

MINUTES
LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT
BOARD OF TRUSTEES' MEETING
LAS VEGAS, NEVADA
December 13, 2018
(approved January 17, 2019)

The Board of Trustees of the Las Vegas-Clark County Library District met in regular session in the Windmill Library, Las Vegas, Nevada, at 6:00 p.m., Thursday, December 13, 2018.

Present:

Board:	S. Moulton, Chair	F. Ortiz
	R. Wadley-Munier	E. Foyt
	S. Bilbray-Axelrod	M. Francis Drake
	J. Melendrez	K. Benavidez
	Y. Yturralde	

Counsel: G. Welt

Absent:

Staff: Dr. Ronald R. Heezen, Executive Director
Numerous Staff

Guests: Nick Vassiliadis, R&R Partners
Lauren Brooks, R&R Partners
Solveig Raftery, The FIRM
Michael Abante, The FIRM
Lindsey Yaskin, The FIRM

S. Moulton, Chair, called the meeting to order at 6:00 p.m.

Roll Call and Pledge of Allegiance (Item I.) All members listed above represent a quorum. Trustees Brooks and Wadley-Munier arrived at 6:13 p.m. Trustee Bilbray-Axelrod left the meeting at 7:33 p.m. Appendix A.

Assemblywoman and Trustee Bilbray-Axelrod led attendees in the Pledge of Allegiance.

Public Comment (Item II.) None.

Agenda (Item III.) Chair Moulton removed Item VI.A-I. from the agenda. She moved Item XIII. to come after Item III. She also moved Item X.B. to come after Item V. Trustee Benavidez moved to approve the Agenda as changed. There was no opposition and the motion carried.

Chair Moulton announced that Trustee Geno Withelder had tendered his resignation on December 11, 2018, effective immediately. She thanked him for his service.

Presentation on the upcoming 2019 Legislative Session by Nick Vassiliadis of R&R Partners. (Item IV.) Nick Vassiliadis of R&R Partners thanked the Board for the opportunity for giving his firm the opportunity to serve as the District's representative in Carson City for the upcoming legislative session. He introduced Lauren Brooks who will be working with him on the District's issues.

Mr. Vassiliadis reported that he met with District staff several weeks ago to go over the priorities for the legislative session and had a good discussion about how to work together and the makeup of the

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legislature for the upcoming session. He believes that the legislature, for the first time in probably five sessions should be favorable to specific exemptions for special districts in the area of public safety, especially in light of the Supreme Court's ruling today. While the ruling is definitely in the District's favor, Vassiliadis noted that the dissenting opinion leads him to think that the District still needs to ask for a specific exemption. He noted that Senator Nicole Canizzaro will be chair of the Judiciary Committee and she is a library supporter and with Trustee and Assemblywoman Bilbray-Axelrod in place, there will be a solid team able to ensure the District's story is being told.

In response to a question from Chair Moulton, Mr. Vassiliadis said that since it is the first time R&R Partners is representing the District, he will be relying on District Trustees, and staff, to educate him on libraries, as well as providing him with background on the legislative history of certain subjects. However, through regular calls with Executive Director Dr. Heezen and Development and Planning Director Danielle Milam, he will keep the District updated on actions in areas that have been identified. He will meet with staff on a regular basis but that will not preclude updates on critical items as necessary.

Trustee Bilbray-Axelrod said she was looking forward to bringing the public safety bill back in front of the Legislative and that it is critical that R&R Partners make sure to keep up with communications as the session comes close to its mandated ending date, as so many items can be overlooked close to sine die.

Chair Moulton said Trustees should communicate regarding legislative matters via Dr. Heezen. She advised Trustees to make room on their schedule to attend Library Legislative Day during the session. Executive Assistant Allison Boyer will advise Trustees of the date by the end of December. Moulton also suggested that Trustees contact their representatives in the legislature so they know who is on the Board and they have an interest in these areas. Moulton then thanked Mr. Vassiliadis and Ms. Brooks, noting that she is thrilled that the District is able to obtain the services of R&R Partners in this critical area.

In response to a question from Trustee Foyt that she asked later in the meeting, Dr. Heezen explained that it was through the law firm Bailey Kennedy that the District was able to work with R&R Partners. Their fee for the legislative session would be \$1.

Executive Session (Item XIII.)

Chair Moulton advised attendees that the Executive Session would be not need to be closed. Kelly Stout, of Bailey Kennedy, reported on a Nevada Supreme Court ruling released on December 13, 2018.

Ms. Stout reminded the Trustees that the case, Flores v. LVCCLD, was initiated by Ms. Flores, a mother who visited the Rainbow Library in 2016 openly carrying a firearm and was trespassed. Flores had filed for declaratory relief and other remedies. District Court Judge Miley granted summary judgement in the District's favor and ruled that the specific statute pertaining to cities, counties, and towns does not prohibit the District from passing its Dangerous Items Policy and enforcing it with a trespass.

In the decision released on December 13, the Nevada Supreme Court affirmed the District Court's decision with a vote of 5-2 and the District may continue to enforce its Dangerous Items Policy as written.

Chair Moulton thanked Bailey Kennedy for their work on this case. Moulton said she has spoken to Dr. Heezen about training for staff so they know how to properly enforce the policy in the branches.

Dr. Heezen thanked Bailey Kennedy for making the connection to R&R Partners for the District.

Presentation on the Branding and Marketing Department by Director Betsy Ward and staff. (Item V.)

Branding and Marketing (BAM) Director Betsy Ward began her presentation by discussing the Rebranding Campaign she and her team have been working on.

- Shortly after joining the Library District, Ms. Ward began laying the groundwork for a new rebranding campaign. She developed a User Experience Survey, which was sent to all 750 District employees. There was a very enthusiastic 15% response from staff (many surveys are lucky to receive a 3-4% response).
- Beginning in June 2017, working with Community Connect CEO Marc Futterman, Ward planned and organized a series of workshops with a broad cross-section of internal groups, approximately 200 staff members: the Executive Council, District Department Heads, and a select group of innovative staff that BAM staff refer to as Thought Leaders.
- The work gave staff invaluable feedback and demonstrated that staff members' at all levels had surprisingly similar insights into the District's brand direction.
- The main request from staff was to think beyond the image of books on shelves and create a rebranding campaign that encompassed all of the diverse products, services, and programming that the District offers to the public in one clear, simple concept.
- Ms. Ward thanked Dr. Heezen for giving Karen Bramwell and herself the ability to hire a highly experienced Branding & Marketing team to serve the Library District. Assembling this team gave Ward and Bramwell full confidence that they could pursue this rebranding project internally.
- To guide the creative process, Ward identified the following challenges that staff had to meet:
 - 1) Remain mindful of the four pillars of V.2020.
 - 2) Simplify the Library District's name.
 - 3) Encapsulate the District's cultural evolution/revolution into a simple logo and tagline that would speak to all audiences.
 - 4) Create a brand identity that speaks to the emotional connection that people feel for the library.
 - 5) Create a brand identity that is easily understood and works for internal and external audiences alike.

6) Provide library staff with the inspiration and insights behind our new brand, so that they understand, internalize, and embrace the change that it represents.

- Using the important insights that BAM gained from workshops with staff (made up of Executive Council members, and staff from across the District) and Marc Futterman of kfd;ls, BAM staff have developed a proposed rebranding concept that they believe captures the core values that the Library District brings to the needs and aspirations of its diverse community.
- The next step is to take the new concept to market testing. While BAM staff are very excited and hopeful that the concept will resonant with key audiences from a wide range of ethnic and socio-economic backgrounds, only testing will gauge the public's perception.
- Staff will be working with Applied Analysis who will send out an email in English and Spanish across the valley. Precision Opinions specializes in focus groups and they will conduct testing with the general market as well as with African American and Asian Pacific Islanders. For the Latino market, staff reached out to five agencies that were recommended to them and, based upon the proposals that were provided, staff selected Maria Marinch of Vitrol Multi-Cultural Community and Diversity Planning. She will conduct focus group testing with English-speaking Latinos and Spanish-speaking Latinos. The roles of these local research professionals will be to provide objective analysis of the data, and to help BAM staff further refine the messaging, or if necessary, start over.

Trustees Ortiz, Melendrez and Benavidez disclosed that they know Maria Marinch and feel comfortable with her work to reach out to the Spanish speaking community.

- Ms. Ward hopes to have the testing completed within the next two months, and if the public responds positively, she will bring it to the Board for review at that time.
- Ms. Ward thanked the entire BAM team for the hundreds of hours of work and thought and debate and brainstorming that everyone all put into this project.

Next, Ms. Ward showed a film, close to 14 minutes in length, about the Branding and Marketing Department's structure, different responsibilities and their achievements since Ward began at the District in 2016. The film showed many examples of the new website, recent coverage for the Mesquite Library, social media outreach and results for advertising equivalency.

All Trustees made a point of thanking Ms. Ward and her staff for the hard work and their achievements.

Trustee Benavidez wanted to know more specifically where staff are in the rebranding/new logo project and asked why the process has been taking so long. Ms. Ward used the example of R&R Partners work for the Las Vegas Convention and Visitors Authority on the Las Vegas

branding project ("What happens here stays here"). The project took four years to develop by R&R staff working full time on the project.

While working on the rebranding project, District staff have also been:

- rethinking about how the department is structured and rebuilding the department from three people to eight people,
- creating a social media team to represent each branch,
- creating a new website, which consisted of migrating and reorganizing all of the content from the District's previous website and creating new ways to present the District's materials and service, and to promote District culture.,
- as well as continuing to work on the other areas that have always been the province of the BAM department.

Trustees Benavidez, Bilbray-Axelrod, Melendrez, and Ortiz requested a project timeline and schedule as well as more information about the process so that they may understand what is involved. Benavidez also felt this would ensure Trustees are engaged with the project and can also help staff to achieve the results they are looking for. Trustee Wadley-Munier wanted to be part of the testing, and Ms. Ward said that all District library card holders would all be receiving the online survey in January.

Trustee Ortiz suggested staff investigate whether they need to spend more time developing phone apps as technology continues to develop. Ms. Ward said the focus has been on the website which has been designed to work on phones and IT Director Al Prendergast provided information on the MyLibrary! app which staff are working on rolling out soon.

The app, designed for mobile phones, will connect a person to their local library when it is installed so the individual can access their account like they do on their website. This is a service through Envisionware and the District purchases it on a subscription basis.

Chair Moulton confirmed that Trustees would like more information about the branding project such as the timeline and the next steps involved in the implementation such as who will be involved in the different areas.

Ms. Ward concluded by saying that it is a privilege to tell the Library District's story every day and the best is yet to come!

Discussion and possible Board action regarding contract award for Public Relations and Social Media Services. (Item X.B.)

Ms. Ward explained that, in any given year, the Library District has hundreds of programs, services, resources, and entertainment that would be of interest to the public. The most cost effective way to tell these many stories is by publicizing them through media coverage in newspapers, TV, radio, and social media. Media coverage is more valuable, and more credible, than advertising because it delivers an organization's message through a news outlet – which serves as an objective third party source.

In the past, public relations for the Library District was handled by one in-house staff member, who also had full oversight of the high-volume Branding & Marketing graphics department. When the Board of Trustees redefined the Library District's mission through the Vision 2020 Plan, this brought a pressing need for public enlightenment through media coverage on the vast changes that the District was undergoing. The continual increase in programs, services, and entertainment at the District also brought a greater need for expanded public relations activity.

In 2016, former Trustee Keiba Crear recognized this need and recommended that the new Branding & Marketing Director hire a PR/Social Media agency to broaden the reach of the Library District's news coverage. The Branding & Marketing Department's goal was to prompt the public to say, with each new print article, broadcast story, and social media posting, "I didn't know the library had that!"

Since 2016, the Branding & Marketing Department has contracted with several PR/Social Media consultants and saw positive results from these efforts. To continue building on this momentum, the 2018-2019 FY Budget allocated funding for an RFP to partner with a PR/Social Media agency under a one-year contract, with an option to renew for four additional years.

Scope of Services:

- Create a 12-month strategic plan that involves a review of current projects, including the upcoming rebranding campaign, and recommends goals and tactics for reaching specific library stakeholders including existing and potential cardholders, business and political leaders, and other important audiences, as determined.
- Develop, as part of the strategic plan, an overarching PR/Social Media campaign that supports the rebranding effort, educating the public on how the District continues to change, evolve, and surprise its customers with a wide range of educational and cultural experiences that are offered through its library doors and on its website.
- Advise and participate, as needed, in issues management, including the preparation of talking points for use by Library staff and Board of Trustees to prepare for media interviews.
- Provide support and content, as needed, for our existing Social Media Team and their initiatives.
- Provide media training sessions two times per year for select Library staff.
- Assist, as needed, with writing promotional materials, press releases, newsletters, magazine copy, or other publications.
- Assist the Branding & Marketing team in the development of mini-campaigns throughout the year to boost library card sign-ups and public awareness.

A Request for Proposals (RFP No. 19-09) for Public Relations and Social Media Services was advertised in the Review-Journal. Additionally, the RFP notice was posted on the District's website, faxed to all minority

Chambers of Commerce, and posted on the Nevada Government eMarketplace (NGEM).

Forty-two firms requested and received the RFP documents. The proposal opening was held on November 8, 2018. A total of ten proposals were received. Four proposals were deemed non-responsive and subsequently rejected. A committee comprised of staff from Branding and Marketing, Library Operations, and Financial Services conducted a thorough review and evaluation of the responsive proposals. The process involved a scoring and ranking of each responsive proposal to establish a short list of finalists to be invited to continue in the selection process with a presentation and interview.

The evaluation criteria and weighted values included the following:

- Action Plan for Scope of Services (50%)

An understanding of services to be performed and evidence of the capabilities and creativity necessary to perform services in a manner most advantageous to the District.

- Cost (20%)

Evidence services will be reasonably priced and provide value

- Account Team (15%)

Professional qualifications and work experience on similar projects of team members who will be primarily responsible for the majority of the work performed in the Scope of Services.

- Account Services (10%)

Past, current, and prospective services demonstrating capabilities to prepare and execute an advertising and marketing program outlined in the Scope of Services.

- Bidder Information (5%)

Evidence Bidder has necessary resources to provide services.

The following are the proposal evaluation results:

<u>Bidder</u>	<u>*Proposal Score/Rank</u>
The Firm	874/1
Quillin	851/2
Purdue Marion	817/3
Red 7 Communications	752/4
Imagine Communications	662/5
WG Communications	564/6

*Maximum Score 1000

Based on the proposal evaluation scores, the following three bidders were invited to provide a presentation/interview: The FIRM, Quillin, and Purdue Marion.

Following the presentation/interview sessions, the review committee selected The Firm as the PR agency that demonstrated the most comprehensive and advantageous combination of qualifications and experience needed to fulfill the requirements of the contract.

The contract will be effective January 1, 2019. The contract will have an initial term of one year with four optional one-year extensions. The contract amount for the initial one-year term shall not exceed \$80,000. Contract amounts shall be negotiated prior to the start of each optional extension year, and subsequent contract extension awards shall be brought before the Board of Trustees for approval.

After Ms. Ward concluded her remarks, the discussion that followed focused on the cost of the contract compared to the work of department staff. All Trustees participated. Several Trustees, while appreciating the work of the proposed agency, expressed high levels of concern at the proposed cost, considering that the department had expanded from three to eight people in the last year. They also wanted to ensure there was no duplication of efforts. Ms. Ward emphasized that District staff will be working on designing the materials and internal messaging while her plan is to use The Firm to push out all the information to the public.

Several Trustees also expressed concern about the number of different projects the Branding and Marketing department are working on and, that, without more specific information about schedules and timelines to provide clarity, they were still unclear about why this contract was needed. Ms. Ward explained that getting the many stories out about what the District was offering required time and focus. While the BAM staff could handle the design and messaging, the Firm would be focusing on getting the message out externally.

Trustee Brooks asked whether there are other library districts staff use as a model, when RFP's or rebranding projects come up to compare best practices such as timelines for different projects, their costs and fiscal implications and how they have handled issues such as this. Ms. Ward said she does have that information and could provide that to Trustees.

Trustees also asked about earlier work The Firm had done for the Department, which totaled about \$50,000 last year, and how that would fit into the department's budget. Ms. Ward explained the roles of each member of her department.

Trustee Benavidez also wanted to know how the firm had been paid in the previous year, by the hour or by the project. Ms. Ward explained that the previous year had been paid by the hour, which prompted the RFP. Benavidez wondered if , perhaps, they could continue their work on specific projects.

Trustee Foyt disclosed that she had worked with The Firm, specifically President and CEO Solveig Raftery, in previous positions.

While none of the Trustees disliked the work of the proposed agency, they continued to express concern about the cost without more

information about the different projects happening for the department.

Trustee Ortiz asked whether the RFP included a requirement that the selected firm be able to translate materials. While Ms. Ward explained that the RFP did not include this requirement, Ms. Raftery explained how she can access a number of translators. This then led to comments by several Trustee and discussion about how material can be translated into another language, specifically Spanish, but the translation many not always reflect the intended message. This will become very important, especially with the opening of the East Las Vegas Library. It will also be important as the District's population grows even more diverse.

After further discussion, Trustee Bilbray-Axelrod moved to table this item until the January 17, 2019 meeting. There was no opposition and the motion carried.

Trustee Bilbray-Axelrod left the meeting after this item.

**Approval of
Proposed Minutes
Regular Session,
October 13, 2016;
Regular Session,
January 12, 2017;
Regular Session,
February 9, 2017;
Regular Session,
May 18, 2017;
Regular Session,
July 13, 2017;
Regular Session,
November 9, 2017;
Regular Session,
October 11, 2018;
Finance and Audit
Committee,
November 8, 2018;
and Regular
Session, November
8, 2018.
(Item VI.A-J.)**

Removed from Agenda.

**Chair's Report
(Item VII.)**

Chair Moulton said she had no report but thanked all Trustees and staff for their participation in the Board Retreat on December 10 and wished everyone Happy Holidays.

**Library Reports
(Item VIII.)**

Trustee Ortiz moved to accept Reports VIII.A.1-3. There was no opposition and the reports were accepted.

**Executive Director's
Report
(Item VIII.A.)**

Dr. Heezen thanked staff members who set up and worked the Trustee meeting.

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Dr. Heezen asked Trustees who have contacts on the Las Vegas Metro Chamber of Commerce to ask them to push Leadership Las Vegas (a program of the chamber) organizers to include the Library District as part of their annual Education Day. The day, as currently scheduled, focuses on the Clark County School District and the institutions of higher learning. This year's organizer completely ignored pre-K learning. Since the District is the largest provider of pre-K learning in the state as well as offering a GED through its CALL program, he feels that should be remedied and he asked Trustees to do what they can.

Dr. Heezen also drew Trustees' attention to the Review-Journal article, dated December 9, 2018 that detailed the Nevada Supreme Court decision that the Teamsters Union could not be recognized as an official bargaining agent unless it wins the backing of a majority of the workers. This decision also affects the results of a vote earlier this year by the District's part-time workers to unionize. There was not a majority who voted for the union.

**Library Operations,
Security Reports
and Monthly
Statistics
(Item VIII.A.1.a.)**

No questions.

**Branding and
Marketing Report
and Electronic
Resources Statistics
(Item VIII.A.2.a.)**

No questions.

**Community
Engagement Report
and Monthly
Statistics
(Item VIII.A.2.b.)**

No questions.

**Development and
Planning Report
(Item VIII.A.2.c.)**

No questions.

**Information
Technology Report
(Item VIII.A.2.d.)**

No questions.

**Financial Services
Report
(Item VIII.A.3.a.)**

No questions.

**General Services
Report
(Item VIII.A.3.b.)**

No questions.

Human Resources Report (Item VIII.A.3.c.) No questions.

Unfinished Business (Item IX.) None.

Discussion and possible action regarding the appointment of East Las Vegas QALICB, Inc. and Mesquite QALICB, Inc. Boards of Directors. (Item X.A.)

Development and Planning Director Danielle Milam explained that, in 2017, the Library District entered into two New Markets Tax Credit transactions for the East Las Vegas and Mesquite library construction projects. As part of those transactions, two new non-profits were formed to operate exclusively for the benefit of the Library District for the purposes of acquisition and leasing of real and/or personal property subject to restrictions and terms of the transaction documents.

The Articles of Incorporation for both the East Las Vegas QALICB, Inc. and the Mesquite QALICB, Inc. each stipulate that a five-member Board of Directors for each organization shall be appointed annually by the Library District Board of Trustees as follows:

1. Two Board Directors shall be independent directors who are not officers, directors, trustees, or employees of the Library District, Las Vegas-Clark County Library District Foundation, Inc., or any other affiliate of the QALICB corporation, the Library District, or the Library Foundation.
2. Three Board Directors shall be appointed from nominees who are current or former employees, officers, or trustees of the Library District or employees, officers, or directors of the Library Foundation.

This item calls for the reappointment of both existing Boards of Directors as follows:

East Las Vegas QALICB, Inc.: Fred James, Keiba Crear, Senator Mo Denis, Felipe Ortiz, and Michael Saunders

Mesquite QALICB, Inc.: Fred James, Keiba Crear, Randy Ence, Tim Wong, and Michael Saunders

Trustee Ortiz stated that, due to his position on the board of East Las Vegas QALICB, Inc. he would abstain from the motion related to that Board of Directors.

Trustee Benavidez moved to authorize staff to appoint the slate of Directors detailed above to the East Las Vegas QALICB, Inc. Chair Moulton and Trustees Wadley-Munier, Foyt, Benavidez, Brooks, Francis Drake, and Melendrez voted yes. Trustee Ortiz abstained. The motion carried.

Trustee Benavidez moved to authorize staff to appoint the slate of Directors detailed above to the Mesquite QALICB, Inc. There was no opposition and motion carried.

Announcements (Item XI.)

The next Board Meeting will be held Thursday, January 17, 2018 in the Clark County Library at 6:00 p.m.

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Public Comment None.
(Item XII.)

Adjournment Chair Moulton adjourned the meeting at 7:47 p.m.
(Item XIV.)

Respectfully submitted,

Elizabeth Foyt, Secretary

2018 ATTENDANCE

Appendix A

December 13, 2018 Regular Board Meeting

2018		JANUARY	February 8 Regular Board Mtg	March 8 Regular Board Mtg	April 12 Finance & Audit Cmte	April 12 Regular Board Mtg	May 24 Regular Board Mtg	June 14 Risk Mgmt Cmte	June 14 Nominating Cmte	June 14 Regular Board Mtg	July 12 Regular Board Mtg	AUGUST	September 20 Regular Board Mtg	October 11 Regular Board Mtg	November 8 Finance & Audit Cmte	November 8 Regular Board Mtg	December 10 Retreat/Workshop	December 13 Regular Board Meeting
Benavidez	Kelly	P	P	P	P	P	P	P	P	P	P	NO MEETING	P	A-E	P	P	P	P
Bilbray-Axelrod	Shannon	P	P	P	P	P		P	P	P		NO MEETING	P	P		P	P	P
Brooks*	Constance	X	X	X	X	X	X	X	X	X	X	NO MEETING	X	P		P	P	P
Drake	Marilyn	P	P	A-E	A-E	P	A-E		A-E	P		NO MEETING	P	P		P	P	P
Ence**	Randy	A-E	P	P	P	P	P	P	P	P		NO MEETING	X	X	X	X	X	X
Foyt	Elizabeth	P	P	P	P	P	P	P	P	P		NO MEETING	P	P	P	P	P	P
Melendrez	Jose	P	P	A-E	A-E	P	P	P	P	P		NO MEETING	P	A-E		P	P	P
Moulton	Sheila	P	P	P	P	P		P	P	P		NO MEETING	P	P	P	P	P	P
Ortiz	Felipe	P	P	P	P	P	P	P	P	P		NO MEETING	P	P	P	P	P	P
Wadley-Munier	Robin	P	P	P	P	P		P	P	P		NO MEETING	P	P	P	P	P	P
Withelder***	Geno	X	X	X	X	X	X	X	X	X		NO MEETING	A-E	P		A-E	A-E	X
Yturralde****	Ydoleena	P	P	P	P	A-E		P	P	P		NO MEETING	P	X	X	X	X	X

attended Committee meeting but not a member

A-E Excused Absence
 A-U Unexcused Absense

*Appointed to replace Trustee Yturralde for a term beginning October 2018

**Resigned, took effect after the July 12 Regular Board Meeting

***Appointed to replace Trustee Ence for a term beginning August 2018, resigned December 11, 2018

****Resigned, took affect after the September 20 Regular Board Meeting

as of December 13, 2018