

MINUTES
LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT
BOARD OF TRUSTEES' SPECIAL MEETING
LAS VEGAS, NEVADA
JULY 23, 2020
(approved September 10, 2020)

The Board of Trustees of the Las Vegas-Clark County Library District met in a special session in the Windmill Library and via WebEx, Las Vegas, Nevada, at 5:30 p.m., Thursday, July 23, 2020.

Present:

Board:	F. Ortiz, Chair	S. Bilbray-Axelrod
	K. Benavidez	E. Foyt
	M. Francis Drake	S. Ramaker
	J. Meléndrez	K. Rogers

Counsel: G. Welt

Absent: R. Wadley-Munier
B. Wilson

Staff: Fred James, Acting Executive Director
Numerous Staff

Guests: Jane Whisner, Destiny Executive Search Group, Inc.

F. Ortiz, Chair, called the meeting to order at 5:31 p.m.

Roll Call and Pledge of Allegiance (Item I.)

All members listed above represent a quorum. Chair Ortiz, and Trustees Foyt, Francis Drake, and Ramaker attended in person. Trustees Benavidez and Bilbray-Axelrod attended via WebEx. Trustee Melendrez attended via telephone and called in at 6:02 p.m. Trustees Wadley-Munier and Wilson had an excused absence.

Public Comment (Item II.)

Graeme Williams – via email. Executive Assistant Allison Boyer read his comments into the record:

“Will any part of the process of selecting a new director be public? Will patrons be able to participate in the selection process in any way? For example, by submitting questions for the board to ask the candidates. How will the board ensure that minority candidates are informed of the opportunity and encouraged to apply?”

Agenda (Item III.)

There was no motion to approve the agenda.

Discussion and possible Board action regarding the search for an Executive Director of the Las Vegas-Clark County Library District. (Item IV.)

Chair Ortiz announced that the purpose for the meeting is to have a discussion and possible Board action regarding the search for an Executive Director for the District. He noted how critical the position is, as the District is a large operation with a number of branches, thousands of users, and, the District has employees who have done an exceptional job before, during and after the COVID-19 pandemic. Ortiz said the search will be done by an executive search firm which is present and will be doing a presentation.

Chair Ortiz added that every Trustee will be contacted individually by the search firm so they can provide input, as the Executive Director works for the Board, as its only employee. All the other District employees work for the Executive Director.

Acting Executive Director Fred James introduced Jane Whisner of Destiny Executive Search Group. Ms. Whisner has already done one search for the District, finding Human Resources (HR) Director Jeff Serpico. The Executive Council was very pleased with the process. Her biography was included in the packet provided to the Board. She will talk about the search process she proposes to follow.

Ms. Whisner thanked the Board for their time and said she would be speaking briefly about her company and what the search process would look like. She wanted Trustees to know what they could expect from her and what her firm would need from Trustees in order to be successful with the search process. Whisner also said she would talk about the timeline and briefly, about the cost.

Ms. Whisner's biography, overview of search process, and conceptual timeline are attached as Appendix A.

Ms. Whisner said what is most important in the search process to determine the Trustees' priorities. Job descriptions list qualifications, experience, and education but does not tell her what is really important for Trustees. Whisner knows that libraries are evolving to function online along with the rest of the world and that brings up its own set of challenges. Trustees know what the Executive Director role has been in the past, and Whisner wants to know that her firm is looking for the right person for the District for the future. In addition, the information Trustees share with her will allow her to bring the District and position to life for candidates as much as possible.

Ms. Whisner then discussed the search process. Her firm will be reaching out to potential candidates that they feel would be a match for the position, especially those who are working and not actively looking. The nationwide search will focus on diversity, as Whisner wants to be sure that every qualified person who might be interested in the position knows about it and has the opportunity to apply. With her methodology, there are a lot of profiles from information that is accessible to her firm. They will be doing a great deal of research at first and then reaching out to every possible candidate they can. Advertising will be part of the process. Whisner will coordinate that with Mr. Serpico and diversity will be targeted in the advertising as well.

Ms. Whisner said that, once her firm has identified candidates they feel would be a good match for the position, the candidates will be taken through their prescreening and interview process. This will be based on the information that she receives from the Trustees. There will then be an interview, after which she can present the candidate to Mr. Serpico or a selection committee, however Trustee's prefer. The submission will include the candidate's resume, cover letter, and a profile of the candidate based upon the information given by them in the course of the interview process. The firm will handle all ongoing communications with the candidates. Any candidates who apply for the position from any sources will be taken through the same process.

Ms. Whisner then walked through the timeline based upon a February 1, 2020 start date. This is not a commitment to a specific date. She

noted that things can happen that no one could anticipate which can slow the process down. She also noted that Thanksgiving and Christmas will occur in the middle of the process. This will all affect candidates' availability, as well as COVID-19 restrictions.

Destiny Executive Search is a retained search firm and the fee is 30% of the annualized base salary. For this search, the fee has been capped at \$49,500.

Ms. Whisner concluded her remarks by saying that the search for the HR Director was the most enjoyable she has ever done. The people, the feedback, the input was all wonderful. The District is special. She knows that, moving forward, the District will have different challenges because of the way the work environment is going to change, and she understood that the District will need a visionary who can inspire the employees. The Executive Director will need to be very special.

Chair Ortiz thanked Ms. Whisner and asked for questions and comments from each Trustee.

Trustee Bilbray-Axelrod noted that many people have different definitions of what diversity means. What does looking at diverse candidate mean for Ms. Whisner. Whisner replied that she wants to be sure that people from all different backgrounds have the opportunity to hear about the position as long as they meet the Trustees' minimum requirements. They will find profiles for people who are in comparable positions and look at all the different profiles. They will contact each of these individuals so that they are sure the contacts are a diverse section of the population. It can be based upon a lot of factors, but there are different backgrounds, different types of experience, different organizations, different accomplishments. Again, doing that homework, they will try to give you the best cross-section of applicants they can.

Trustee Bilbray-Axelrod also asked for the amount paid the last time. Mr. James said that the District paid \$49,500.

Trustee Ramaker asked to clarify whether Ms. Whisner was looking only for people who were employed. Ms. Whisner explained that they would be looking at all candidates whether they were employed or not. Using her methods of research and profiles as well as advertising the position will allow anyone who is interested to apply for the position. Also, if someone is contacted by Ms. Whisner or sees the advertising, and they are not interested, they may forward it to someone else who may be interested.

Trustee Francis Drake asked if using Destiny was a done deal. She felt blindsided. Trustee Foyt agreed. Mr. James said this was talked about at the time he accepted the Acting Executive Director position. He said he wanted the District to immediately begin the search to fill the position. Also, James wanted to use the same firm as he used to fill the HR Director position.

Trustee Foyt said she was also under the impression that there would be some discussion at this meeting who the District would use, and whether they would be a generalist search firm or one that has a focus

on filling positions in libraries. Foyt also wanted to know what the fee would involve. Mr. James said moving, transportation, and hotel fees would be reimbursed by the District and were separate from Ms. Whisner's fee.

Trustee Benavidez said this would be her third or fourth Executive director search process and she emphasized it is not fun, it is hard, costly, and time-consuming. She wanted to know if Dr. Heezen has done an exit interview and wondered if the search firm would want to interview him. He of course would have a completely different perspective than the Trustees. Ms. Whisner said that she would be interested to have Dr. Heezen's perspective. It would be up to the Trustees as to how the Board would deal with that information.

Trustee Benavidez requested better communication with all Trustees. If even one Trustee feels like they do not have information than the entire Board has a problem. Chair Ortiz committed to work harder to get communication out. He noted that Trustee Wilson, not present, also requested information earlier.

After a short discussion, Chair Ortiz summarized the points Trustees had made. The discussion would be continued at the next meeting, staff would identify another executive search firm and invite them to make a presentation, and staff would speak to Dr. Heezen for his feedback or thoughts on the position. Ortiz stressed that whatever firm is selected would be required to talk to each Trustee for their input.

Trustee Melendrez called in during this discussion and he asked if current staff members are eligible to apply. Chair Ortiz said yes, and said that would be a testament to the organization.

In response to Chair Ortiz' comment on the lack of supplemental material, Mr. James listed the material that was included with the agenda item, which included the current Executive Director position's job description, evaluation policy, and salary range. He requested that Trustees send their suggestions on changes to the Executive Director's job description to him. James also reiterated that Ms. Whisner is being brought forward due to his interest in fast-tracking the job search and the qualities she displayed during the HR Director search. It took Mr. James some time to identify Destiny so he was worried about delaying the search.

Chair Ortiz asked Trustees for any further comments.

Trustee Benavidez reminded the Board that, in previous searches she has been a part of, patron participation was encouraged. The last three to four finalists were brought in as part of the process. They not only participated in interviews, but at events that were open to the public.

Trustee Bilbray-Axelrod was concerned, due to COVID-19, about the type of event Trustee Benavidez suggested. However, both she and Benavidez think something online should be offered so the public could participate.

Chair Ortiz commented on Mr. Williams' questions from Public Comment by saying that the Executive Director works for the Board so

there will not be input on who to select. However, he would appreciate input on the type of Director Mr. Williams would like to see. Ortiz suggested that input be sent in for the record. Ortiz said he would like to see a hundred people apply, the entire Board interview twelve people and then narrow it down to three people. He understands that this could be very time-consuming, but he hopes that can be worked out.

Ortiz then closed the meeting by reiterating what the Trustees would like to see at the next meeting. They will expect to see another company who is interested in participating. This company will be expected to contact each Trustee. He asked the Trustees to review the background information for each item. He also asked that Dr. Heezen be contacted for his feedback.

**Public Comment
(Item V.)**

None.

**Adjournment
(Item VI.)**

Chair Ortiz adjourned the meeting at 6:22 p.m.

Respectfully submitted,

Kelly Benavidez, Secretary



Destiny Executive Search Group, Inc.
Executive Search Process Overview
The Las Vegas-Clark County Library District – Executive Director Position

Thank you for allowing Destiny Executive Search to present our recruiting process for the position of Executive Director at the Las Vegas-Clark County Library District.

Destiny Search has developed a multi-step approach to recruiting that allows us to customize each search based on specific priorities. By having a thorough understanding of what is important to you, we will be confident that we can recruit qualified candidates on your behalf. The steps we use in our process are outlined below.

1) Gain a thorough understanding of what's important to the Library District.

An in-depth understanding of what is important to the Library District in the Executive Director position is one of the most important steps in our process. As our initial step, we would like to have the opportunity to speak with members of the Board of Trustees to ask that "what's important to you" question.

Each Board Member has specific knowledge of the Executive Director role and will be able to provide us with vital information. Their varied perspectives, past experiences, knowledge of current and future needs and awareness of challenges that may be faced by the person in the Executive Director role will allow us to put together a profile that, when combined with the formal job requirements, allows us to recruit the most qualified candidates for the position.

2) Identify and reach out to potential candidates.

We select potential candidates by utilizing multiple resources that include identifying, researching and reaching out to individuals who are not actively looking to make a position change, extensive advertising and utilization of Destiny Executive Search data bases and relationships. We will work with the Human Resources Director to best utilize advertising options and assist with meeting diversity initiatives.

3) Screen and pre-qualify potential candidates.

Each candidate who expresses an interest in the position will be pre-screened to be sure they meet the minimum requirements as outlined by the job description. They will also be evaluated based on the information provided by Board of Trustees members.

Potential candidates will then be entered into Destiny Search's applicant tracking system and all communication documented.

4) In-depth review of potential candidate qualifications.

Each candidate entered into the Destiny Search system will then be screened in detail. We will be looking for specific types of experience, job stability, career progression and additional education or company/community involvement that could be beneficial to the Library District. This allows us to notate any areas we may want to focus on in an in-depth interview.

5) Conduct in-depth interview.

When conducting this interview, we discuss past position responsibilities and accomplishments, reasons for making job changes and ask them to identify what is important to them in considering leaving their current position. We also discuss the Executive Director role at the Library District to include information provided to us by the Board of Trustees. This allows us to assess not only their experience but also their level of interest, enthusiasm and passion for the Executive Director position.

6) Present qualified candidates to the Library District.

Qualified candidates who are interested in continuing with the interview process for the Executive Director position will then be presented to Jeffrey Serpico, Human Resources Director and other executives as requested. Presentation of candidates will include a current resume and their cover letter as well as a written profile on each candidate.

7) Coordinate interviews with selected candidates and maintain continued communication.

We will coordinate interviews for the candidates selected by the Library District to start with the initial individual interview process. We will stay in touch with candidates and provide them with feedback and next steps in the process as appropriate.

Jane Whisner, CPC – Managing Director, Destiny Executive Search Group, Inc.

Management and coordination of the executive search for the Executive Director position at the Las Vegas-Clark County Library District will be facilitated by Jane Whisner, CPC, Managing Director of Destiny Executive Search Group, Inc. Jane will conduct all in-depth interviews and provide all candidate information that is presented to the Library District.

Jane has 32 years experience working with two search and contingency firms based out of Las Vegas, NV. She started with The Eastridge Group of Staffing Companies in 1988 and worked with them until 2003 when she joined Destiny Executive Search Group.

In her position as Managing Director for The Eastridge Group, she was responsible for identifying the “niche” growth markets that were evolving and for developing the business, clients and staff in each of those markets. She established and then managed multiple divisions including HR Solutions, Medical Resources, Accounting Solutions, Contractors and Builders Personnel, Eastridge Infotech, Pharmacy Placement Professionals and Sales Staffing Specialists.

In 2003, Jane was a founder of Destiny Executive Search Group, Inc., a woman-owned national boutique search firm. As Managing Director, she focuses on the development of contingency and search positions with a focus on expanding in markets that typically require candidates with highly specialized education and/or experience. She continues to work directly with both clients and candidates to insure she maintains current knowledge of market conditions.

Jane holds the Certified Personnel Consultant (CPC) credential that is offered by the National Association of Personnel Services (NAPS). CPC certification confirms an understanding of the laws which govern the employment relationship in the United States including employment laws and the legal implications on the work of direct-hire staffing professionals.

Additional Information:

In the spring of 2020, Destiny Executive Search Group recruited on behalf of the Library District for the position of Human Resources Director. Based on the excellent input and feedback that was provided to us by the senior management team, we placed Jeffrey Serpico in this position.

It would be a pleasure to work with the Library District again by recruiting for the position of Executive Director. The Library District is an exceptional organization offering services that are greatly needed by a diverse Clark County community. We at Destiny Search understand how very important this position is to both the Library and the community and will dedicate ourselves to finding the best possible candidates.

**Clark County Library – Executive Director Position
Conceptual Time-Line – Updated 07.21.2020**

Process Steps based on February 1, 2021 start date

07.23.2020 – Introductory Meeting with Las Vegas-Clark County Library Board of Trustees

07.27.2020 – 08.10.2020 – Our first step in the search process will be to speak with individual members of the Board of Trustees as well as the Executive Committee to be sure we have a thorough understanding of your needs.

08.10.2020 – Ads placed

08.10.2020 – 09.28.2020 – Conduct search to include direct recruiting, review of resumes and cover letters received from all sources, conduct phone interviews with potentially qualified candidates and administer behavioral assessments if required; present candidates to Clark County Library District as process is completed with each qualified candidate.

10.12.2020 – confirm interview dates for first virtual/WebEx interview for week of 10.19.2020 with target completion date of 10.26.2020

11.09.2020 – confirm interview dates for in-person interviews for top candidates (3 – 5?) with target date the week of 11.16.2020 – 11.23.2020 (Thanksgiving is 11.26.2020)

12.07.2020 -12.11.2020 – target date to extend offer

02.01.2021 – anticipated start date