, and that employees are realistically appraised against clearly defined and communicated performance standards. An executive who possesses this critical leadership element holds employees accountable for appropriate levels of performance and conduct, seeks and considers employee input, and recruits, retains, and develops the talent needed to achieve a high quality, diverse workforce that reflects the communities we serve, with the skills needed to accomplish organizational performance objectives.

<p><b>Score:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Exceptional</b></li> <li><input type="checkbox"/> <b>Above Expectations</b></li> <li><input type="checkbox"/> <b>Satisfactory</b></li> <li><input type="checkbox"/> <b>Improvement Needed</b></li> <li><input type="checkbox"/> <b>Unsatisfactory</b></li> </ul>	<p><b>Evaluator Comments:</b></p>
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**LAS VEGAS - CLARK COUNTY LIBRARY DISTRICT  
EXECUTIVE DIRECTOR PERFORMANCE EVALUATION**

NAME:	HIRE DATE:
EVALUATION DATE:	EVALUATION PERIOD:

**Scoring Summary Section 1:**

Competency	E	AE	S	IN	U
1					
2					
3					
4					
5					
<b>Total</b>					
<b>Overall</b>					

**Section 2: Strategic Goals & Transformational Initiatives (Weight 50%)**

**Performance Standards for Strategic Goals & Transformational Initiatives** (The performance standard for each annual goal for specified below.)

**Achieved / Milestone Met:** Original goal/project scope clearly and realistically defined. Initiatives/project goals, objectives and/or milestones achieved within projected scope, timeline, budget, and resource projections. Minimal/none change management issues. Desired project output (program, product, service) incorporated into ongoing operations.

**Partially Achieved:** Original goal/project scope defined but may not have identified, or underestimated, potential project barriers. Initiative/project goals, objectives and/or milestones partially achieved. Partial results may also be due to changed organizational priorities, significant change management issues, or the reallocation of resources based on emerging organizational need. Original concept (scope, timeline, budget, resource projections etc.) altered due to unforeseeable, or under stated, barriers. Original concept minimally altered (timeline, budget etc.) for future completion.

**Unsuccessful:** Original goal/project scope, objectives and/or milestones not met. Original concept (scope, timeline, budget and resource projections) incorrect or unworkable. Project cancelled or significantly altered in scope.

**LAS VEGAS - CLARK COUNTY LIBRARY DISTRICT  
EXECUTIVE DIRECTOR PERFORMANCE EVALUATION**

NAME:	HIRE DATE:
EVALUATION DATE:	EVALUATION PERIOD:

<b>Strategic/Playbook Goal 1:</b>	<b>Score:</b>  <input type="checkbox"/> - Achieved / Milestone(s) Met  <input type="checkbox"/> - Partially Achieved  <input type="checkbox"/> - Unsuccessful
<b>Evaluator Comments:</b>	
<b>Strategic/Playbook Goal 2:</b>	<b>Score:</b>  <input type="checkbox"/> - Achieved / Milestone(s) Met  <input type="checkbox"/> - Partially Achieved  <input type="checkbox"/> - Unsuccessful
<b>Evaluator Comments:</b>	

**LAS VEGAS - CLARK COUNTY LIBRARY DISTRICT  
EXECUTIVE DIRECTOR PERFORMANCE EVALUATION**

NAME:	HIRE DATE:
EVALUATION DATE:	EVALUATION PERIOD:

<b>Strategic/Playbook Goal 3:</b>	<b>Score:</b>
	<input type="checkbox"/> - Achieved / Milestone(s) Met
	<input type="checkbox"/> - Partially Achieved
<b>Evaluator Comments:</b>	<input type="checkbox"/> - Unsuccessful
<b>Strategic/Playbook 4:</b>	<b>Score:</b>
	<input type="checkbox"/> - Achieved / Milestone(s) Met
	<input type="checkbox"/> - Partially Achieved
<b>Evaluator Comments:</b>	<input type="checkbox"/> - Unsuccessful

**LAS VEGAS - CLARK COUNTY LIBRARY DISTRICT  
EXECUTIVE DIRECTOR PERFORMANCE EVALUATION**

NAME:	HIRE DATE:
EVALUATION DATE:	EVALUATION PERIOD:

**Scoring Summary Section 2:**

Goals & Initiatives	Achieved / Mile. Met	Partially Achieved	Unsuccessful
1			
2			
3			
4			
5			
<b>Total</b>			
<b>Overall</b>			

**\*Overall Evaluation Rating:**

Section	Overall Rating
1	
2	
<b>*Evaluation Rating (E, AE, S, IN, U)</b>	

\* Utilize Performance Standards from Section 1.

**Board Comments:**

**Overall evaluation Rating:** \_\_\_\_\_ (E, A, S, I, U)

**Annual District Merit Budget:** \_\_\_\_\_

**Final Recommended Merit Percent:** \_\_\_\_\_

**Annual District COLA Budget:** \_\_\_\_\_

**LAS VEGAS - CLARK COUNTY LIBRARY DISTRICT  
EXECUTIVE DIRECTOR PERFORMANCE EVALUATION**

NAME:	HIRE DATE:
EVALUATION DATE:	EVALUATION PERIOD:

**Final Recommended COLA Percent:** \_\_\_\_\_

**Current Annual Salary:** \_\_\_\_\_

**Adjusted Annual Salary:** \_\_\_\_\_

**BOARD OF TRUSTEES**

**CONCURRENCE**

\_\_\_\_\_ YES / NO

**Chair**

\_\_\_\_\_ YES / NO

**Vice Chair**

\_\_\_\_\_ YES / NO

**Treasurer**

\_\_\_\_\_ YES / NO

**Trustee**

\_\_\_\_\_ YES / NO

**Trustee**

\_\_\_\_\_ YES / NO

**Trustee**

\_\_\_\_\_ YES / NO

**Trustee**

\_\_\_\_\_ YES / NO

**Trustee**

\_\_\_\_\_ YES / NO

**Trustee**



**LVCCLD - Executive Director Performance Evaluation Calendar 202X**

<b>Date(s):</b>	<b>Responsible:</b>	<b>Item:</b>	<b>Next Step(s):</b>	<b>Note:</b>
April Board Meeting	Board Chair	Reminder to Executive Director to complete self-evaluation and goals for next fiscal year.	NA	ED Evaluation form and calendar on District Website (Board of Trustees Meeting Documents)
April Board meeting to May 21	Executive Director (ED)	Executive Director completes self-evaluation process on Executive Evaluation form (Current FY) as well as defining specific goals for next fiscal year on second Executive Evaluation form (section 2) (Next FY).	Executive Director forwards the completed self-evaluation and goals (Both forms) to Board Chair by May 21.	
May 21 - June 21	Board Chair & Board of Trustees (BOT)	Board Chair forwards (1) ED Performance Evaluation form (Blank for note taking), (2) completed ED self-evaluation form, and (3) draft next FY goals to the Board of Trustees for feedback/input during the July BOT Closed Session.	Board of Trustees (each individual Trustee) retains their notes form for discussion during the July Closed Session.	
June 21 - July Board Meeting	Board Chair	Board Chair submits agenda items for July BOT meeting.	<p>Agenda for July BOT meeting:</p> <p><u>Closed Session</u> - ED Professional Competence Discussion</p> <p><u>Open Session</u> - Board discussion and possible action on ED performance evaluation</p>	In closed session, BOT should agree upon final recommendation(s) (current FY appraisal rating, recommended compensation adjustments, next FY goals.

			rating, recommended compensation adjustments, and next FY goals.	
July Board Meeting - Closed Session	Board Chair	Chair presents for discussion ED Performance Appraisal with suggested rating, any proposed compensation adjustments, and ED goals for next FY.	Board discussion of ED Professional Competence.  Board Chair completes the final consolidated ED Evaluation, compensation adjustment recommendation, and next FY goals for Open Session.	
July Board Meeting - Open Session	Board Chair & Board of Trustees	Board discussion and possible action on ED performance evaluation rating, recommended compensation adjustments, and next FY goals.	Board discussion and vote on final: (1) ED Performance Rating; (2) Compensation Adjustments; and (3) Next FY goals.  Board Counsel collects all BOT notes forms.	District Human Resources will implement any Board authorized compensation actions and maintain ED Performance Appraisal records.