

MINUTES
LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT
BOARD OF TRUSTEES' MEETING
LAS VEGAS, NEVADA
March 14, 2019
(approved April 11, 2019)

The Board of Trustees of the Las Vegas-Clark County Library District met in regular session in the Sahara West Library, Las Vegas, Nevada, at 6:00 p.m., Thursday, March 14, 2019.

Present:

Board:	S. Moulton, Chair	F. Ortiz
	E. Foyt	S. Bilbray-Axelrod
	M. Francis Drake	J. Meléndrez
	C. Brooks	S. Ramaker

Counsel: G. Welt

Absent: K. Benavidez - Excused
R. Wadley-Munier - Excused

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

Guests: David Lindahl, Precision Opinion
Brian Gordon, Applied Analysis

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. Trustee Bilbray-Axelrod attended via telephone. Trustees Benavidez and Wadley-Munier had excused absences. Appendix A.

Trustee Meléndrez led attendees in the Pledge of Allegiance.

Public Comment (Item II.) None.

Agenda (Item III.) Trustee Meléndrez moved to approve the Agenda as proposed. There was no opposition and the motion carried.

Chair Moulton asked that Trustee Ramaker, who was recently appointed by the Clark County Commission, tell the audience a little about herself.

Trustee Ramaker said she was pleased to represent Mesquite on the Library District Board and excited to serve. She thinks libraries are so important. She has:

- Six children, ten grandchildren, and two great-grandchildren, one of which lives in Mesquite and goes to the reading program on Tuesdays.
- Been living in Mesquite since 2008. She and her husband moved from Portland, OR as her husband never wanted to be cold and wet anymore.

Branch presentation by Sahara West Branch Manager Lorinda Soto Sahara West Branch Manager Lorinda Soto introduced herself. Ms. Soto has with the District for 16.5 years. She started at Sahara West in September 2007 as the Assistant Branch Manager and become Branch

(Item IV.A.)

Manager in March 2017. Soto then introduced the branch's department managers:

- Assistant Branch Manager – Claudia Melton
- Youth Services Manager – Valerie Warren
- Computer Center Manager –Ron Marchalonis
- Customer Service Manager – Becky Monaco (who recently celebrated her 32nd anniversary with the District).
- Scheduling and Production Services team – Gene Smith and Tony Wilson

Ms. Soto provided a brief history on the Sahara West Library. Services began in 1992 as a storefront library at Sahara and Fort Apache until the current building was completed and opened in January 1997.

- People coming to Sahara West Library can enjoy rotating art collections in the Studio and Gallery, story times, Teen STEAM programs, computers and Wi-Fi access, a vast collection of materials, study and collaborative spaces and a welcoming environment.
- In 2018, Sahara West welcomed in 551,632 people, staff answered 57,889 reference questions and 751,631 items were checked out. The branch is number one in circulation in the District.
- Geographically speaking, Sahara West covers the western area of the valley and is located two miles from Downtown Summerlin, City National Arena, and the future Las Vegas Ballpark.
- Soto says that staff considers the location a destination branch because people travel from around the valley to visit this location to attend a meeting or browse two floors of materials.
- One of the largest customer groups the branch serves is described as "Up and Coming Families" (23.4%).
- The Youth Services department was very busy last year providing 503 programs with 17,691 in attendance. Some of the Programs include: STEAM Learning Lab, holiday-themed craft buffets, a Harry Potter event that transformed Youth Services into Hogwarts and brought in 400 attendees, a Teen Anime Fest, and story times serving babies to school-aged kids.
- While most youth programs are developed by staff or in collaboration with community partners, one special program called The Hope & Success Club came from teen and volunteer, Melyssa Cortez-Diaz. Ms. Cortez-Diaz has been coming to Sahara West Library with her mother and sister for many years and has been volunteering since 6th grade. The Hope & Success Club is a program developed by Melyssa that evolved from her first project called the HOPE Corner in the Teens@ room. The HOPE Corner (which stands for Hold On, Pain Ends) is a quiet and safe space for teens to find hope in a comfortable

environment, be surrounded by positive affirmations and accessibility to a resource table with brochures from organizations such as Nevada Coalition for Suicide Prevention (NCSP) and Nevada Partnership for Homeless Youth (NPHY).

- The HOPE Corner evolved into a club where teens could get together to learn goal setting, dealing with stress, career planning, applying for jobs, and developing interpersonal skills. HR Director James Bean came onboard with a grant from the Nevada Coalition for Suicide Prevention and in January 2018, the Hope & Success Club was launched. Mr. Bean attends each meeting and mentors the teens. Youth Services Assistant Katherine Tilton also attends each meeting, schedules them, and wrote the monthly summaries of the meetings to fulfill the grant reporting piece. Each month, Melyssa puts together a presentation that is interactive and includes icebreakers, writing gratitude lists and viewing TED talks to spark discussion. Funds from the grant have been used to purchase stress relievers (such as fidget spinners and stress balls), teen books and DVDs, and bullet journals and markers for each teen.

Ms. Cortez-Diaz then briefly discussed what the Hope & Success Corner and club has meant to her and the teens:

- Hope and Success club helped her gain a better focus on how to contribute more to the community. She could talk about subjects that were brought up in school and take a different spin on the delivery to direct it to her generation of teens.
- Every meeting, the teens become more comfortable with their peers and engage more in the presentation. Many teens have taken something from the topic. New and old faces arrive every meeting. The environment the club presents is very open and accepting. Teens can come to any meeting for the first time and be welcomed. This program was created to allow teens to be comfortable with who they are and their traits, which she tries to encourage at every meeting.

Ms. Soto continued with a description of other types of customers in the branch:

- The second largest group is known as "Enterprising Professionals" (18.6%). These are young professionals who are tech savvy and move to find growth opportunities and better jobs. Services that are popular with this segment include Wi-Fi access, hotspot checkouts, meeting rooms and digital products. In 2018, the branch's circulation of eBooks was 203,989, a one-year increase of 25%. Branch staff promotes on-demand products such as Hoopla, RBDigital magazines and Kanopy so the library is available 24/7 and provide demos of enrichment products such as Rosetta Stone, Lynda.com and LearningExpress.
- The third largest group is "Old and Newcomers" (12.2 %) are either beginning their careers or retiring (so it is a wide range).

They enjoy browsing the vast collection of books, movies, magazines and newspapers.

- Staff assist new users with digital downloads by helping them get the apps needed in order for them to download materials to their devices. Musical performances, lectures and basic and intermediate technology classes yield high turnouts.
- A new 9-week series of classes called Seniors Eating Well presented by Three Square, was very successful.
- The convenience of voting close to home brings large crowds when the branch hosts the Election Department for both Early Voting and Election Day.
- On-site instructional programs such as mediation, energy healing, photography classes and guitar classes are well attended.
- In May, the instructor for the guitar classes collaborated with the branch's SPS department to offer an all-ages Band Camp-Open Jam that was attended by 99 people. Instruction on basic chords was offered and guitarists of all levels played music alongside with local musicians. Feedback was overwhelmingly positive and many requested that it be offered again.

Ms. Soto continued to say that:

- At the branch there are 57 staff with a combined total of 557 years of service to the Library District. To break it down:
 - 31 staff have six months to 10 years of service
 - 19 staff have 11 to 20 years of service
 - seven staff have 20+ years of service

Ms. Soto then shared photos from branch events in the last year. She thanked Trustees for the opportunity to present information about her branch and asked for questions.

Trustee Bilbray-Axelrod commented that Ms. Soto's presentation was one of the best she had heard since she has served as a Trustee. She asked about the amount of the grant awarded to the Teen Corner which Ms. Soto said was for \$2,500. Bilbray-Axelrod hoped that something like that could be done in all the branches.

Chair Moulton thanked Ms. Cortez-Diaz for her volunteer work reaching out to different audiences.

**Brand Campaign
Market Research
Results
presentation by
Applied Analysis
and Precision
Opinion.**

Branding and Marketing (BAM) Director Betsy Ward explained that in late 2016, the Branding & Marketing Department began research toward the goal of creating and launching a new brand image for the Library District. This work started with an in-depth employee survey, which helped the department to create a series of workshops in 2017, working with CommunityConnect. BAM staff met with a broad cross section of internal groups, approximately 200 employees in all, which

(Item IV.B.)

included: the Executive Council, the District Department heads, and a select group of innovative staff that are referred to as "Thought Leaders." Embracing the insights gained from these groups, the BAM team identified several branding challenges, which guided staff through the creative process.

These were to:

- 1) Remain mindful of the four pillars of Vision 2020;
- 2) Simplify the District's name;
- 3) Encapsulate the District's evolution/revolution into a simple logo and tagline that works for internal and external audiences from diverse backgrounds;
- 4) Create a brand identity the speaks to the emotional connection that people feel for the library;
- 5) Provide employees with the inspiration and insights behind the new brand, so that they will understand, internalize, and embrace the change that it represents.

Using these principles, the BAM team developed a proposed rebranding concept that staff believes captures the core values that the Library District brings to serve the needs and aspirations of its diverse community.

The next step in this process was to test the new concept with a broad cross section of the market, and to obtain specific feedback from Latinx, African-American, and Asian-Pacific Islander residents. Market testing was conducted by Brian Gordon from Applied Analysis and David Lindahl from Precision Opinion. They will provide a report on their methodology and findings.

Mr. Lindahl's presentation is attached as Appendix B. Mr. Lindahl and his firm conducted quantitative analysis through six focus groups. Each focus group was 90 minutes in length and covered the respondent's information gathering preferences, their perceptions of the District prior to seeing the proposed campaign, their reading preferences, and then each focus group was shown the "Free to Be" campaign. Once that was completed, the focus group members were asked again about their perceptions of the District.

Mr. Gordon's presentation is attached as Appendix C. His firm used surveys to get a wider/broader brush of folks to get to more statistically significant results on terms of the public's perception of the District while focused specifically on the ad campaigns that are contemplated by the District. The survey was conducted during the month of February via email distribution directing folks to an online survey. They used the results of 1,000 completed surveys across the Las Vegas Valley areas that are within the District's service area. They controlled for certain demographic quotas including age and gender. In addition they also focused on cardholders and non-cardholders. The margin of error is about 3.1%. This is a very low margin of error when all thousand results are aggregated and brings very reliable results.

Mr. Gordon said Applied Analysis also looked at what was happening in

terms of the logo design. The proposed design and alternative logos were presented to the survey-takers who were asked for feedback.

Trustee Bilbray-Axelrod commented that it took her husband three times to complete the survey all the way to the end and asked whether the incomplete surveys were taken into account. Mr. Gordon said only completed surveys were used to calculate the results.

Trustee Francis Drake asked how many surveys were sent out to obtain the thousand responses that were used. Mr. Gordon said that he did not have the total number of surveys were sent out but since response rates on surveys are very low they sent out many multiples of a thousand and cut off the survey once they received the thousand threshold they were targeting.

Trustee Francis Drake also commented that she did take the survey and it was rather tedious to her, and wondered if Applied Analysis had that problem with other respondents. Mr. Gordon said that, in addition to selected cardholders they also sent the survey to people who have signed up to receive surveys.

Trustee Brooks asked how the participants for the focus groups were selected. Mr. Lindahl explained that his firm has a database of residents in Clark County with some basic demographic information about them. An email was sent and calls were made to see if those individuals would be interested in participating. The firm used the demographic information they had to ensure that they had proportional breakouts of age, gender, ethnicity for the group.

Trustee Brooks then asked if there was any overlap between individuals who took the survey with those who participated in the focus groups. Mr. Lindahl said that there is the possibility for some overlap but he thought that would be unlikely.

Trustee Ramaker asked if the survey was given to patrons coming in to the libraries. Mr. Gordon said that he did not do that as part of the recruitment mechanism out of a fear of sampling bias.

Trustee Bilbray-Axelrod asked about testing in languages other than English or Spanish and whether the survey participants were paid. Mr. Lindahl said the focus groups were conducted in English and Spanish only. Focus group participants were given a cash incentive that was proportional to the time they spent being involved in the groups, which is an industry standard. Bilbray-Axelrod's follow-up question was about the amount and Lindahl said it varied for the different groups depending on the times of day the focus groups were held and he offered to provide the amounts. Chair Moulton asked that he do so.

Trustee Bilbray-Axelrod asked how much Precision Opinion and Applied Analysis were paid. Per Ms. Ward, the total estimate was over \$40,000 but under \$50,000 as the final bills have not yet come in. Bilbray-Axelrod asked that the final bill amounts for both firms be provided to the Trustees.

Chair Moulton commented that she also took the survey but thought it moved rather quickly.

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Approval of Proposed Minutes Regular Session, May 18, 2017, Regular Session, July 13, 2017, Regular Session, November 19, 2017, Regular Session, February 14, 2019. (Item V.A-D.)

Chair Moulton removed Items V.B-D and said that the minutes will be caught up by the time of the April 11th meeting.

Trustee Ortiz moved to approve the Minutes of the Board of Trustees Meeting held May 18, 2017. There was no opposition and the motion carried.

Chair's Report (Item VI.)

Chair Moulton requested that future meetings include a report on items concerning the District from the Legislative Session.

Development and Planning Director Danielle Milam said that would be included. She reported that staff are working on the language for the bill on firearms that Trustee Bilbray-Axelrod has sponsored. Staff will also track the Net Neutrality bill once it has a number, and noted that there is an upcoming deadline for bills to be introduced in the current session.

Chair Moulton thanked Ms. Milam and commented upon the introduction of a bill to require that two largest school districts in Nevada and charter schools to have libraries in each school staffed by librarians.

Library Reports (Item VII.)

Executive Director's Report (Item VII.A.)

Trustee Ortiz asked that Dr. Heezen's report, page one, fourth paragraph, be corrected to replace the word "copyright" with the word "trademark." Ortiz then asked Counsel Welt to provide a brief report on the activities related to the District's trademark questions. Counsel Welt walked through the difference between trademark law and other types of law. He then outlined what District and legal staff have done so far and explained why there was an initial rejection of the "Free to Be" trademark. Welt then explained three options going forward to trademark "Free to Be" and his suggestion to pursue all of them. Finally, he said that the District is now employing Greenberg Traurig (GT) to complete the process and why. Trustee Ortiz was part of several conversations with GT. The cost to go forward with GT is approximately \$5,000-\$7,000 plus the minimal fees for the costs of all three options and Welt reiterated that he recommends pursuing all of them. Welt emphasized that the marketing campaign has to be launched prior to the trademark being awarded to the District as the trademark has to be in use. He feels reasonably optimistic there will be no problem moving forward.

Trustee Ortiz said he raised the issue because, as the District moves forward with the branding campaign and spends thousands of dollars to implement this, he did not want it to be sued. He has been on both sides with other organizations and did not want the money spent

without assurances the District would not have to claw it back. He does feel comfortable now.

Counsel Welt added that, if the District goes forward with the internal roll-out in October as planned, the attorneys can use that to apply for the trademark.

In addition to his written report, Dr. Heezen directed Trustees to several flyers for upcoming programs:

- Current exhibit at THE STUDIO @ Sahara West Library, Sush Machido
- April is STEAM month with programs throughout the District
- Fifth Annual Food for Thought program April 1-30
- Laughlin Library 25th Anniversary celebration on April 10th which Heezen will attend.

Dr. Heezen also showed a video clip about a success story from the One-Stop Career Center at the Clark County Library and thanked staff who work on this important partnership with Workforce Connections.

Dr. Heezen then thanked the District staff who put the Board meeting together.

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

No questions.

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

Branding and Marketing (BAM) Director Betsy Ward handed out a second page to the monthly report provided as part of the background information. This report showed payments to vendor THE FIRM over the last several years, grouped by fiscal year. This led to a discussion in which Trustee Billbray-Axelrod, Trustee Ortiz, Ms. Ward, Executive Director Dr. Heezen, and Deputy Director/CFO Fred James spoke. Trustees were concerned about the use of the vendor, when they were used, what they were doing, how were they being contracted, and what was being paid. Trustees were also were concerned that this was an attempt to undermine the District's *Purchasing Policy* by continually spending just under the policy limits for this type of contract. Dr. Heezen and Ms. Ward explained their process. Mr. James explained his office's role. Dr. Heezen emphasized that, if the Board had not approved the vendor during the RFP process, the District would not be using the vendor going forward.

Trustee Ortiz said that if something similar came up, he expects that the Board would be notified.

**Community
Engagement Report
and Monthly
Statistics**

No questions.

(Item VII.A.2.b.)

Development and Planning Report (Item VII.A.2.c.) No questions.

Information Technology Report (Item VII.A.2.d.) No questions.

Financial Services Report (Item VII.A.3.a.) No questions.

General Services Report (Item VII.A.3.b.) No questions.

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

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

Unfinished Business (Item VIII.) None.

Discussion and possible Board action regarding the appointment of Broker of Record for the District's property and casualty insurance coverage. (Item IX.A.) Risk Management Committee Chair Jose Meléndrez reported that the Committee met earlier on the 14th. He thanked General Services Director Steve Rice for his presentation and how the three companies who submitted a response to the Request for Qualifications (RFQ) for the Broker of Record for the District's property and casualty insurance were evaluated.

Trustee Meléndrez moved to authorize staff to appoint USI Insurance Services as Broker of Record for property and casualty insurance coverage for the policy year commencing on July 15, 2019 and to authorize staff to extend the appointment in subsequent years' subject to the Broker continuing to meet performance standards outlined in the Request for Qualifications document. There was no opposition and the motion carried.

Discussion and possible Board action regarding authorization to extend the appointment of the District's current auditor, Piercy Mr. James explained that Nevada Revised Statutes (NRS 354.624) require the Board of Trustees to designate its auditor or firm no later than three months before the close of the fiscal year for which the audit is to be made. In March 2013, the Board approved Piercy Bowler Taylor & Kern as the District's auditors. The Request for Proposal called for an initial appointment for auditing services for the year ending June 30, 2013, with four one-year renewal options.

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Bowler Taylor & Kern, for one year, for the fiscal year ending June 30, 2019.

(Item IX.B.)

At the March 8, 2018 Board meeting, the Board approved an extension for the year ending June 30, 2018. Staff wishes to extend the appointment of Piercy Bowler Taylor & Kern for one additional year, to audit the District's June 30, 2019 financial statements.

Piercy Bowler Taylor & Kern's fees for the fiscal year ending June 30, 2019, are \$50,000 for audits and GFOA assistance for the District, and \$4,000 for any required Federal Financial Assistance Audit reports and procedures. The fees for the fiscal year ended June 30, 2018 were \$50,000 for audit and GFOA assistance and \$4,000 for required Federal Financial Assistance Audit reports and procedures.

Chair Moulton commented for new Trustees on the excellent work that Financial Services staff and the auditors do on the financial reports.

Trustee Ortiz moved to authorize staff to appoint Piercy Bowler Taylor & Kern for auditing services for the fiscal year ending June 30, 2019. There was no opposition and the motion carried.

Announcements (Item X.)

Library Day at the Nevada Legislature will be held on Wednesday, April 10, 2019 in Carson City, Nevada. Executive Assistant Allison Boyer polled the Trustees present to determine who was going to attend.

Invitations were extended to the Laughlin Library's 25th Anniversary Celebration on Wednesday, April 10, 2019 at 3:00 p.m.

The next Finance and Audit Committee Meeting will be held Thursday, April 11, 2019 at 4:30 p.m. in the Rainbow Library, 3150 North Buffalo Drive, Las Vegas, Nevada 89128.

There will be a Naming Libraries Committee of the Whole on Thursday, April 11, 2019 at 6:00 p.m. in the Rainbow Library, 3150 North Buffalo Drive, Las Vegas, Nevada 89128.

The next Board Meeting will be held Thursday, April 11, 2019, at 6:15 p.m. in the Rainbow Library, 3150 North Buffalo Drive, Las Vegas, Nevada 89128.

The Grand Opening of the East Las Vegas Library will be held on Thursday, April 25, 2019 at 10:00 a.m. at 2851 East Bonanza Road, Las Vegas NV 89101. There will be activities all day and everyone is invited to attend. Trustee Ortiz thanked the architects and Mr. Rice who have been tremendously involved with the program for their work. Dr. Heezen thanked Mr. James and Las Vegas Councilman Bob Coffin. Ms. Boyer encouraged Trustees to hand out the Save the Date cards they were given to friends.

Chair Moulton had comments on the excitement she is hearing about the new library opening in her community and family.

Trustee Foyt said she attended a Las Vegas Jewish Film Festival event that was held at the Windmill Library. The film was great, the auditorium was full, and she would like to see more of these events at our locations. Foyt also suggested that District staff and Trustees attend not only the Outlook event, but also the Las Vegas Preview event.

Trustee Brooks invited everyone to attend an event to honor one of Southern Nevada's living legends, former Senator Joe Neal. The event will be held on Saturday, April 6, at the West Las Vegas Library from 1:00 – 3:00 p.m. Mr. Neal will be talking about his life and reading some excerpts from his book, as well as signing his biography, "Westside Slugger," written by John L. Smith.

Public Comment
(Item XI.)

None.

Executive Session
(Item XII.)

Removed from Agenda.

Adjournment
(Item XIII.)

Chair Moulton adjourned the meeting at 8:02 p.m.

Respectfully submitted,

Elizabeth Foyt, Secretary

2019 ATTENDANCE

Appendix A

March 14, 2019 Regular Board Meeting

2019		January 17 Regular Board Mtg	February 14 Regular Board Mtg	March 14 Risk Mgmt Cmte	March 14 Regular Board Mtg							
Benavidez	Kelly	P	P	A-E	A-E							
Bilbray-Axelrod	Shannon	P	P		P							
Brooks	Constance	A-E	P		P							
Drake	Marilyn	P	P	P	P							
Foyt	Elizabeth	P	A-E	P	P							
Melendrez	Jose	P	P	P	P							
Moulton	Sheila	P	P	P	P							
Ortiz	Felipe	P	P	P	P							
Wadley-Munier	Robin	P	P		A-E							
Ramaker*	Sandra	X	X	P	P							

attended Committee meeting but not a member

- A-E Excused Absence
- A-U Unexcused Absense

as of March 15, 2019

* Appointed to fill term beginning March 5, 2019

Qualitative Research Evaluating the *Free To Be* Branding Campaign

Prepared for
The Las Vegas-Clark County Library District

Methodology

- 6 Focus Groups
 - 1 Multiethnic Group of Library Cardholders
 - 1 Multiethnic Group of Residents without a Library Card
 - 1 Hispanic Ethnography of Residents from Spanish-Dominant Households
 - 1 Hispanic Ethnography of Residents from English-Dominant Households
 - 1 African-American Ethnography
 - 1 Asian-American Ethnography
- 90 Minutes to Research the Respondents
 - Information Gathering Preferences
 - Perceptions of the Las Vegas-Clark County Library District Before Exposure to the Campaign
 - Reading Preferences
 - Opinions of the *Free To Be* Campaign
 - Perceptions of the Las Vegas-Clark County Library District After Exposure to the Campaign

Public Opinion of the Library District

- Respondents hold an overwhelmingly positive opinion of the Library District:
 - Library Staff are helpful and caring.
 - The library is one of the few places where you can find quiet and have peace of mind.
 - Respondents enjoy the smell of books.
- Negative comments involved interactions with the homeless population.

Free To Be Captivated

- This execution was more impactful with people who were less familiar with the library.
- This was the most popular execution in the Hispanic-American English-Dominant Household Group.
- It was felt that the Spanish translation, *Libermente Encantado* (*Charmed*), wasn't clear. Spanish-Language Translation Consultant Maria Marinch updated this execution to *Libermente Artista* (*Artistic*) based on this feedback, and this version was tested by Applied Analysis in the email marketing survey.

"I am so glad that the library offers many programs that would entertain, educate and empower all of us, I will check it out tomorrow."

Hispanic-American from English-Dominant Household Respondent



Free to be captivated.

Step into our world of live music, dance, art, comedy, and magic. Your neighborhood library sets you free to enjoy enriching experiences and local talent. It is the place for learning and personal growth, small business and career support, community, culture, art, and live performances. And it's all free.

Visit the library in person or at thelibrarydistrict.org and discover the power of your library card.

The Library District
Las Vegas Clark County

Free to be

Free To Be Curious

- Creates a strong emotional connection with parents and grandparents.
- This was the most popular execution among the Asian-American Group.
- People who were unfamiliar with the library stated that this was eye-catching and made them want to read the fine print and go to the website.
- Some library customers expressed concern that technology is replacing books.

"The library is a place that can help the young generation to explore their potential. I am an immigrant without too many learning opportunities when I was growing up but I want my children to succeed."

Hispanic-American from Spanish-Dominant Household Respondent



Free to be
curious.

What are you searching for?
Your neighborhood library sets you free to explore the unknown and look beyond. It is the place for learning and personal growth, small business and career support, community, culture, art, and live performances. And it's all free.

Visit the library in person or at thelibrarydistrict.org and discover the power of your library card.

The Library District
Los Angeles - Clark County

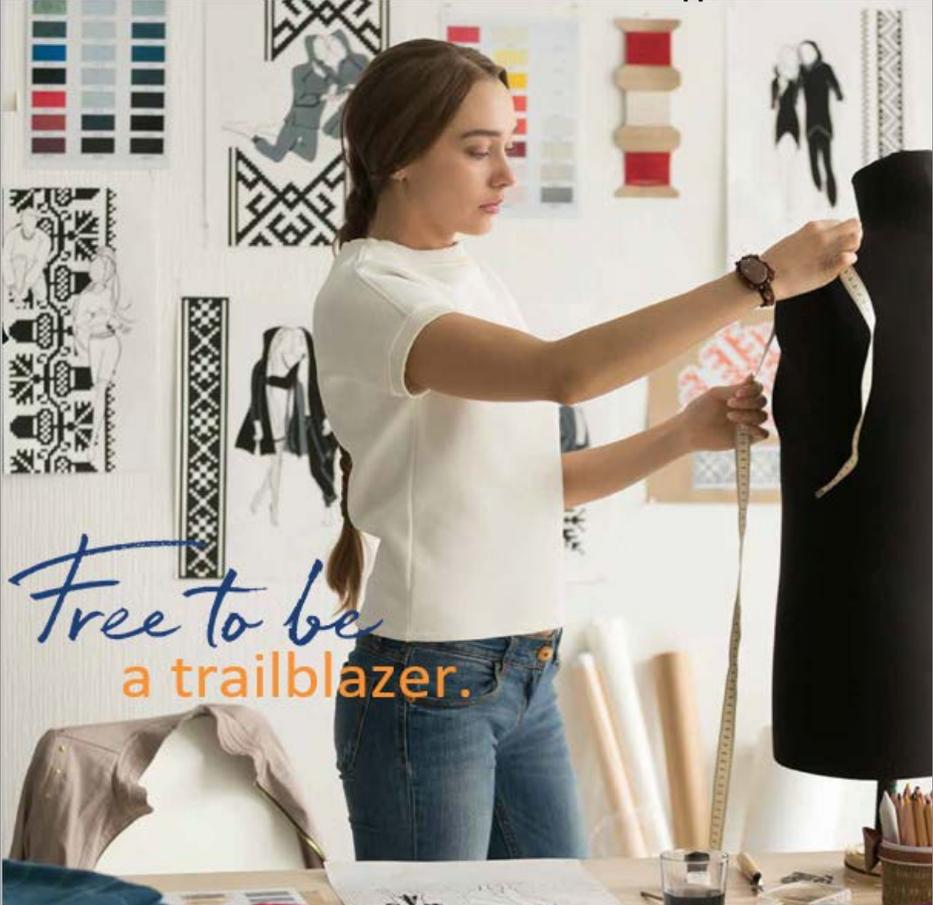
Free to be

Free To Be A Trailblazer

- The sub-headline “You have dreams to pursue” was powerful, and motivated people to read the fine print.
- This execution tied for the second most favorable campaign among the Non-Cardholder Group.
- The woman was seen as powerful and inspirational.

“The library is a place that can help the young generation to explore their potential.”

Hispanic-American from Spanish-Dominant Household Respondent



Free to be
a trailblazer.

You have dreams to pursue.
Your neighborhood library sets you free to achieve them. It is the place for learning and personal growth, small business and career support, community, culture, art, and live performances. And it's all free.

Visit the library in person or at thelibrarydistrict.org and discover the power of your library card.

The Library District
Los Angeles County
Free to be

Free To Be Inspired

- The execution was impactful on an emotional level.
- This was the second most popular execution in the Multiethnic Cardholder Group.
- More motivating to parents than nonparents.
- Some people doubted if these activities could be done in the library.

"We want children to be creative and grow up with positive vibes, and the library is a good venue."

African-American Respondent



Free to be
inspired.

The Library District
Live Well. Get Going.

Free to be

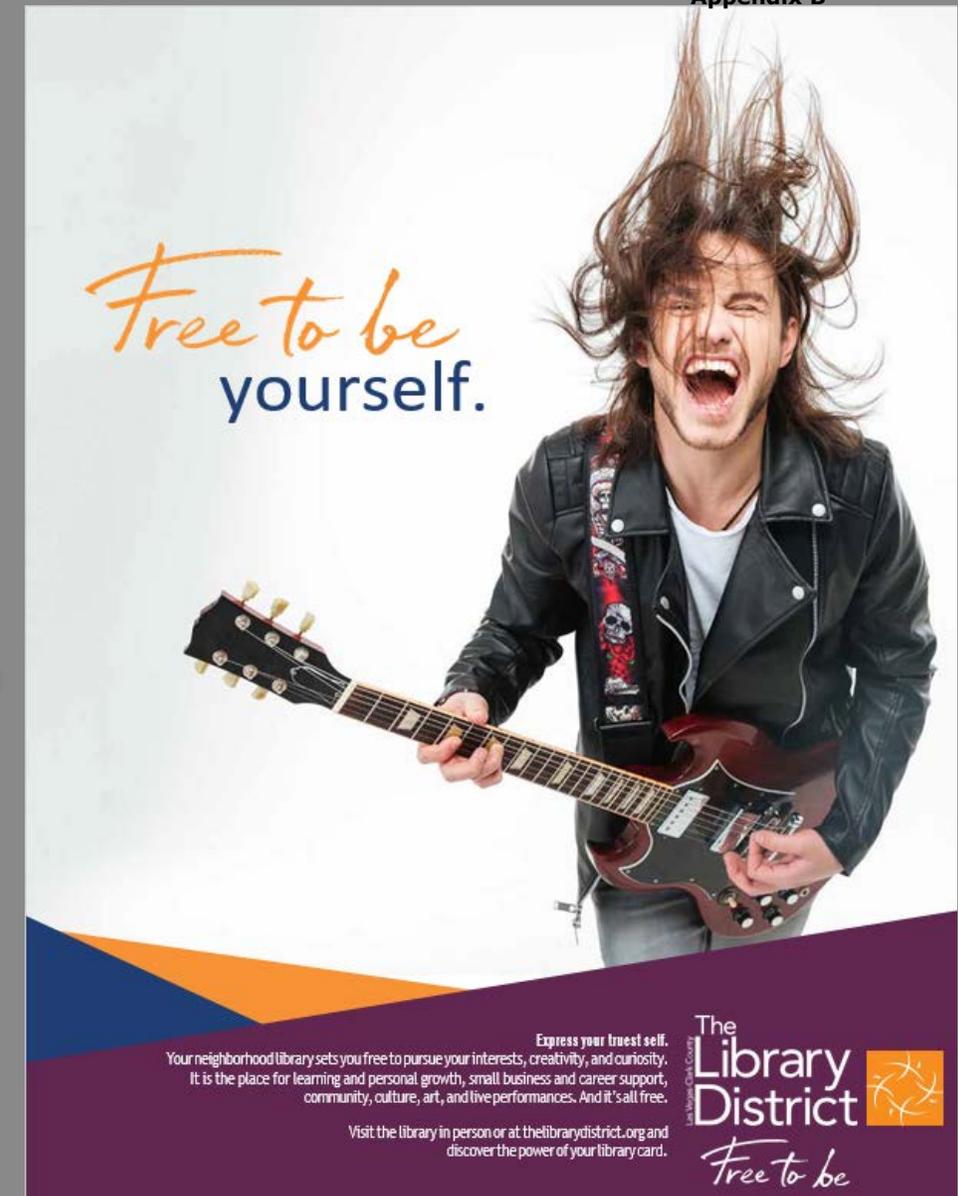
Creativity lies within you. Your neighborhood library sets you free to explore your vision. It is the place for learning and personal growth, small business and career support, community, culture, art, and live performances. And it's all free. Visit the library in person or at thelibrarydistrict.org and discover the power of your library card.

Free To Be Yourself

- Respondents familiar with the library thought that the image in this execution was disconnected from the library, but that they felt drawn to read what was on the page.
- This was the most popular campaign in the Hispanic-American from Spanish-Dominant Household Group.
- Respondents who were not familiar with the library thought that the images conveyed a welcome atmosphere.

"It welcomes everyone and offers a platform for people to meet."

Hispanic-American from Spanish-Dominant Household Respondent



Free to be yourself.

Express your truest self. Your neighborhood library sets you free to pursue your interests, creativity, and curiosity. It is the place for learning and personal growth, small business and career support, community, culture, art, and live performances. And it's all free.

Visit the library in person or at thelibrarydistrict.org and discover the power of your library card.

The Library District
Live Well. Get Going.
Free to be

Free To Be Fearless

- Very impactful with parents.
- This execution tied for the most popular in the African-American Group.
- The people who liked this campaign liked it passionately, while the people who found it unfavorable did not feel strongly about it.

"It is positive – growing up without fear and discrimination would be vital for my children."

African-American Respondent



Free to be
fearless.

Believe you will succeed.
Your neighborhood library sets you free to achieve that goal. It is the place for learning and personal growth, small business and career support, community, culture, art, and live performances. And it's all free.

Visit the library in person or at thelibrarydistrict.org and discover the power of your library card.

The
Library
District 
Live, Learn, Grow, Create

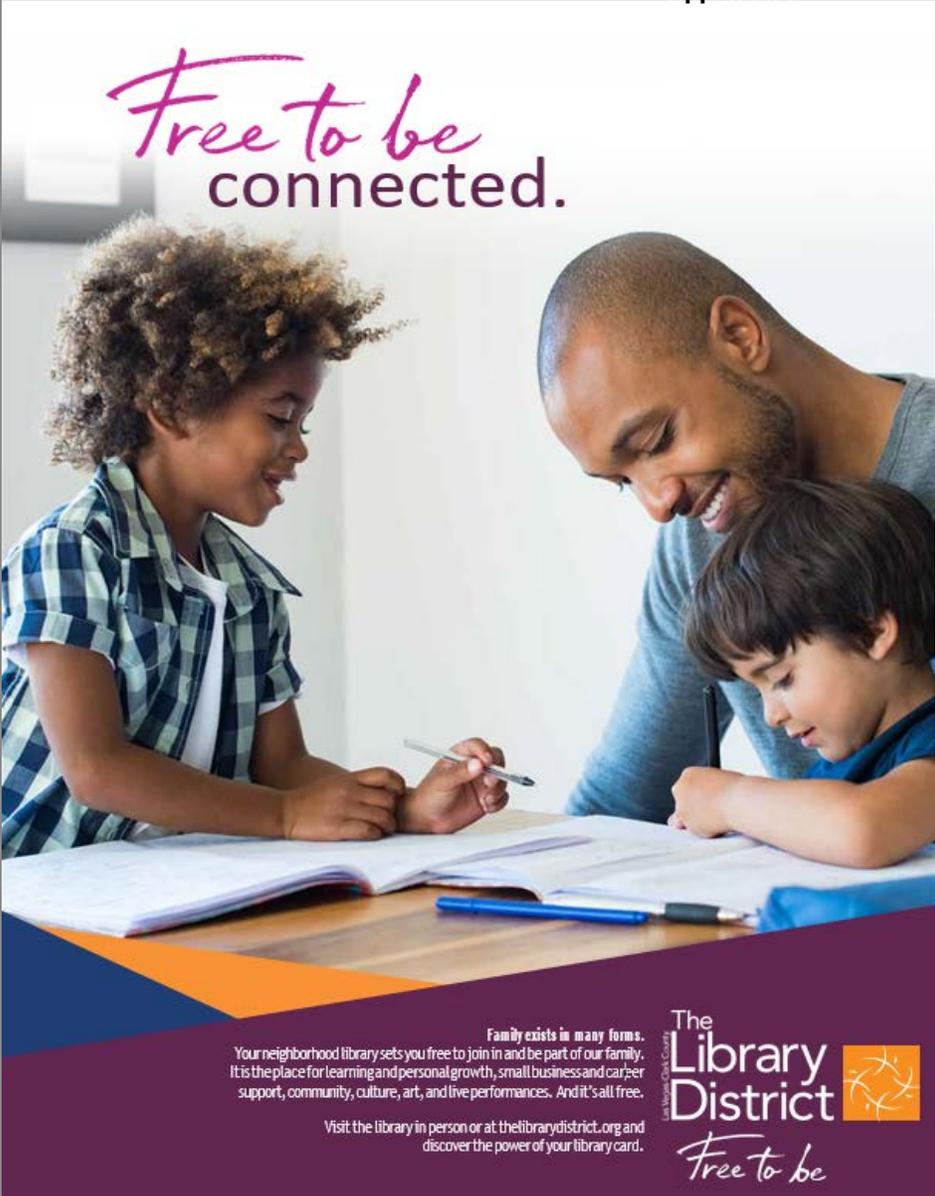
Free to be

Free To Be Connected

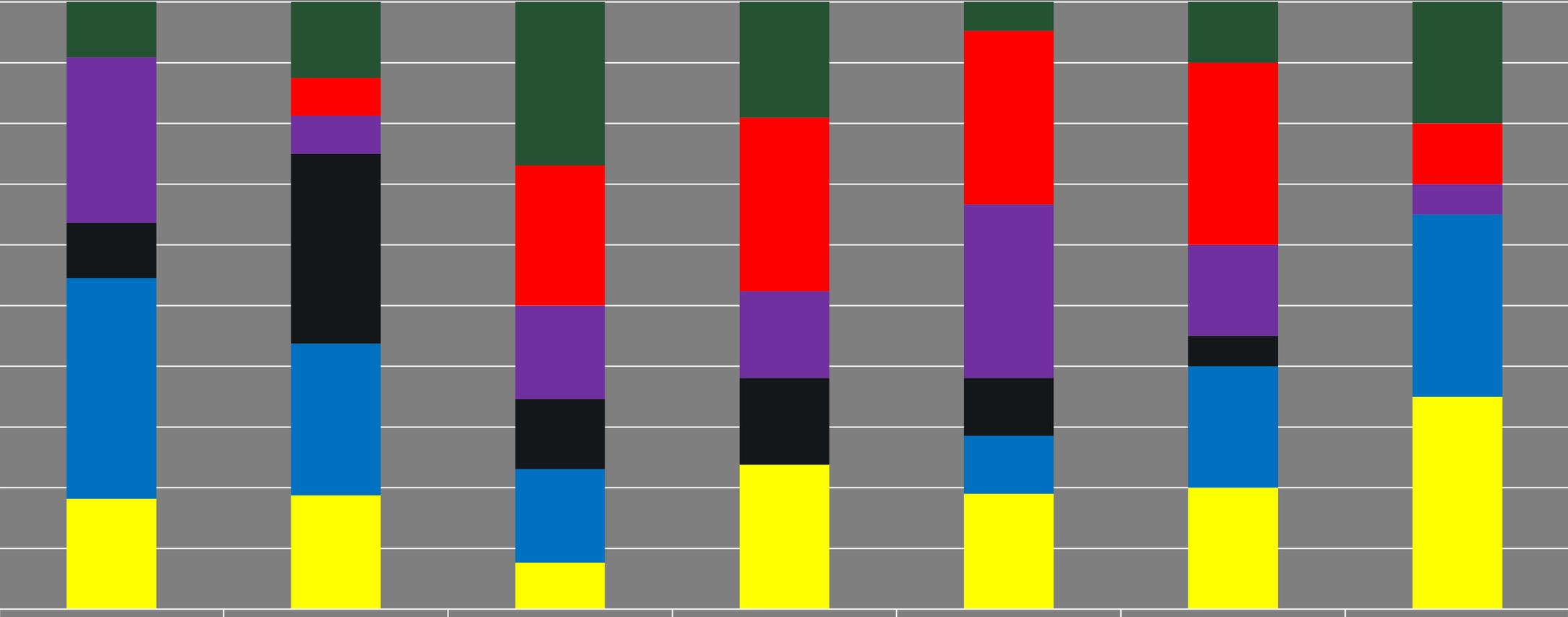
- Multigenerational interaction was popular, and received universal praise.
- This was the most popular execution among the Library Cardholder and Non-Cardholder Groups.
- There was concern that this made the library look like it was getting noisy.

"I like that they are being more proactive about letting people know what other resources are available. They are more than free books and free computers."

Multiethnic Non-Cardholder Respondent



Respondents Who Found the Campaign Most Motivating



Trailblazer

Captivated

Curious

Inspired

Yourself

Fearless

Connected

- Library Cardholders
- Hispanics in English-Dominant Households
- African-Americans

- Non-Cardholders
- Hispanics in Spanish-Dominant Households
- Asian-Americans

Free To Be Summation

- After exposure to the Free To Be campaign, there was a significant positive shift in the overall perceptions of the library in all of the groups.
- People thought that the library could be fun, entertaining, empowering, and that they could develop a sense of community there.
- This shift in opinion was more pronounced in people who admitted that they were unfamiliar with the library at the beginning of the focus groups.
- There were still a small number of respondents who were not motivated to go to the library or go to the website at the end of the groups.

"[The Library] is a fun place with arts and performances...I would like to visit now."

Hispanic-American from English-Dominant Household Respondent

Thank You

MARKET RESEARCH: BRANDING AND AWARENESS CAMPAIGN

Executive Summary



PROJECT OVERVIEW

Project Objective and Research Methodology

Objective: The Las Vegas-Clark County Library District (“the Library District”) was interested in obtaining information about a proposed public information campaign. Specifically, the objective of the survey was to gauge public perceptions of the Library District, public awareness of its services and feedback related to a number of branding and advertising initiatives.

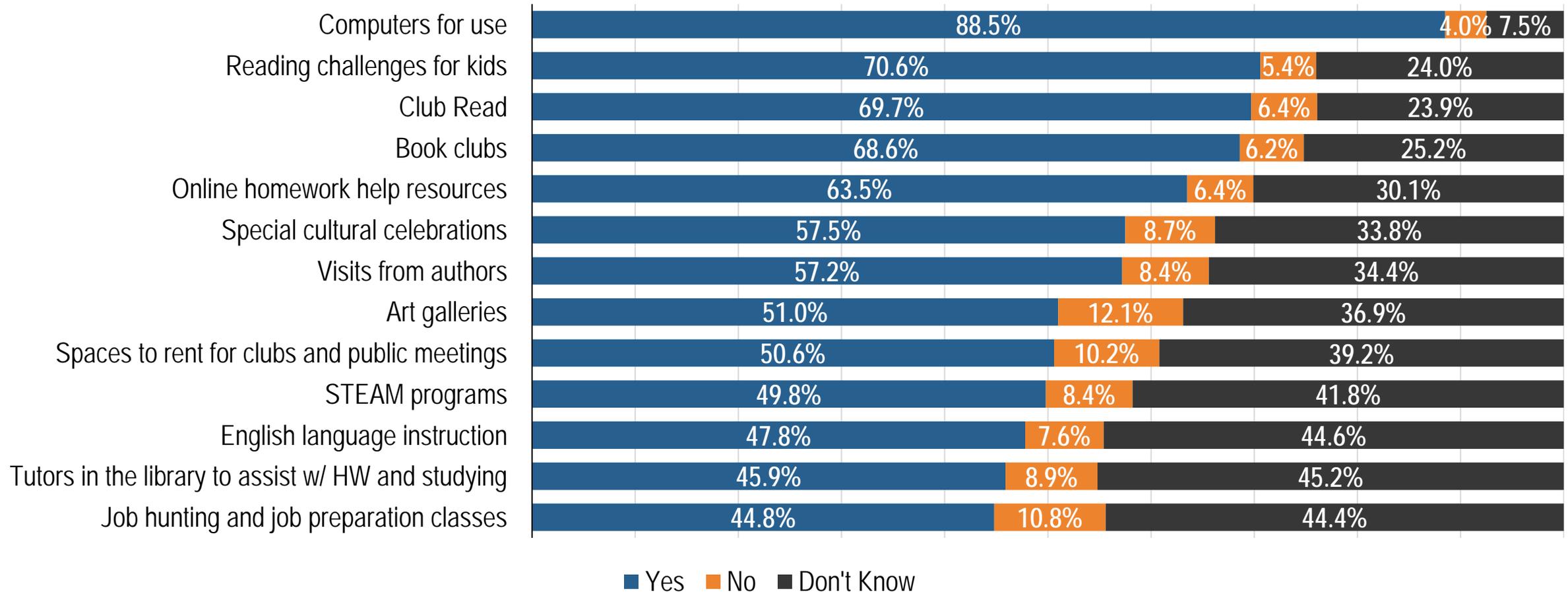
Survey Parameters:

Timeframe: February 2019
Method: Online
Respondents: Residents in the Library District’s service area (18 years+)
Sample: 1,000 completed surveys
Margin of Error: ±3.1% at the 95% confidence interval in aggregate

<u>Subgroups</u>	<u>Share</u>	<u>Margin of Error</u>
Cardholders	61.5%	4.0%
Non-Cardholders	38.5%	5.0%
Hispanic/Latino	28.1%	5.8%

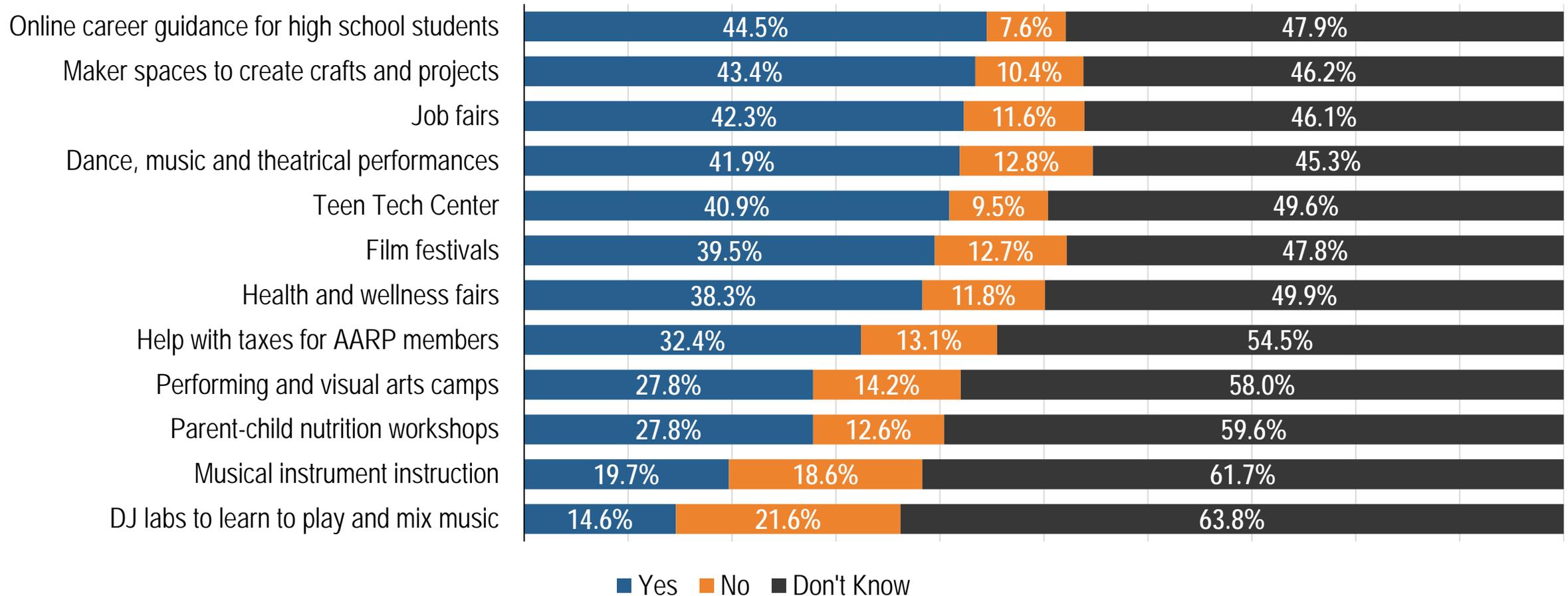
SURVEY RESULTS

Which of the following services and activities do you believe the Library District currently offers?



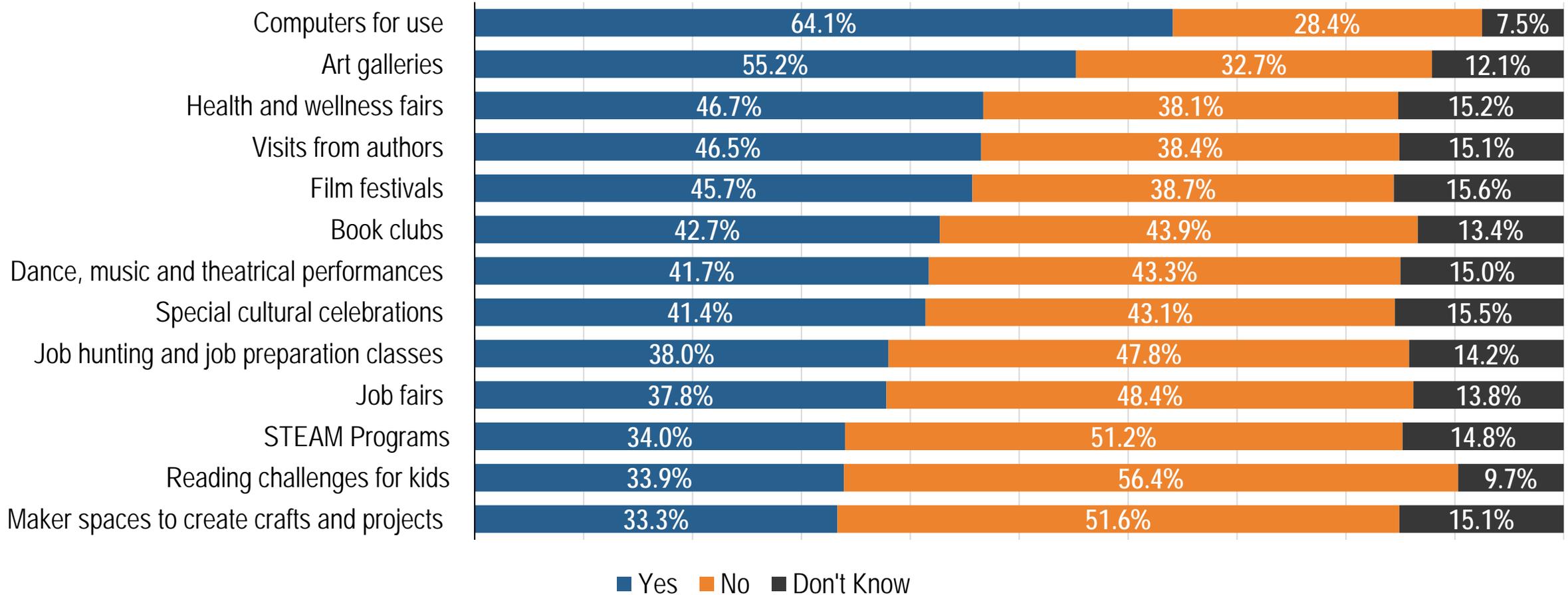
n=1,000

Which of the following services and activities do you believe the Library District currently offers? (cont.)



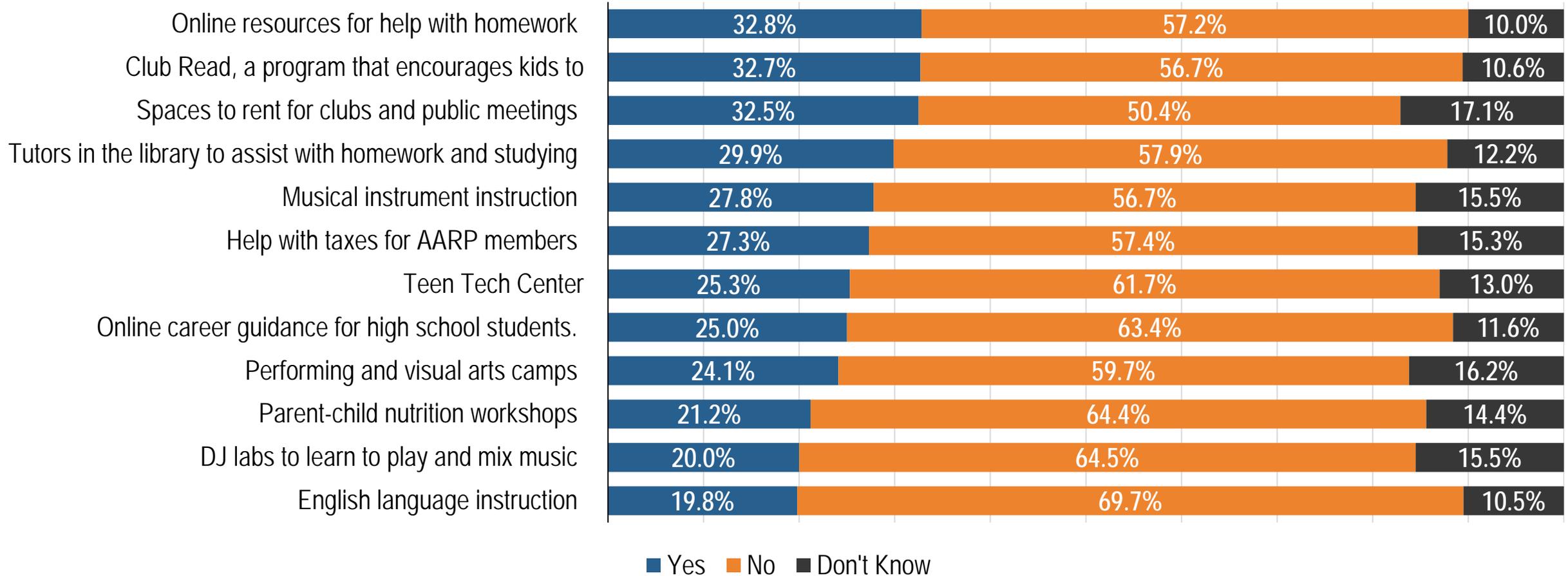
n=1,000

Which of the following services or activities have you used or would use at the library?



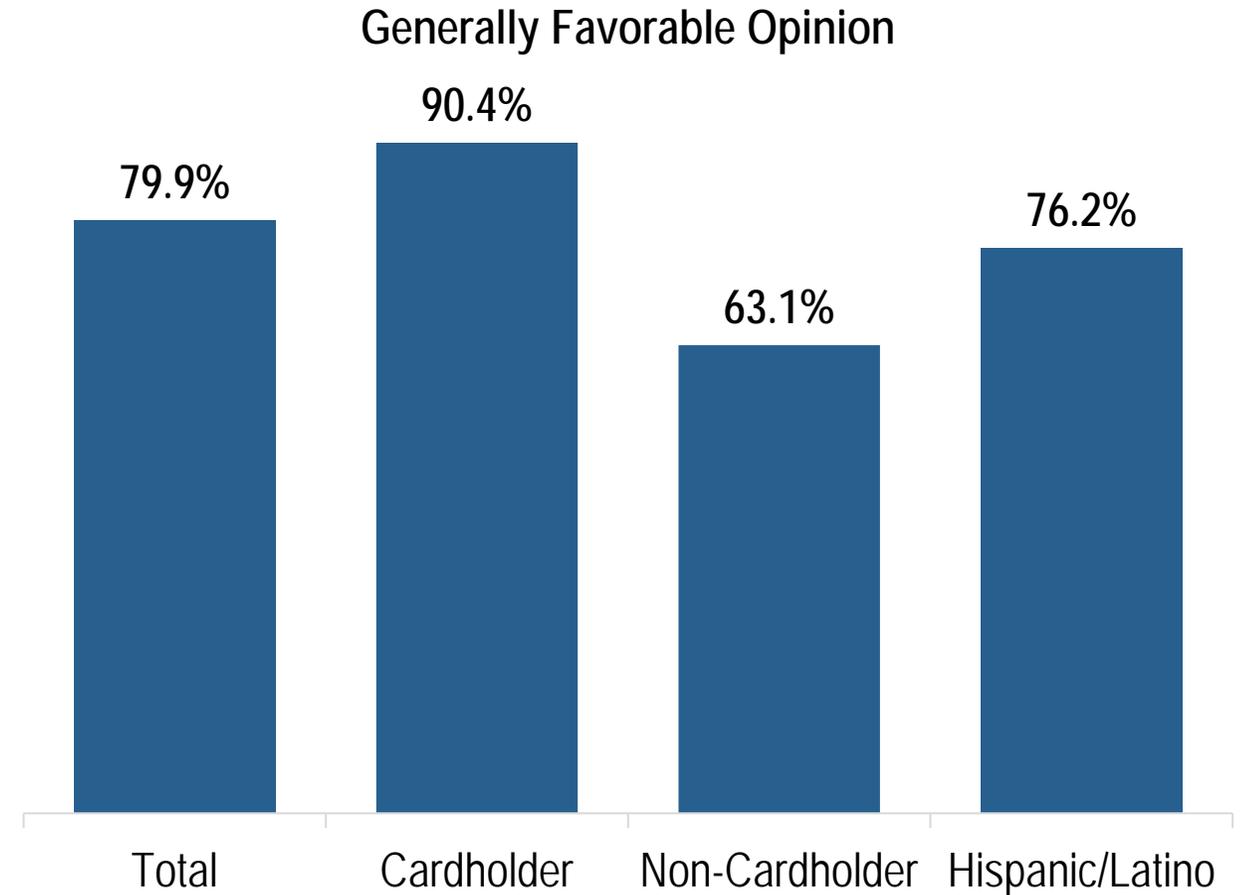
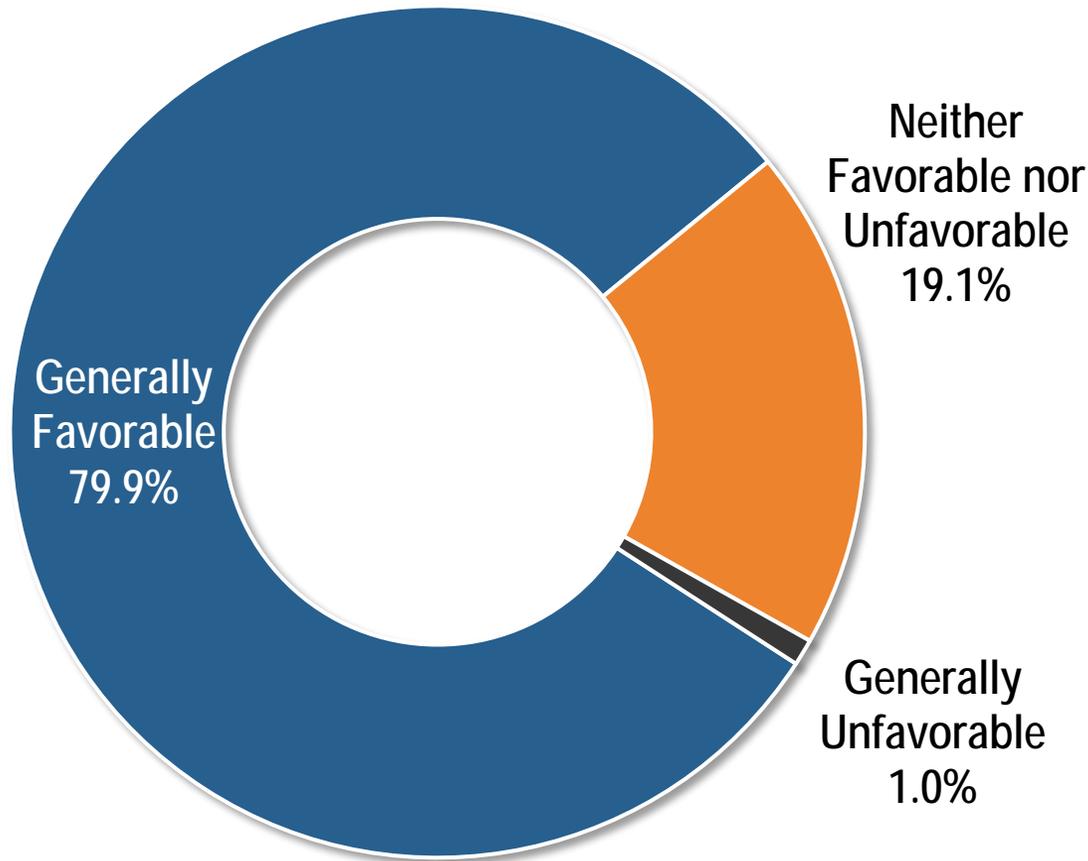
n=1,000

Which of the following services or activities have you used or would use at the library? (cont.)



n=1,000

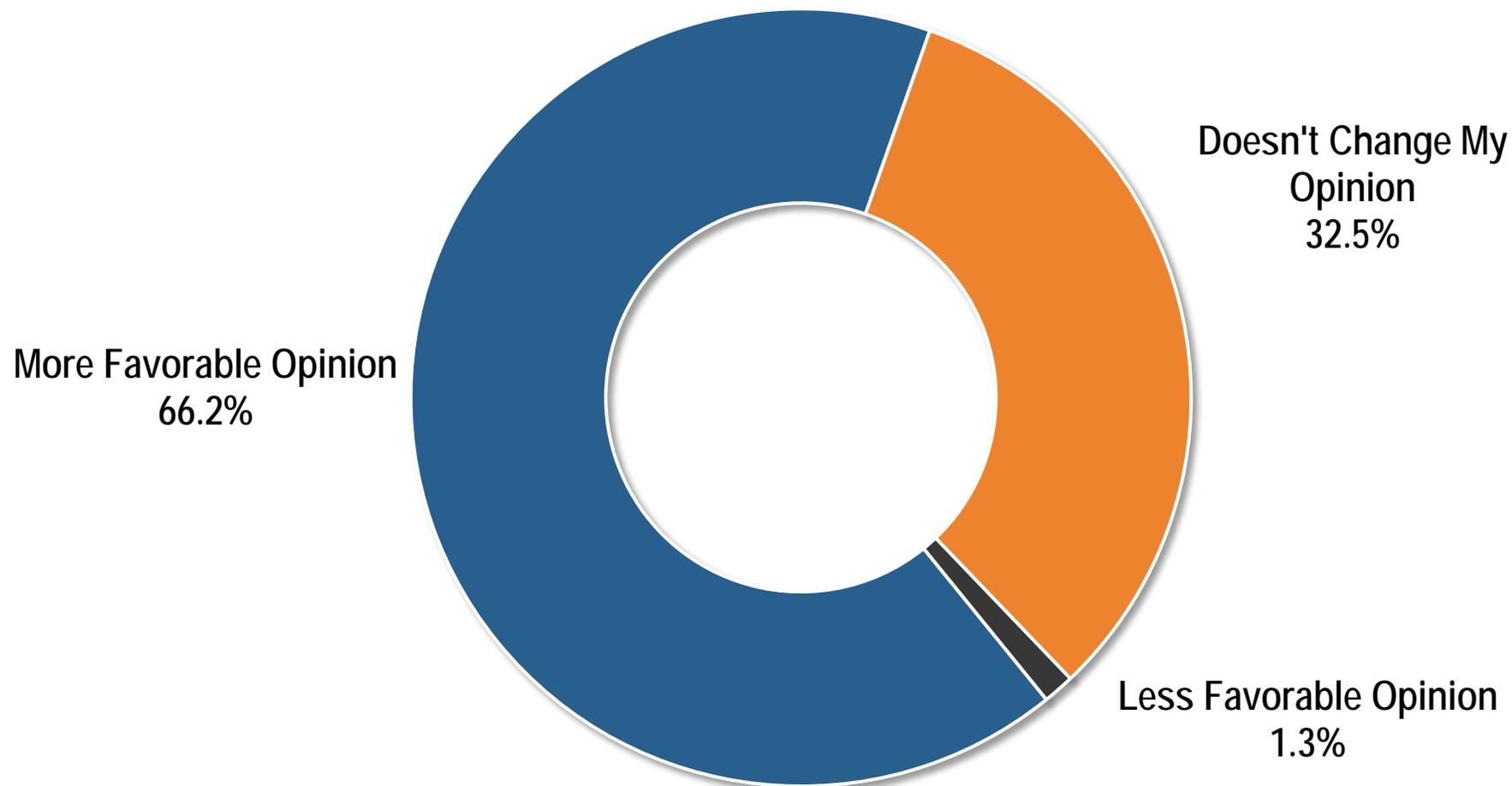
Overall, do you have a generally favorable or unfavorable opinion of the Library District?



n=1,000

“Our libraries provide connectivity, creativity, empowerment, and personal discovery for the diverse communities that we serve. Your neighborhood library is the place for learning, business and career services, community connections, arts, culture, and live performances. With so many offerings and opportunities, the library is a place where you are ‘free to be’ your true self and pursue your dreams.”

Does this statement give you a more or less favorable opinion of the Library District, or does it not change your opinion?



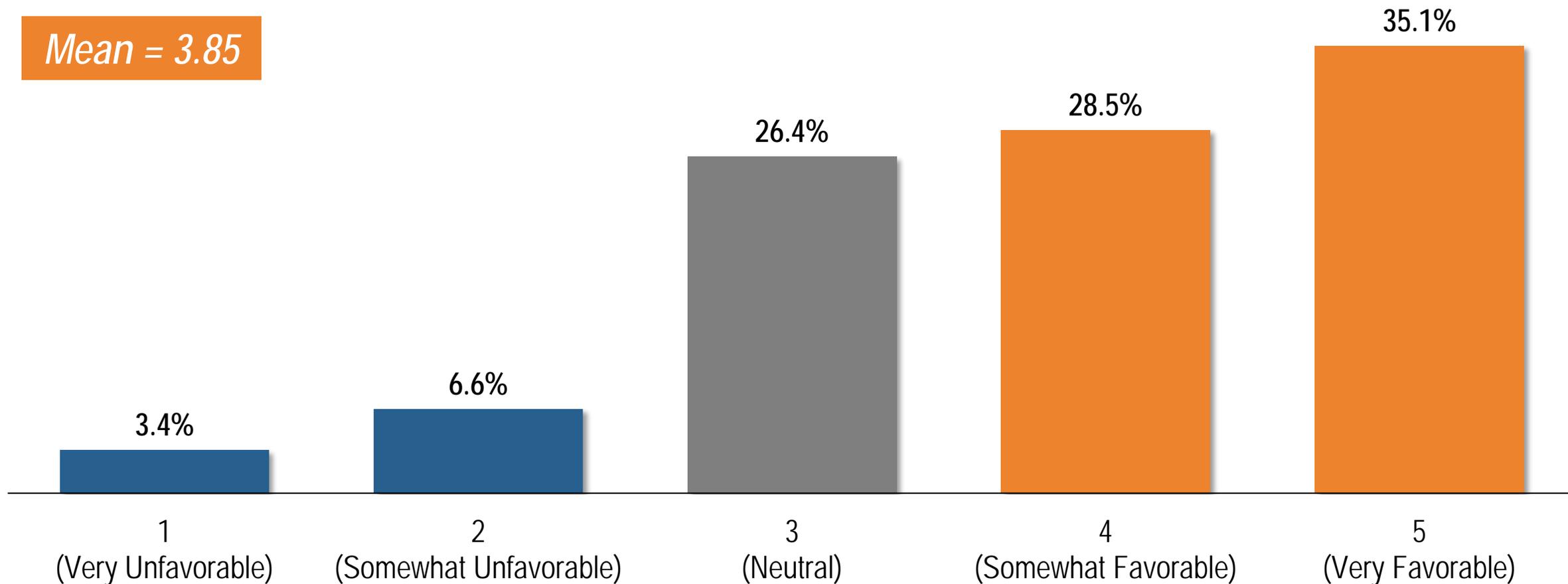
n=1,000

Favorability Assessment of 'Free to be':

On a scale of 1 (very unfavorable opinion) to 5 (very favorable opinion), please let us know your opinion of each 'free to be' phrase and statement and its appeal to people like you.

Free to be a trailblazer... You have dreams to pursue.

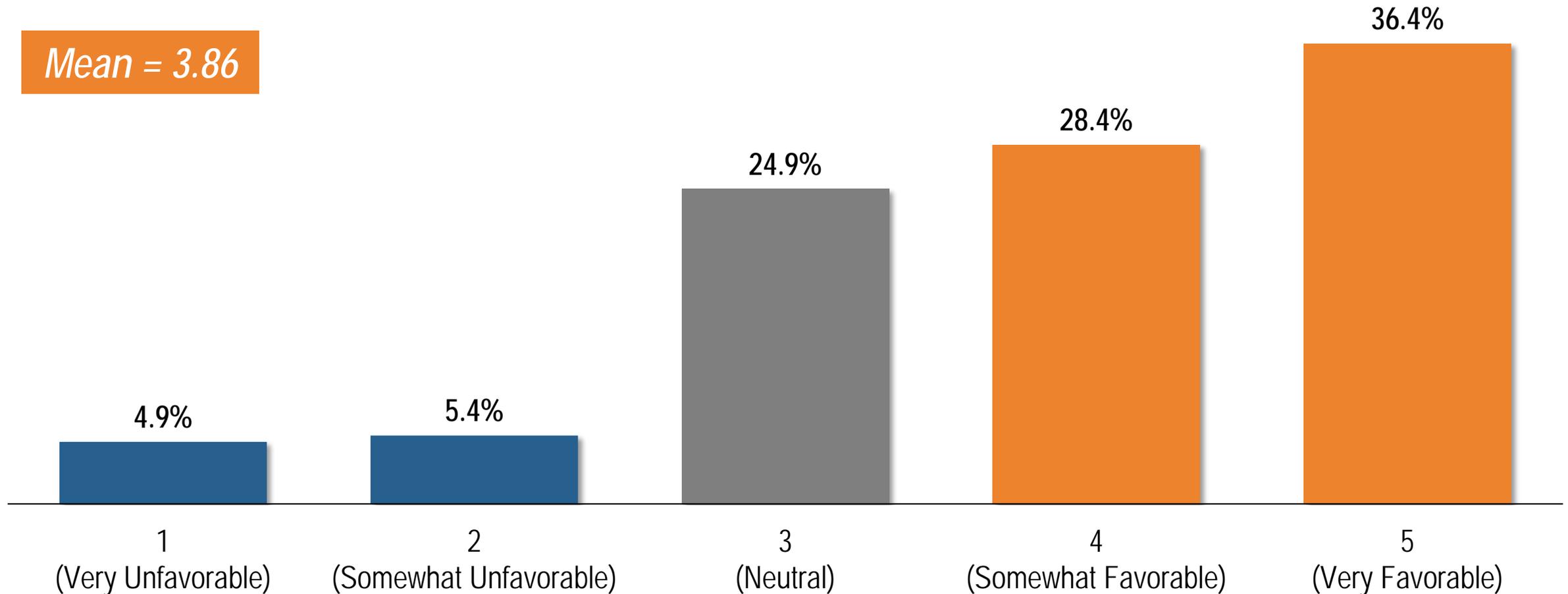
Mean = 3.85



n=1,000

Free to be captivated...Step into our world of live music, dance, art, comedy, and magic.

Mean = 3.86

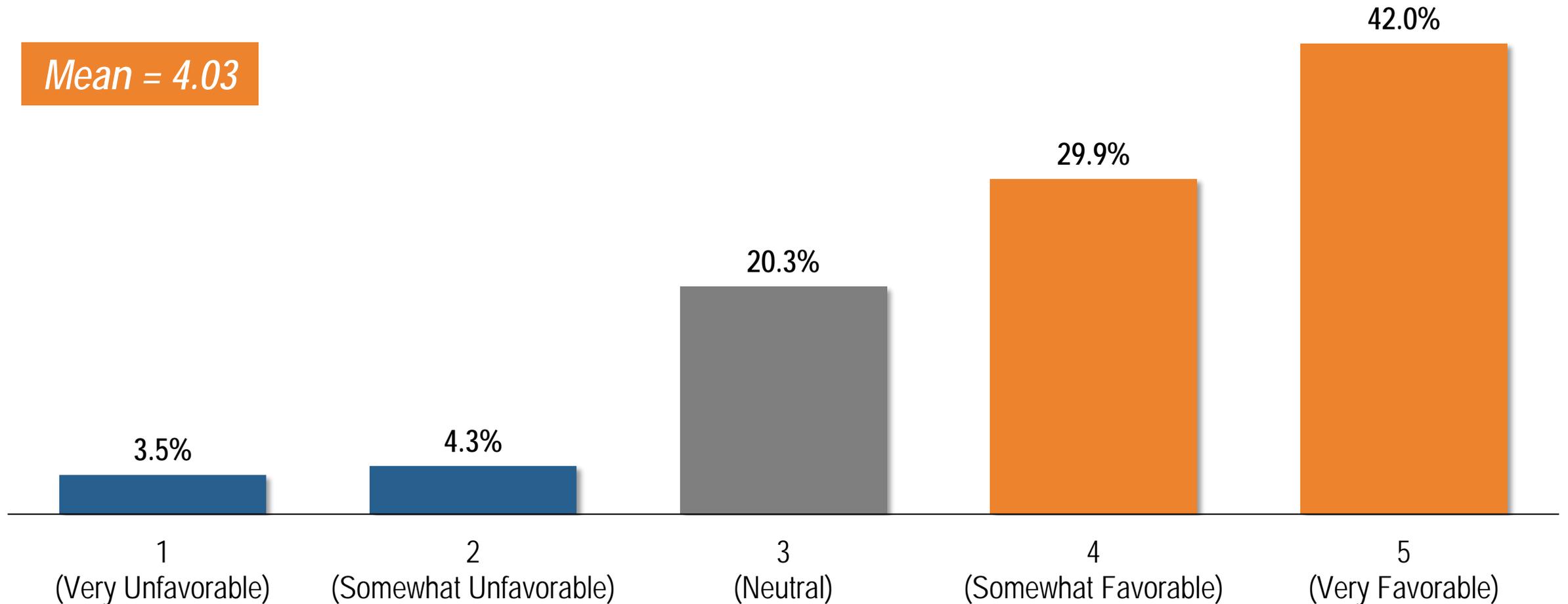


n=1,000

Free to be curious...

What are you searching for?

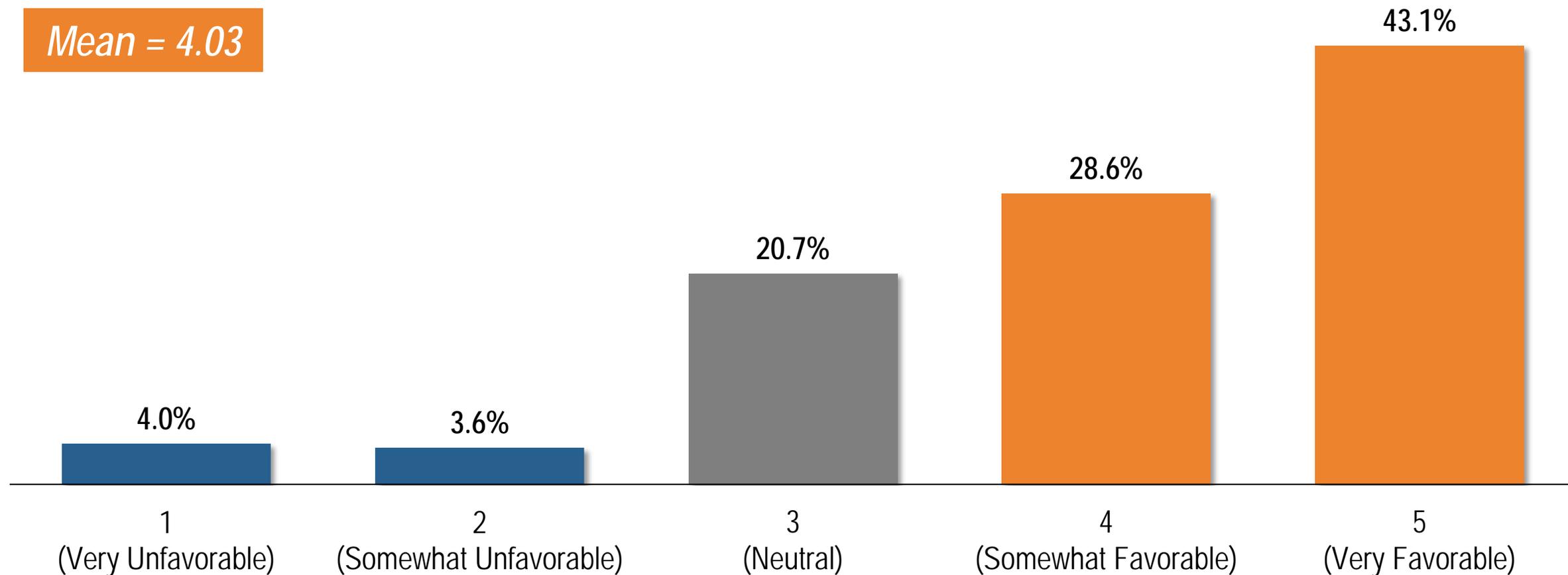
Mean = 4.03



n=1,000

Free to be inspired... Creativity lies within you.

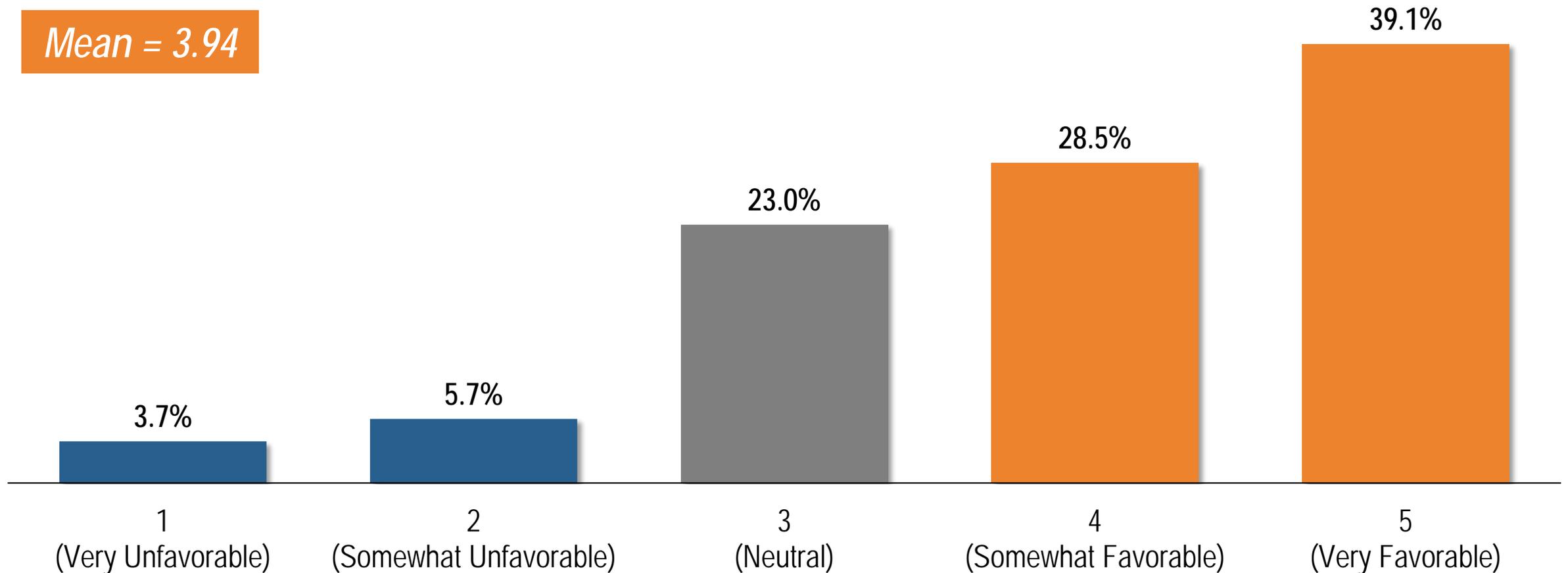
Mean = 4.03



n=1,000

Free to be yourself... Express your truest self.

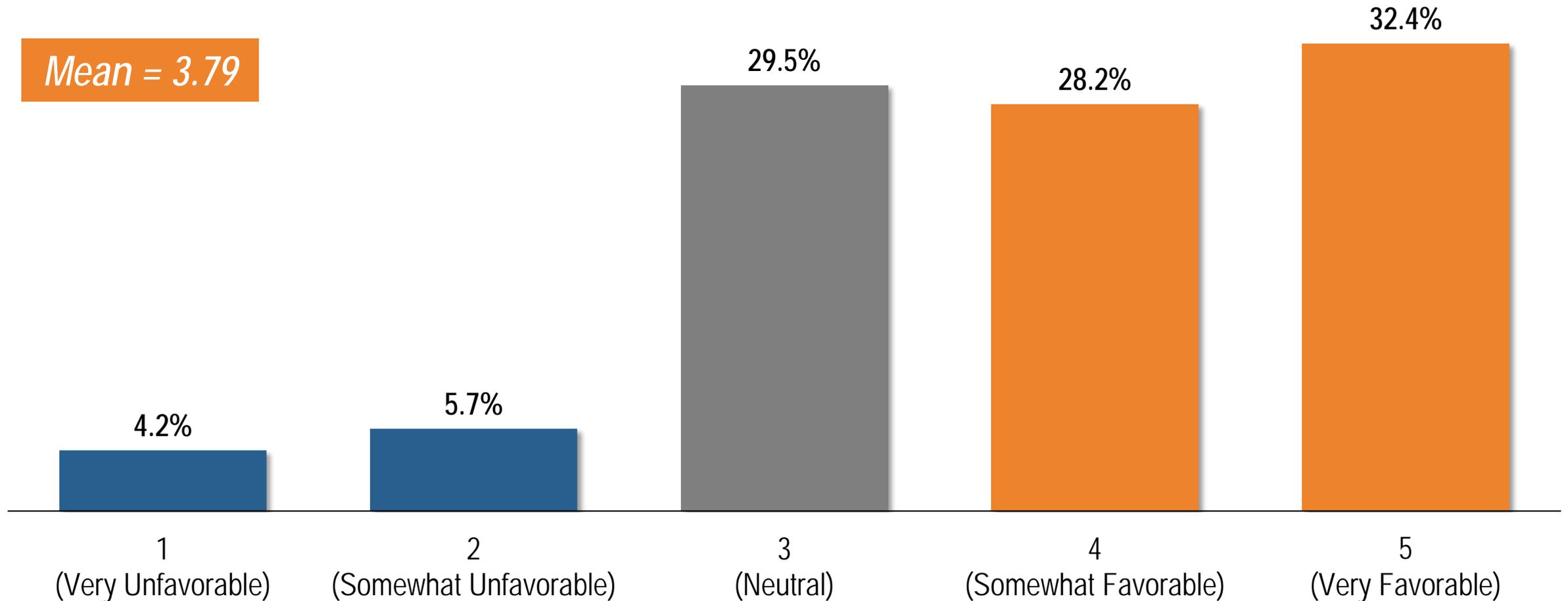
Mean = 3.94



n=1,000

Free to be connected...

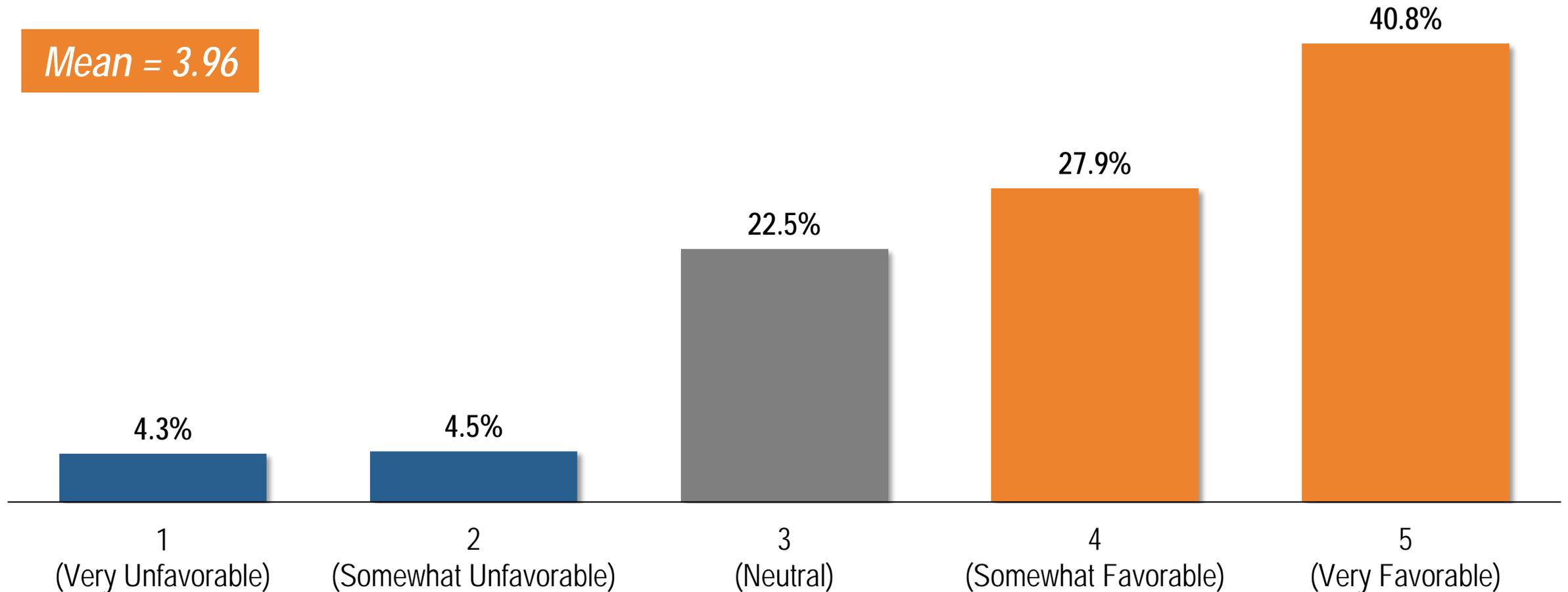
Family exists in many forms.



n=1,000

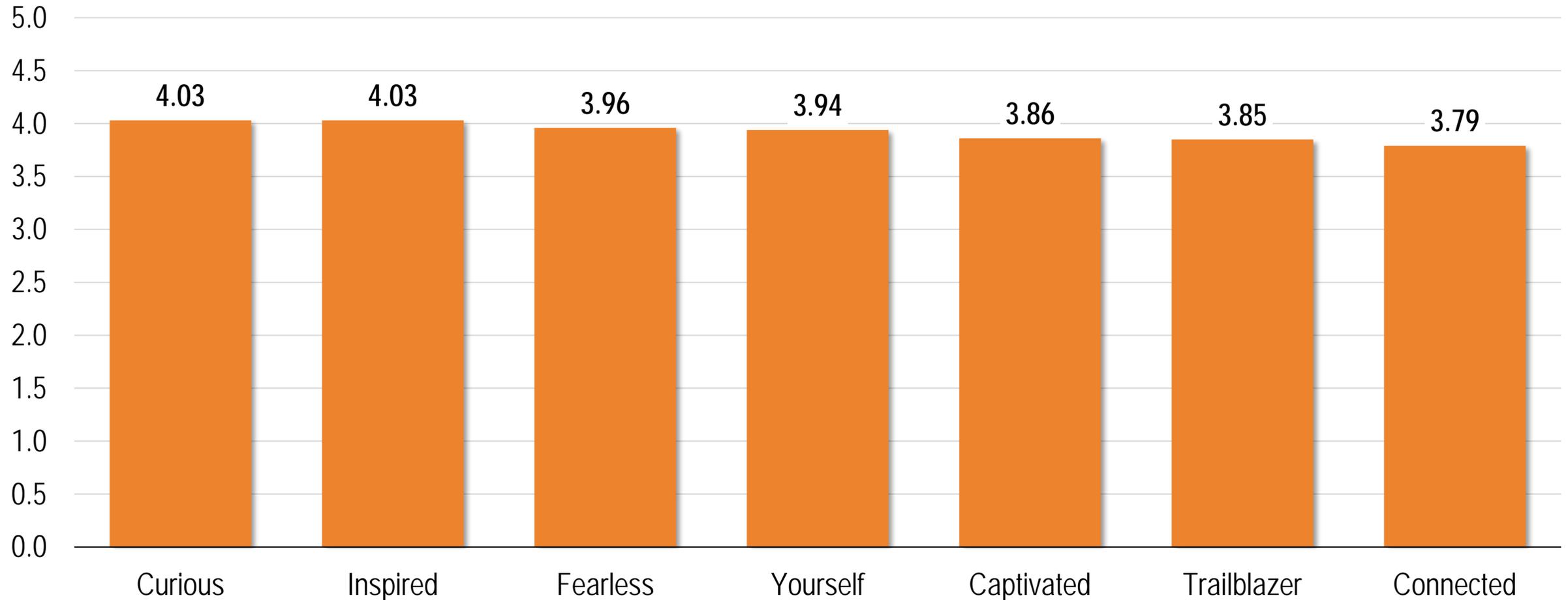
Free to be fearless... Believe you will succeed.

Mean = 3.96



n=1,000

"Free to be" Favorability Mean Score Rankings



"Free to be" Favorability Mean Score

By Cardholder, Non-Cardholder and Hispanic/Latino

"Free to be" Concept	Total (n=1,000)	Cardholder (n=615)	Non-Cardholder (n=385)	Hispanic/Latino (n=281)
Curious	4.03	4.08	3.94	3.98
Inspired	4.03	4.09	3.94	4.00
Fearless	3.96	4.03	3.86	3.98
Yourself	3.94	3.99	3.86	3.95
Captivated	3.86	3.92	3.76	3.84
Trailblazer	3.85	3.90	3.78	3.77
Connected	3.79	3.82	3.73	3.84

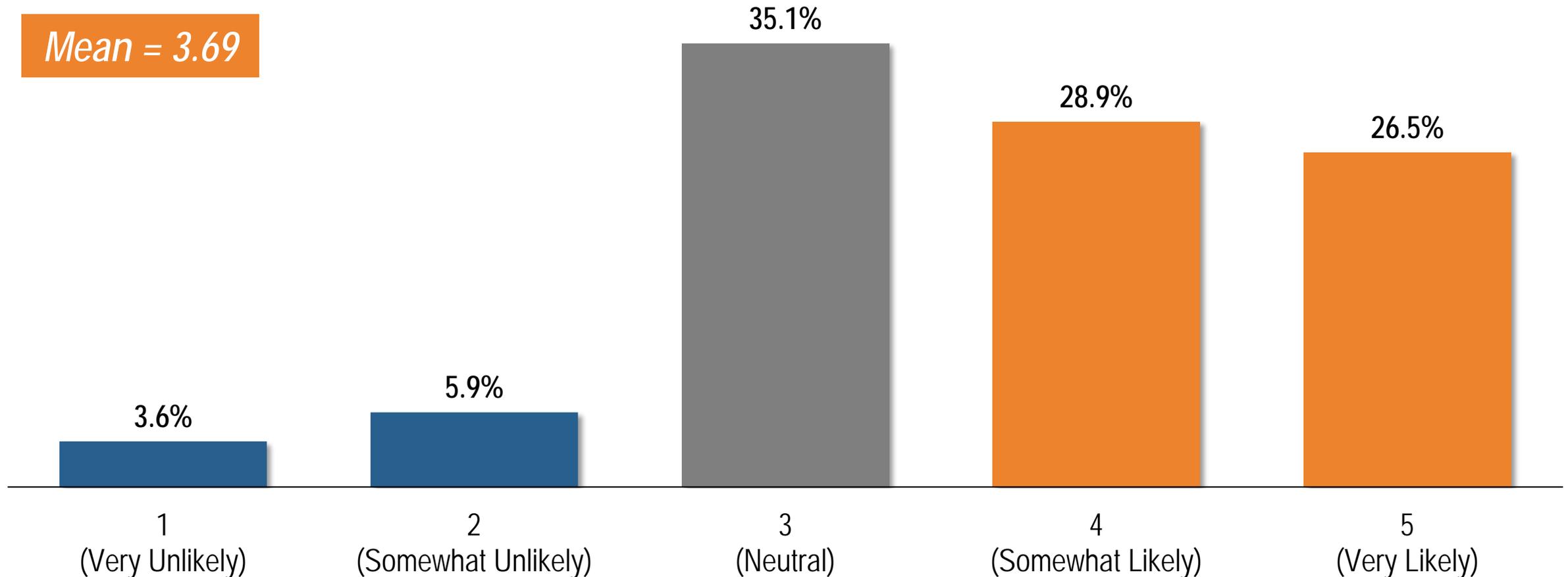
Persuasiveness Assessment of 'Free to be':

Based on these examples of the types of the 'free to be' phrase and statements, how likely is each concept to influence you to visit the library or utilize the services and programs offered. Please use a scale of 1 (very unlikely) to 5 (very likely), to indicate how persuasive the 'free to be' phrase and accompanying statement is in encouraging you to visit the library.

Free to be a trailblazer...

You have dreams to pursue.

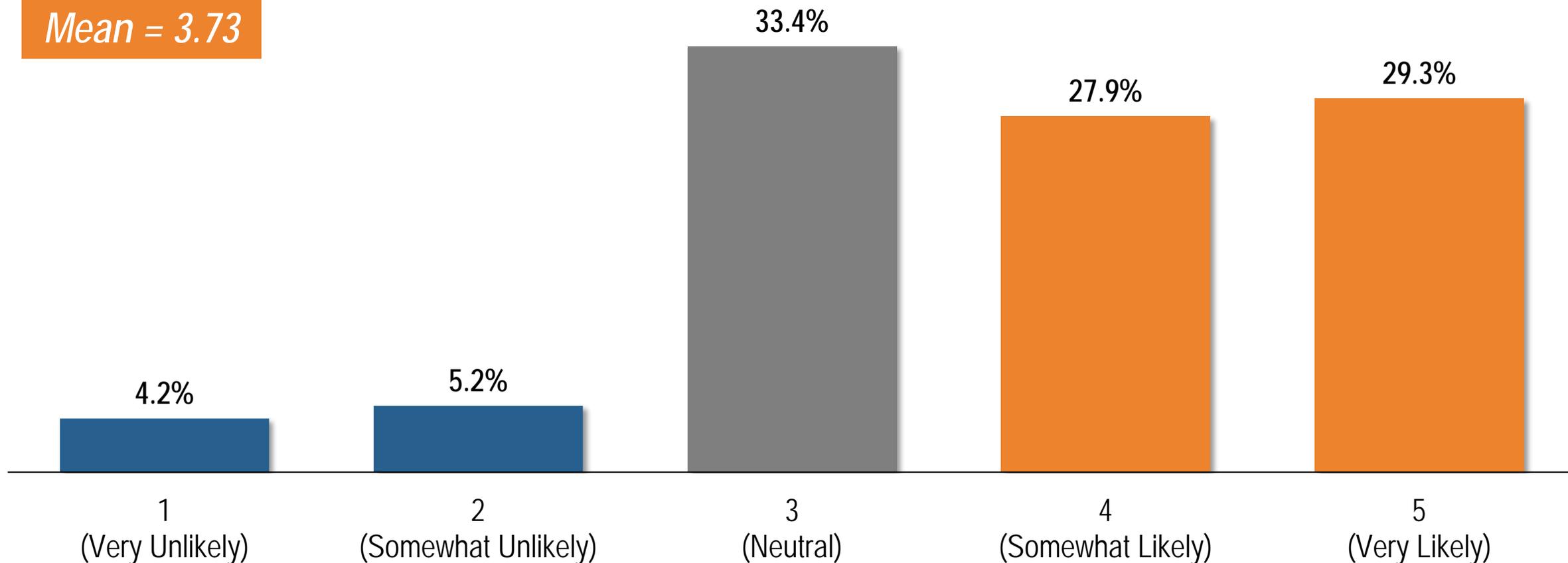
Mean = 3.69



n=1,000

Free to be captivated...Step into our world of live music, dance, art, comedy, and magic.

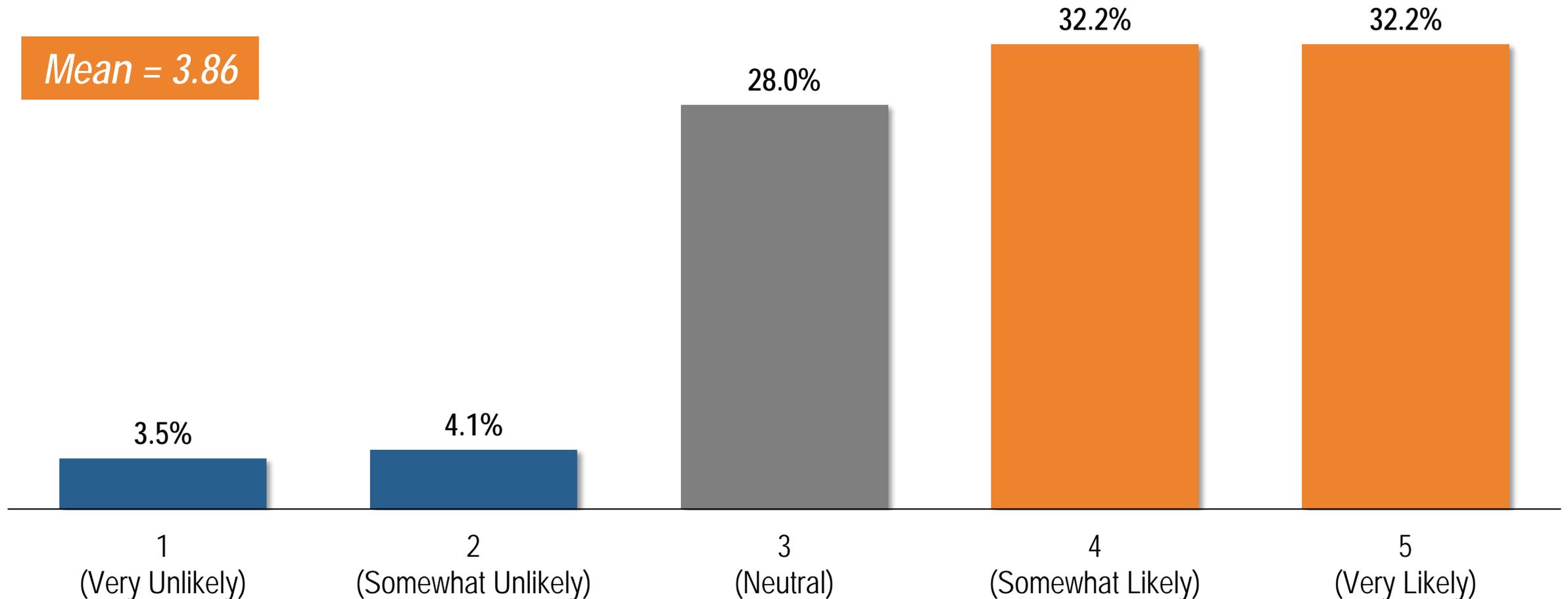
Mean = 3.73



n=1,000

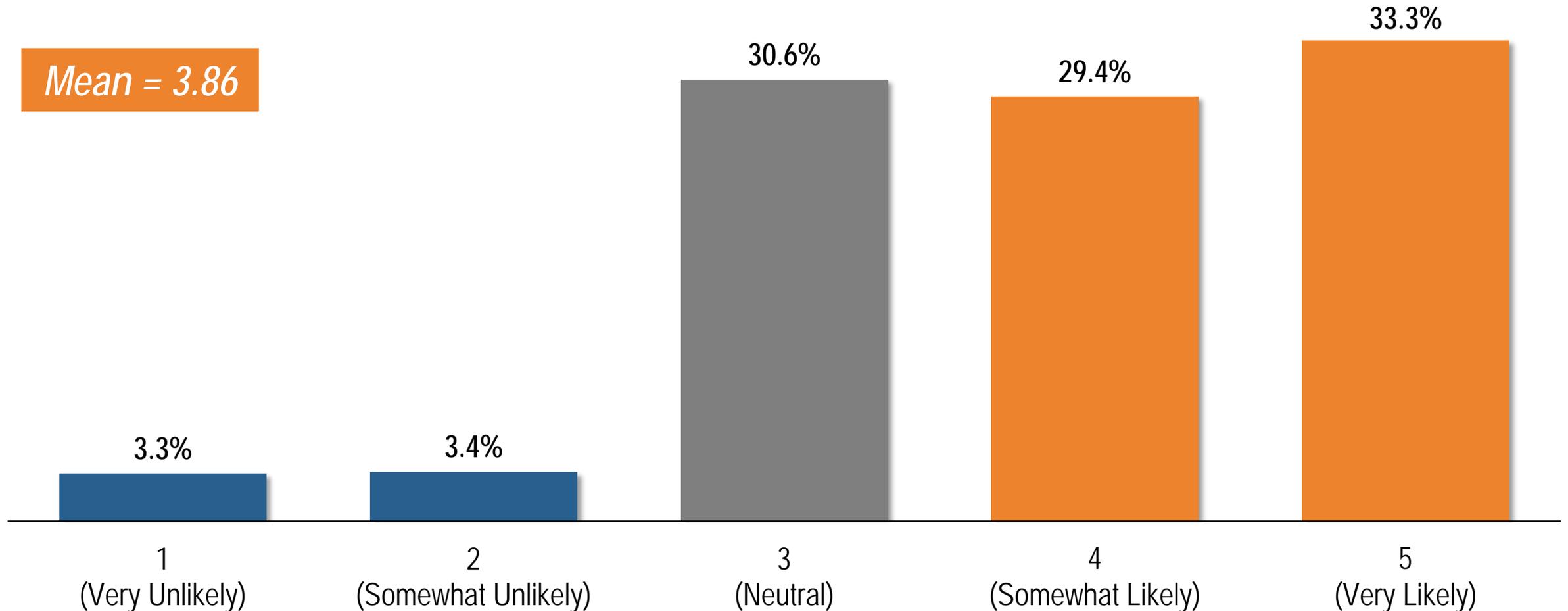
Free to be curious...

What are you searching for?



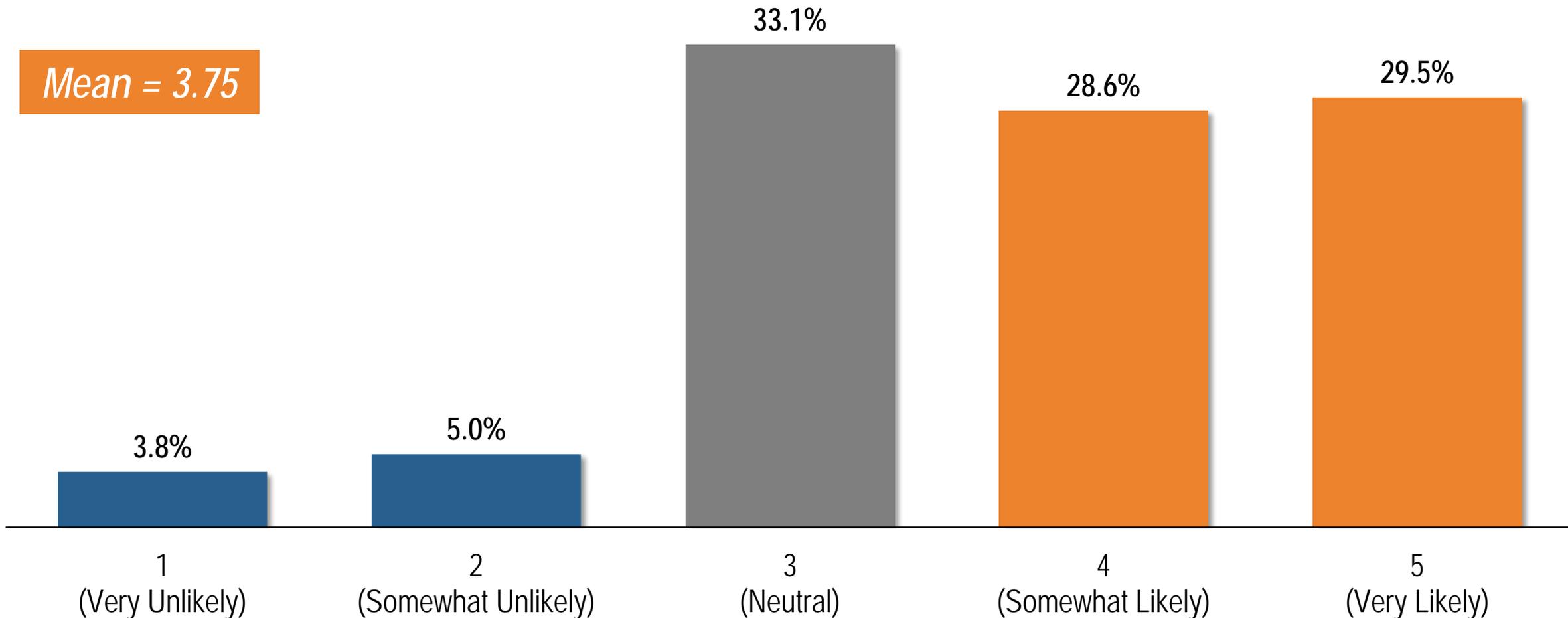
n=1,000

Free to be inspired... Creativity lies within you.



n=1,000

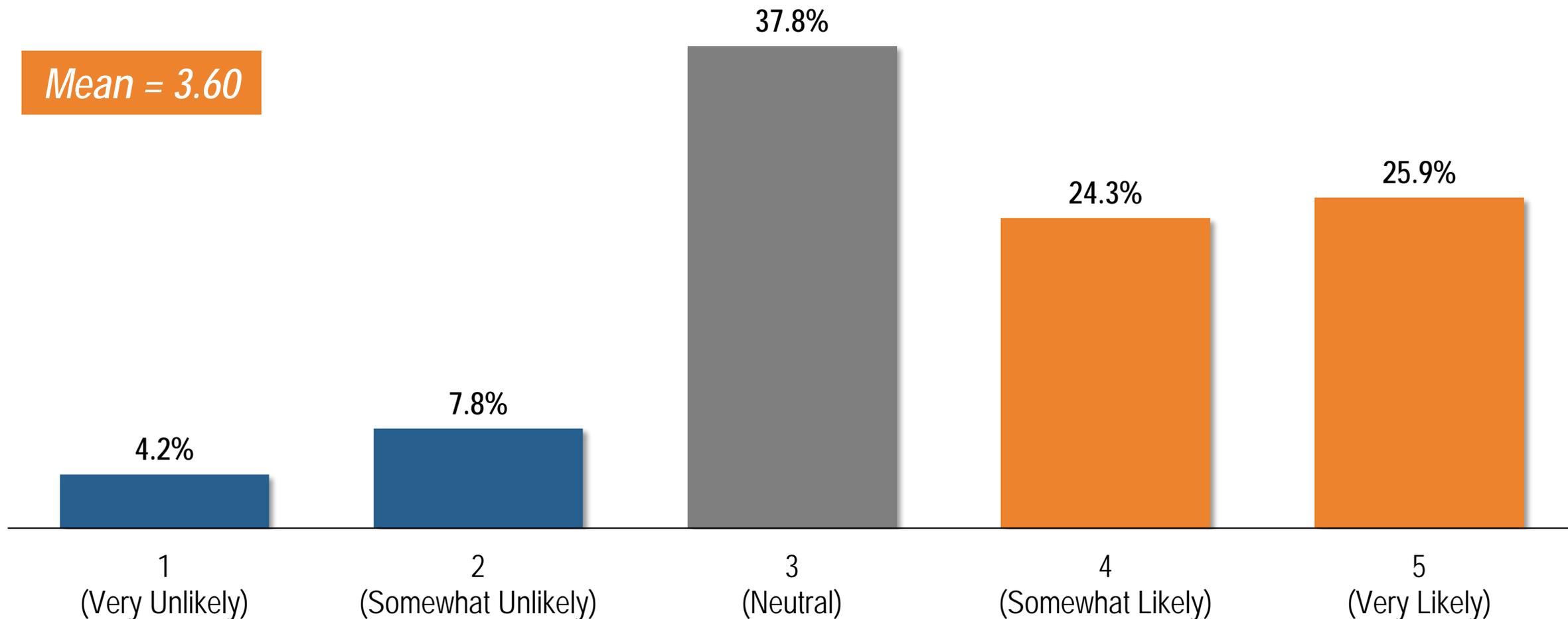
Free to be yourself... Express your truest self.



n=1,000

Free to be connected...

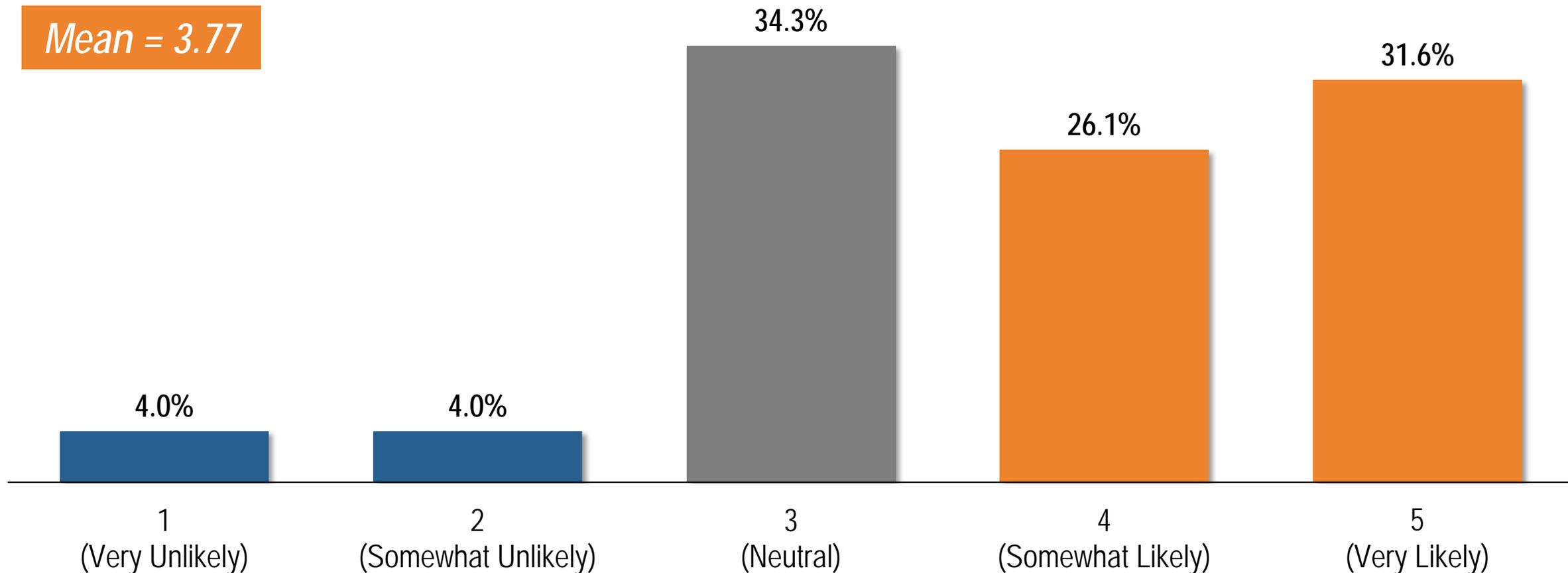
Family exists in many forms.



n=1,000

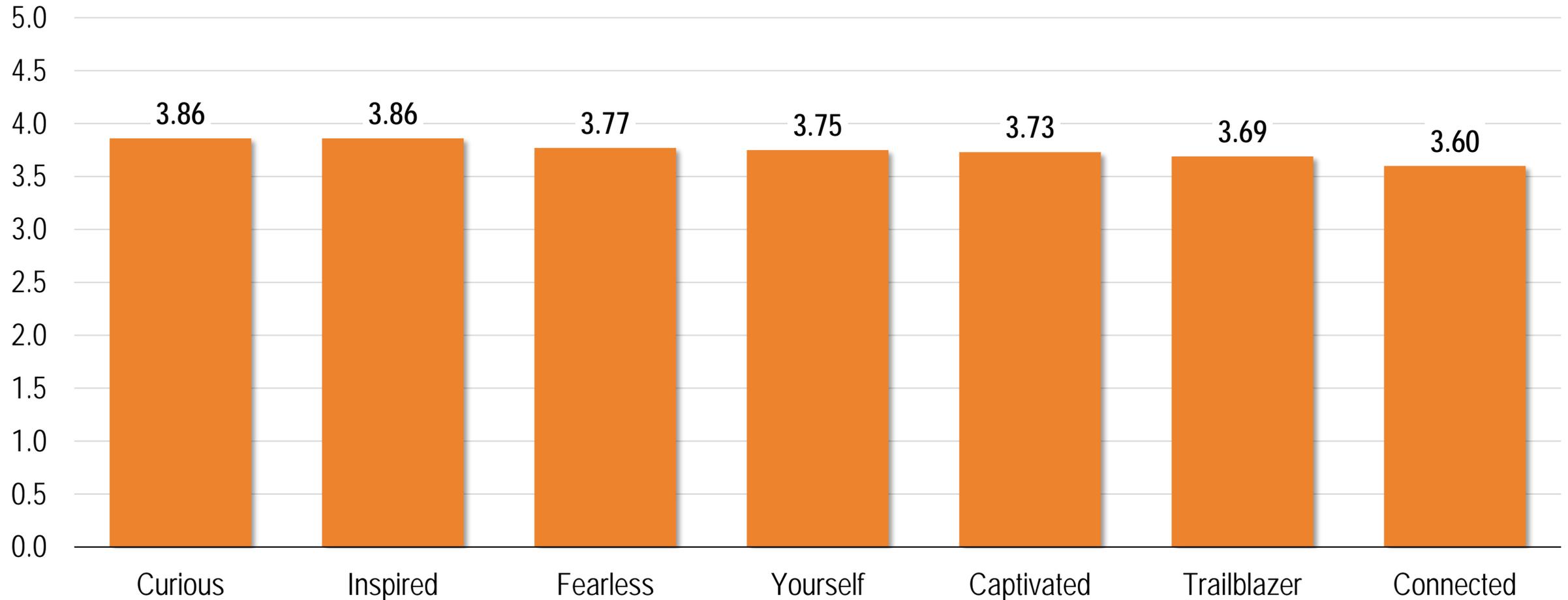
Free to be fearless... Believe you will succeed.

Mean = 3.77



n=1,000

"Free to be" Persuasiveness Mean Score Rankings



"Free to be" Persuasiveness Mean Score

By Cardholder, Non-Cardholder and Hispanic/Latino

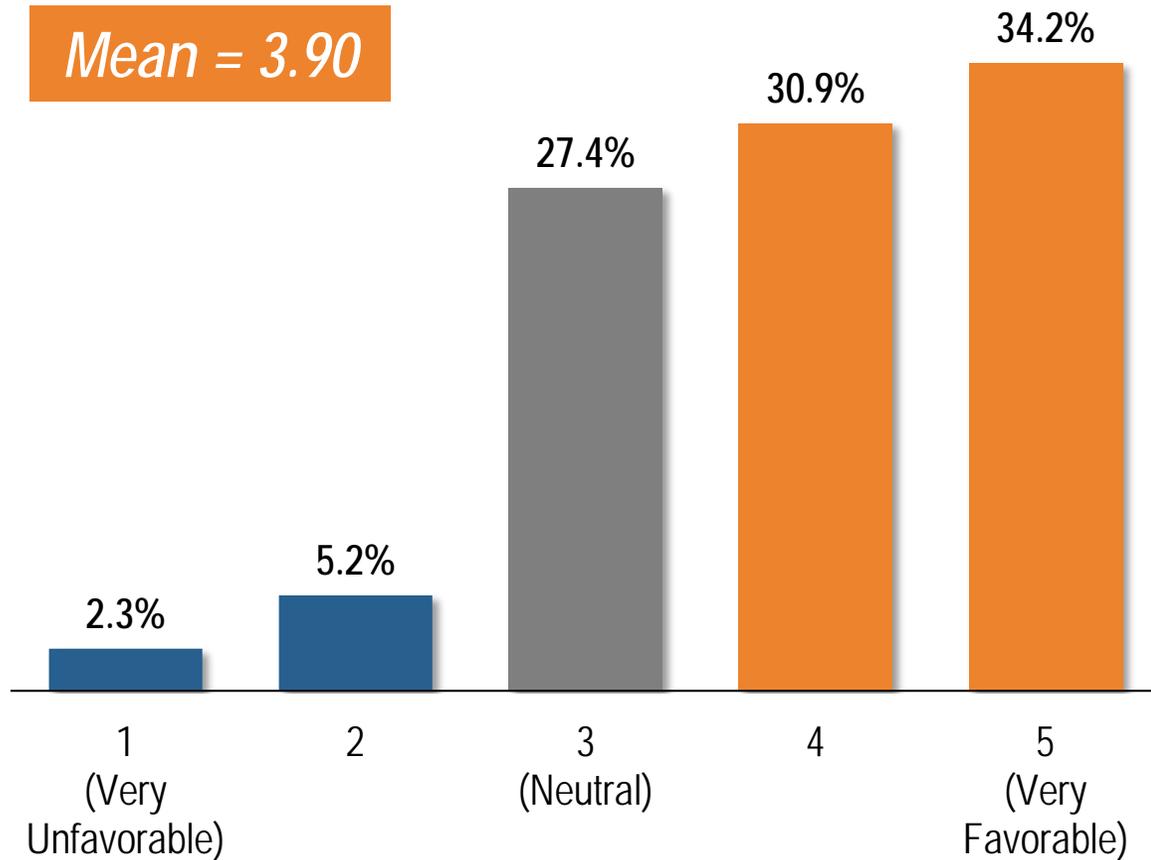
"Free to be" Concept	Total (n=1,000)	Cardholder (n=615)	Non-Cardholder (n=385)	Hispanic/Latino (n=281)
Curious	3.86	3.95	3.70	3.90
Inspired	3.86	3.95	3.72	4.02
Fearless	3.77	3.86	3.64	3.98
Yourself	3.75	3.81	3.65	3.95
Captivated	3.73	3.81	3.59	3.85
Trailblazer	3.69	3.77	3.56	3.76
Connected	3.60	3.67	3.49	3.81

Ad Execution Assessment of 'Free to be':

Each “free to be” phrase and statement may also include an image and additional description to further explain the concept and appeal to potential visitors of the library. Together the ‘free to be’ concept and image, along with the additional description, become unique advertisements to promote using the library. For each unique advertisement, please indicate your level of favorability towards the ad and the persuasiveness of the ad to encourage you to visit the library using the 5-point scales provided after viewing each ad.

Free to be a trailblazer... You have dreams to pursue.

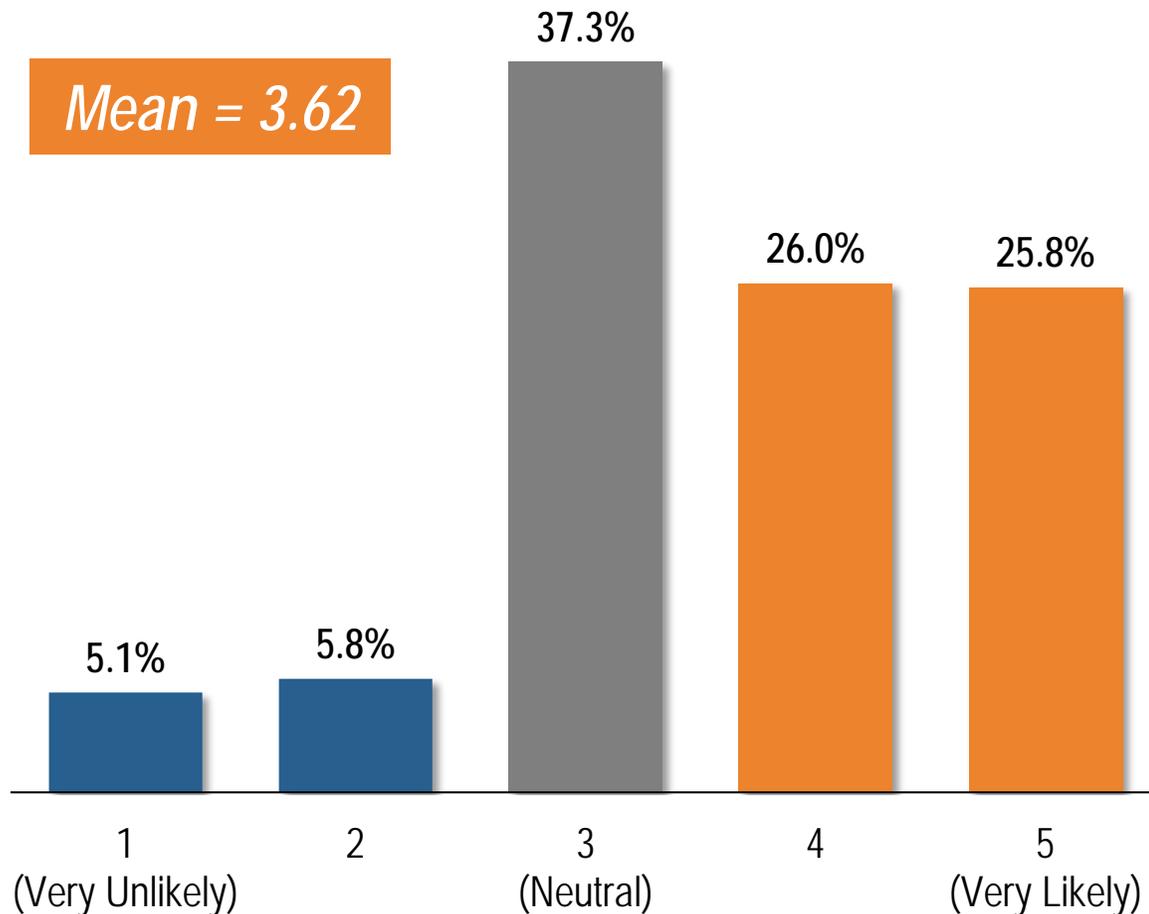
(Favorability)



n=1,000



Free to be a trailblazer... You have dreams to pursue. (Persuasiveness)



n=1,000



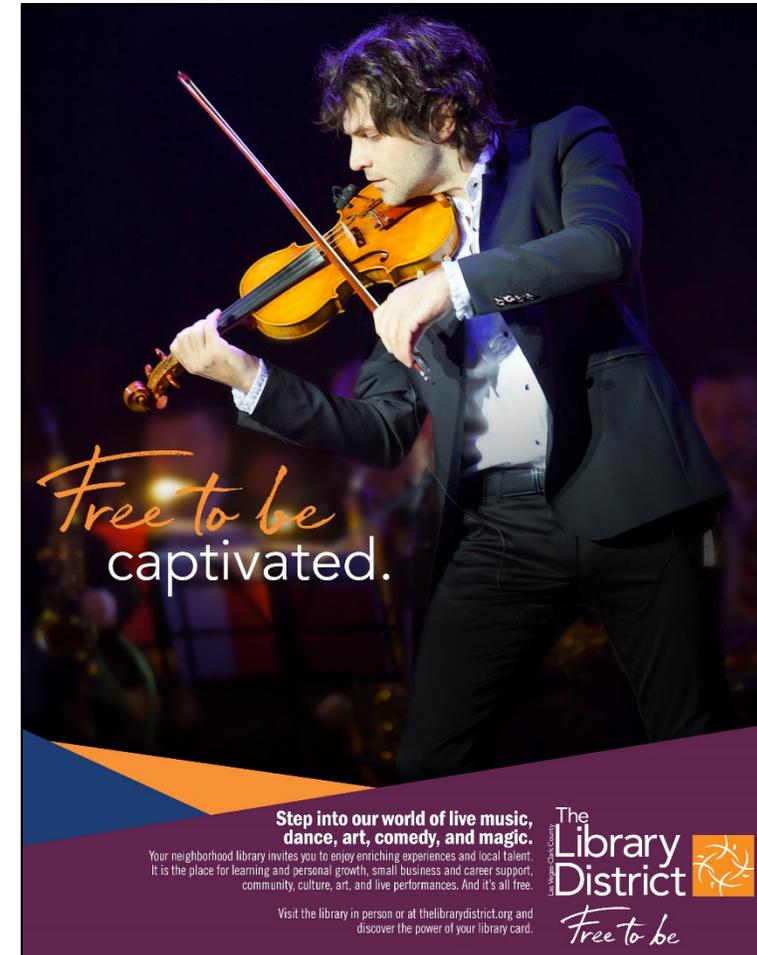
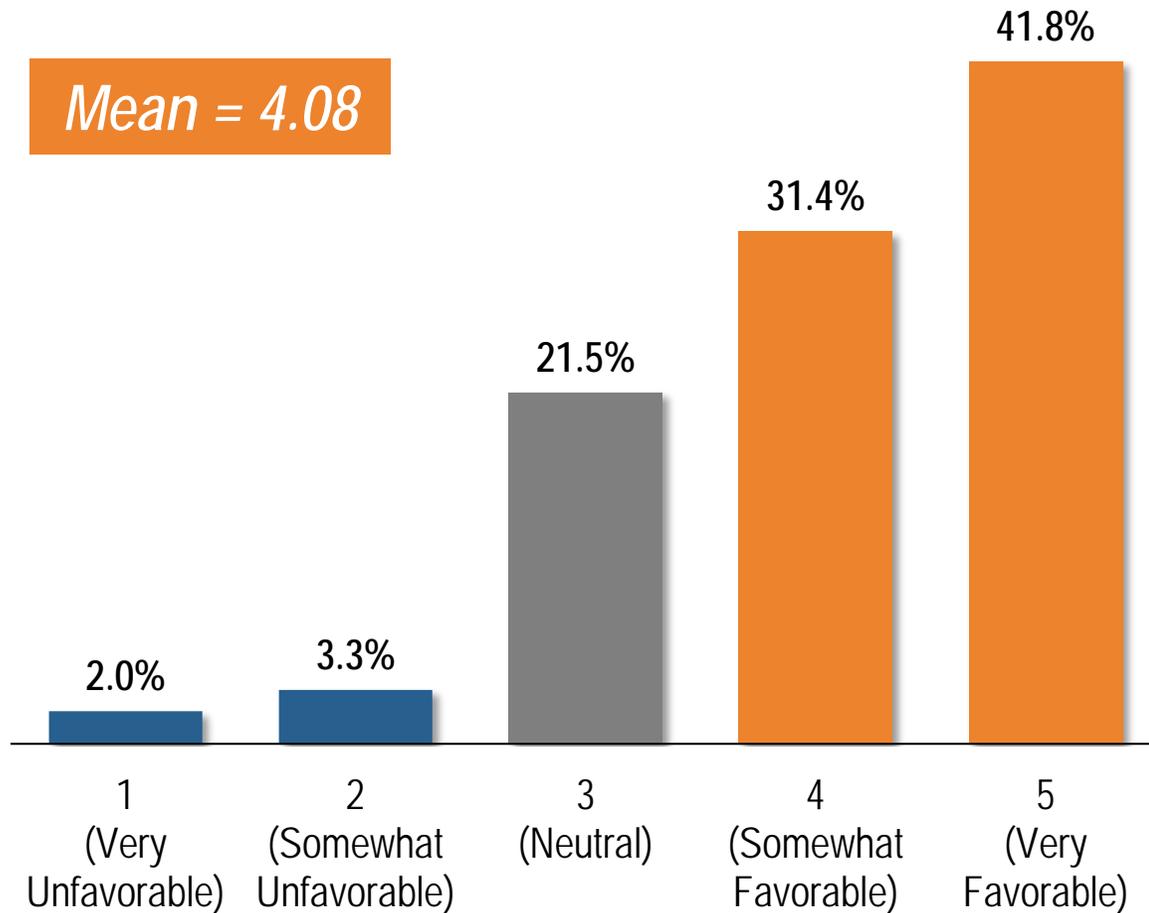
“Free to be a Trailblazer” Mean Score

By Cardholder, Non-Cardholder and Hispanic/Latino



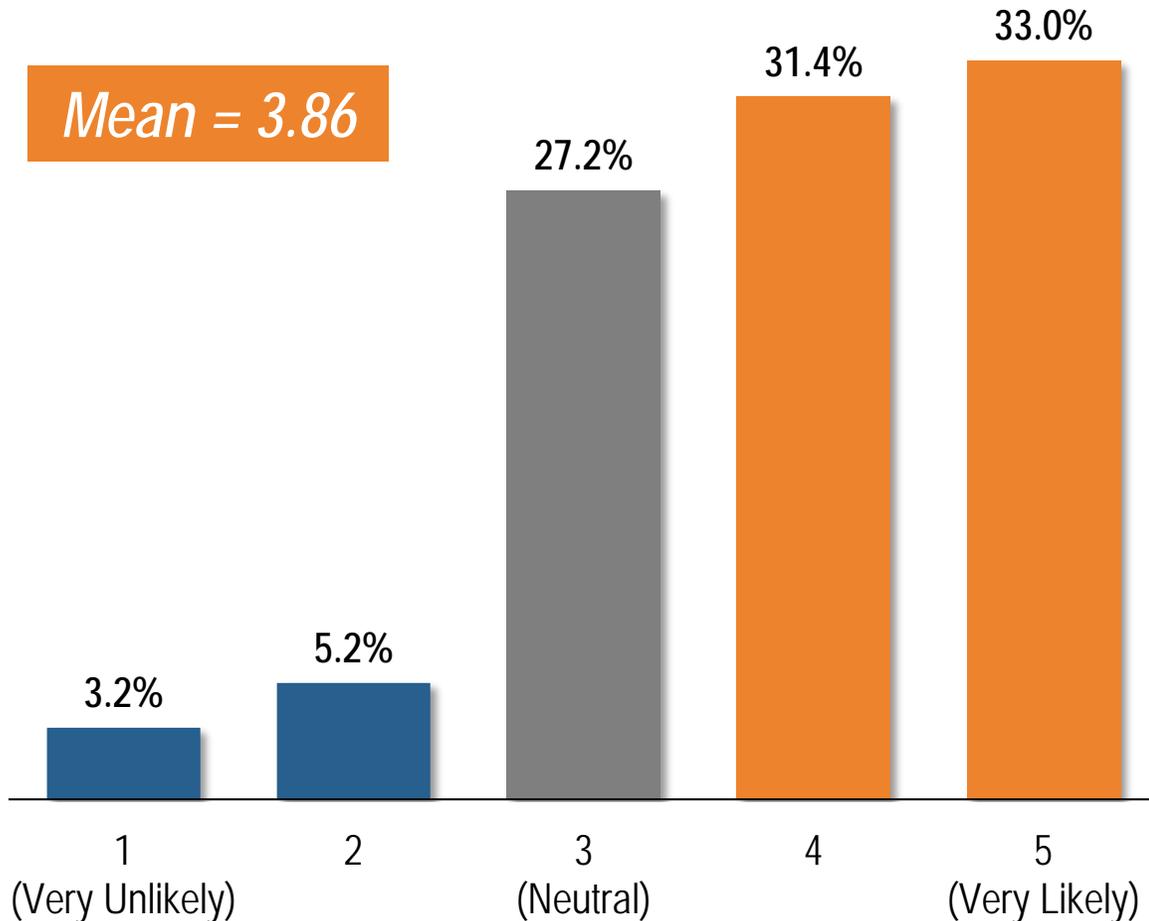
	N=	Favorability	Persuasiveness
Total	1,000	3.90	3.62
Cardholder	615	3.95	3.71
Non-Cardholder	385	3.80	3.47
Hispanic/Latino	281	3.99	3.87

Free to be captivated...Step into our world of live music, dance, art, comedy, and magic. *(Favorability)*



n=1,000

Free to be captivated...Step into our world of live music, dance, art, comedy, and magic. *(Persuasiveness)*



n=1,000



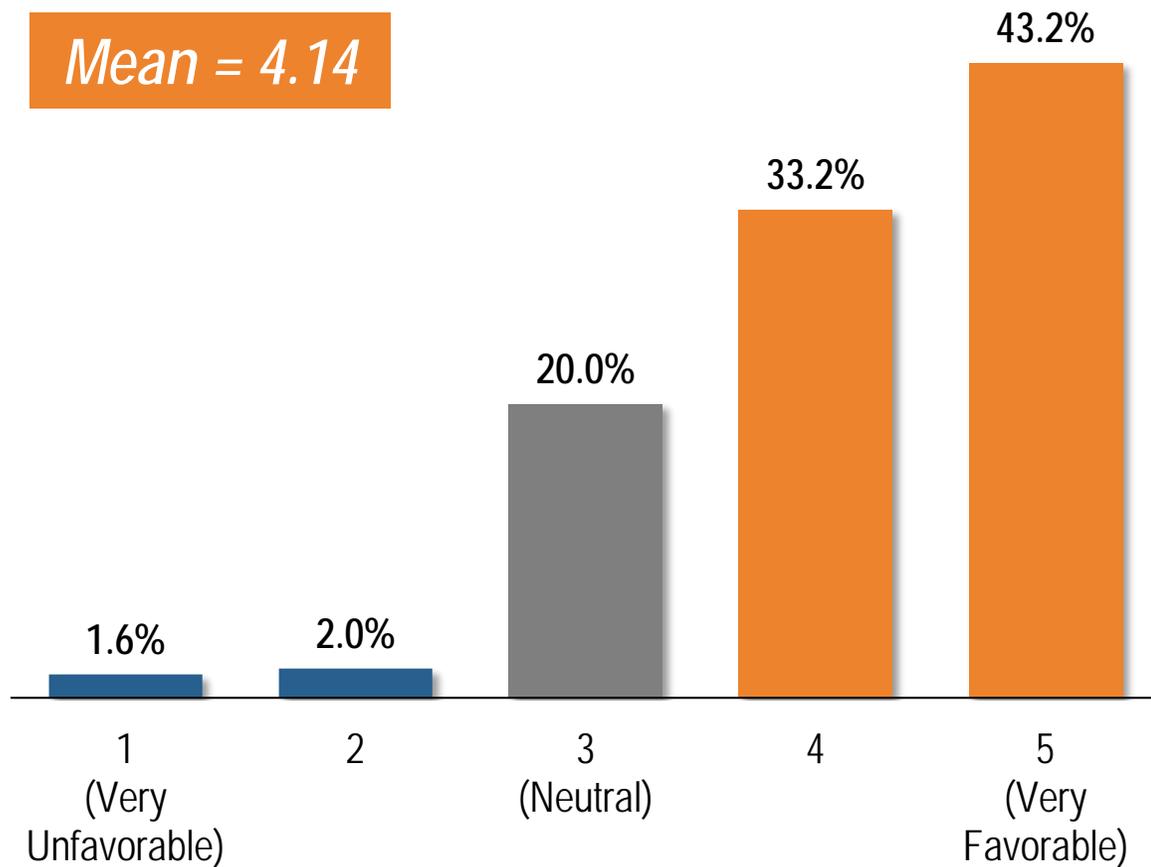
“Free to be Captivated” Mean Score

By Cardholder, Non-Cardholder and Hispanic/Latino

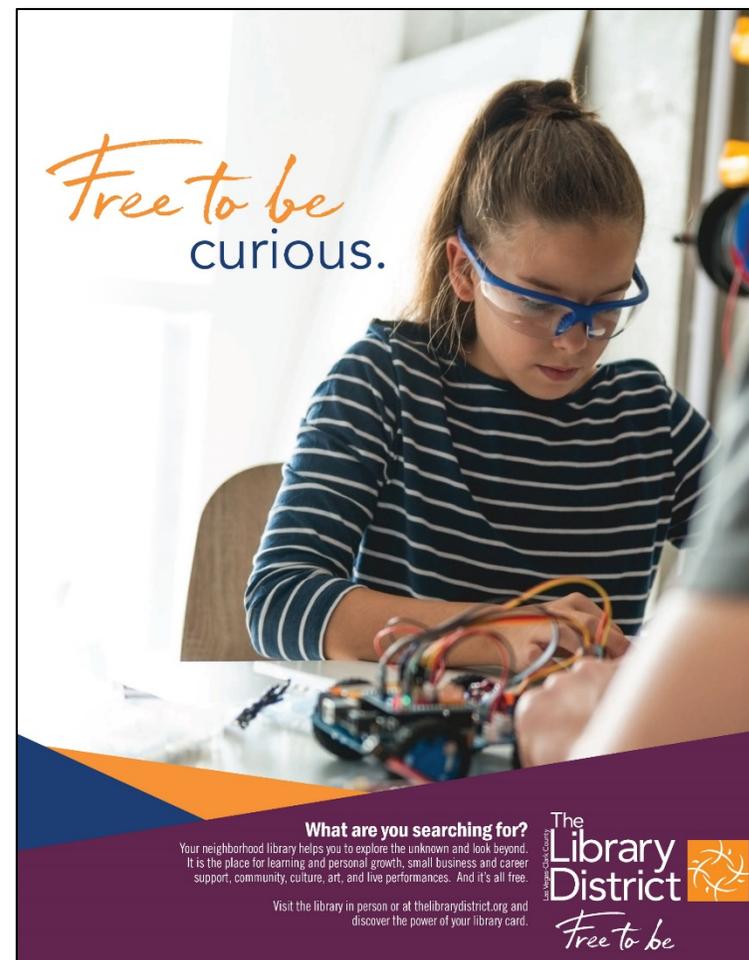


	N=	Favorability	Persuasiveness
Total	1,000	4.08	3.86
Cardholder	615	4.17	3.99
Non-Cardholder	385	3.94	3.64
Hispanic/Latino	281	4.12	4.00

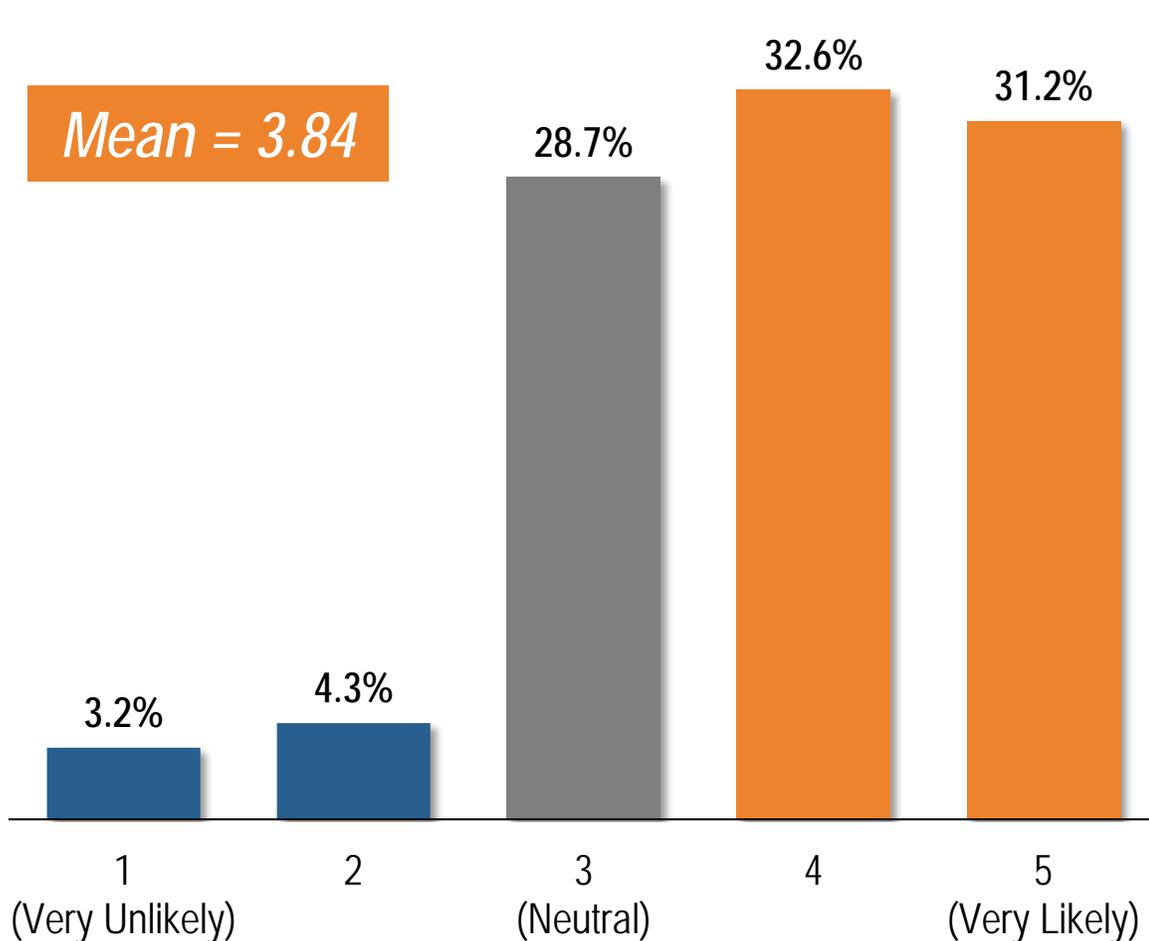
Free to be curious...what are you searching for? (Favorability)



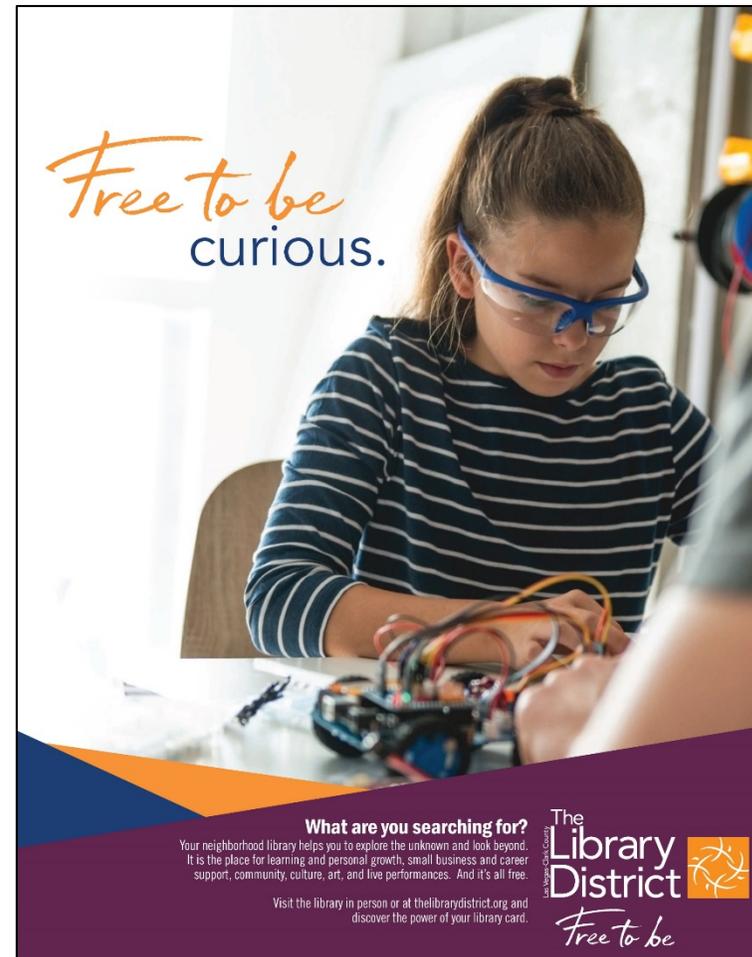
n=1,000



Free to be curious...what are you searching for? (Persuasiveness)



n=1,000



“Free to be Curious” Mean Score

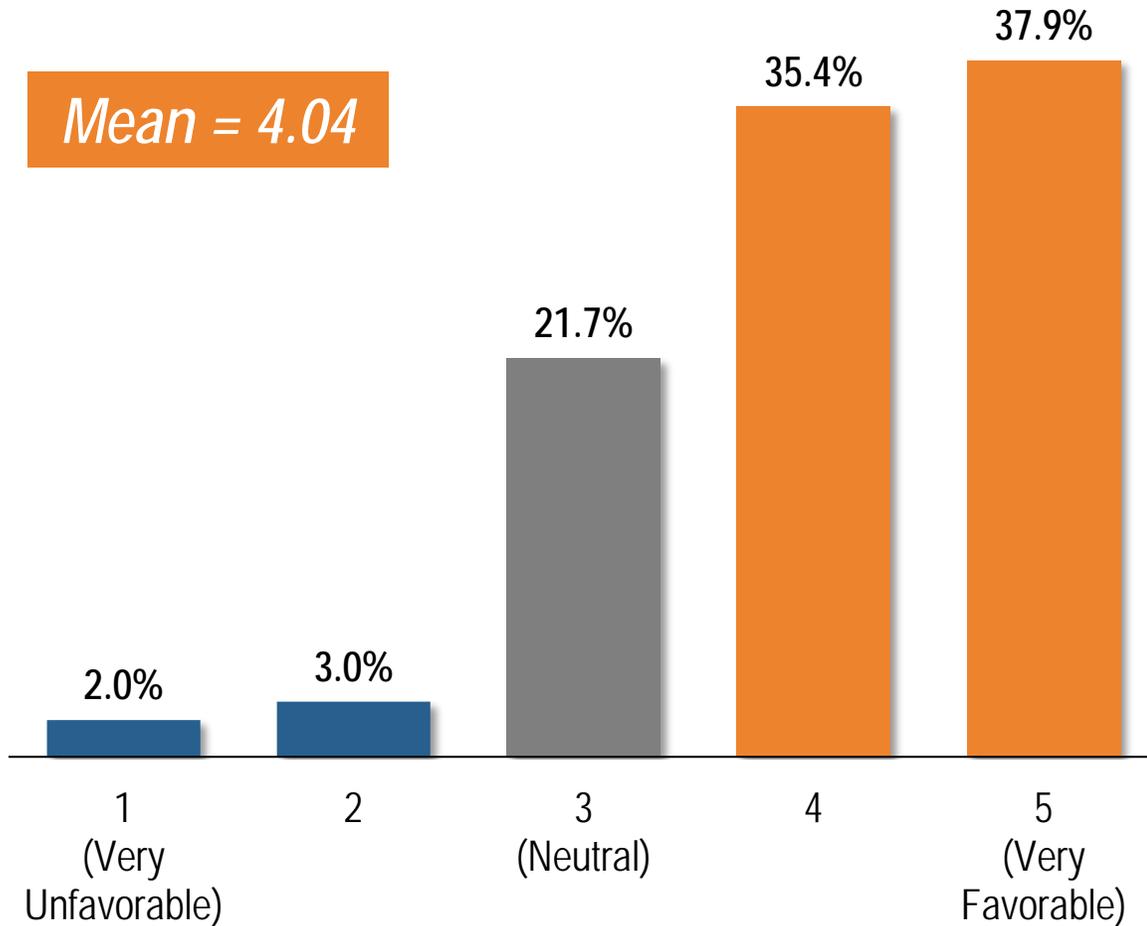
By Cardholder, Non-Cardholder and Hispanic/Latino



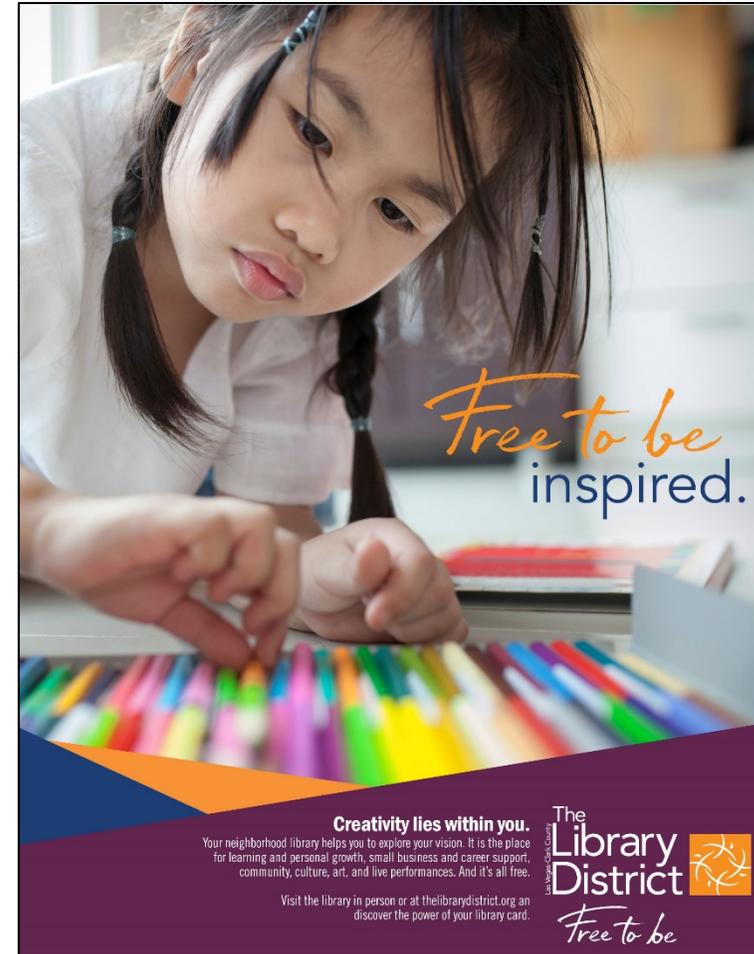
	N=	Favorability	Persuasiveness
Total	1,000	4.14	3.86
Cardholder	615	4.20	3.91
Non-Cardholder	385	4.05	3.74
Hispanic/Latino	281	4.21	4.07

Free to be inspired...Creativity lies within you.

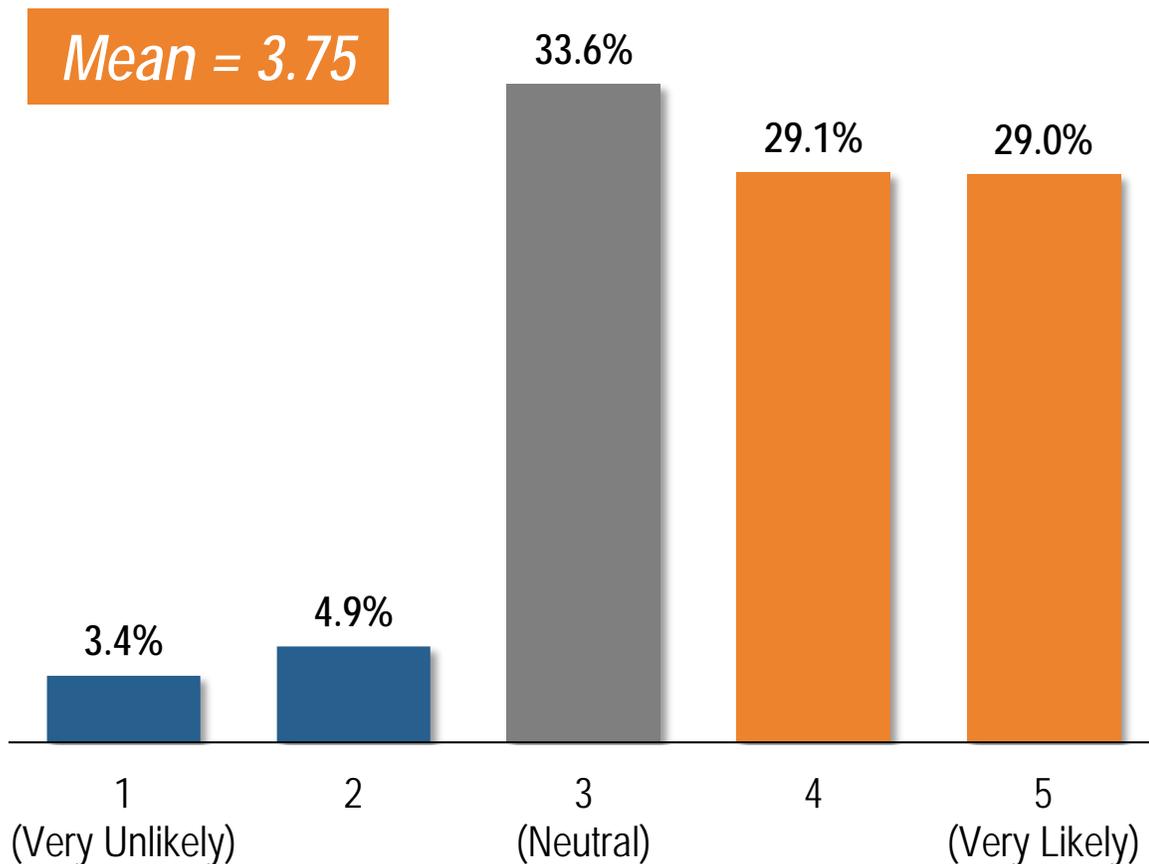
(Favorability)



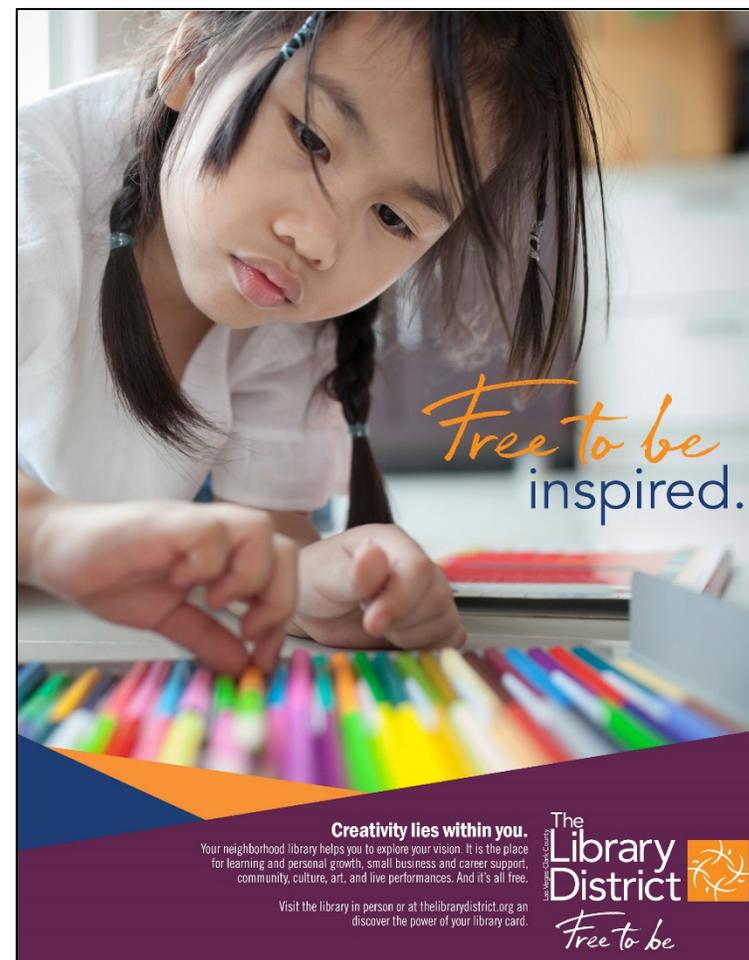
n=1,000



Free to be inspired...Creativity lies within you. (Persuasiveness)

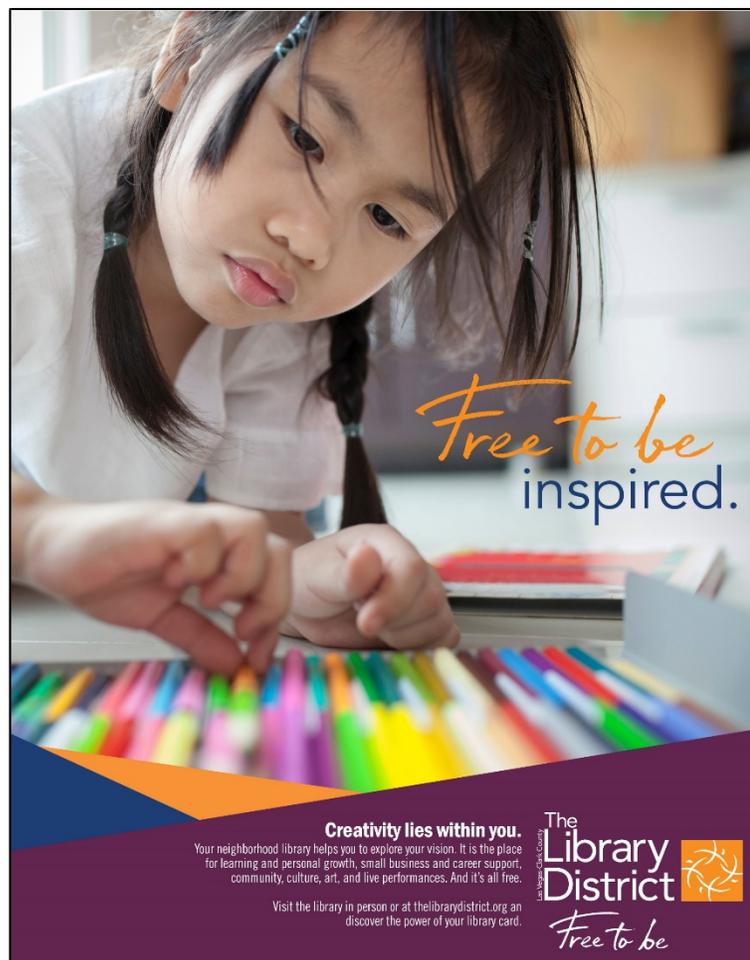


n=1,000



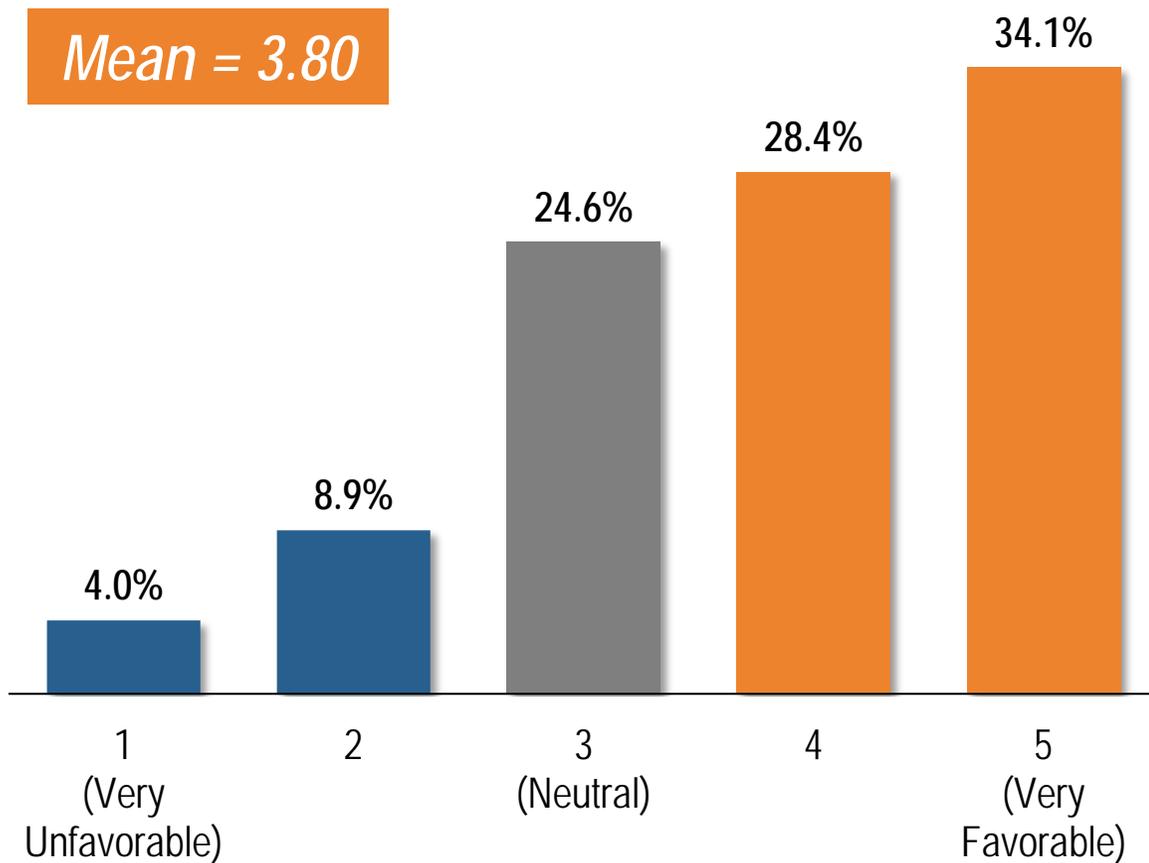
“Free to be Inspired” Mean Score

By Cardholder, Non-Cardholder and Hispanic/Latino

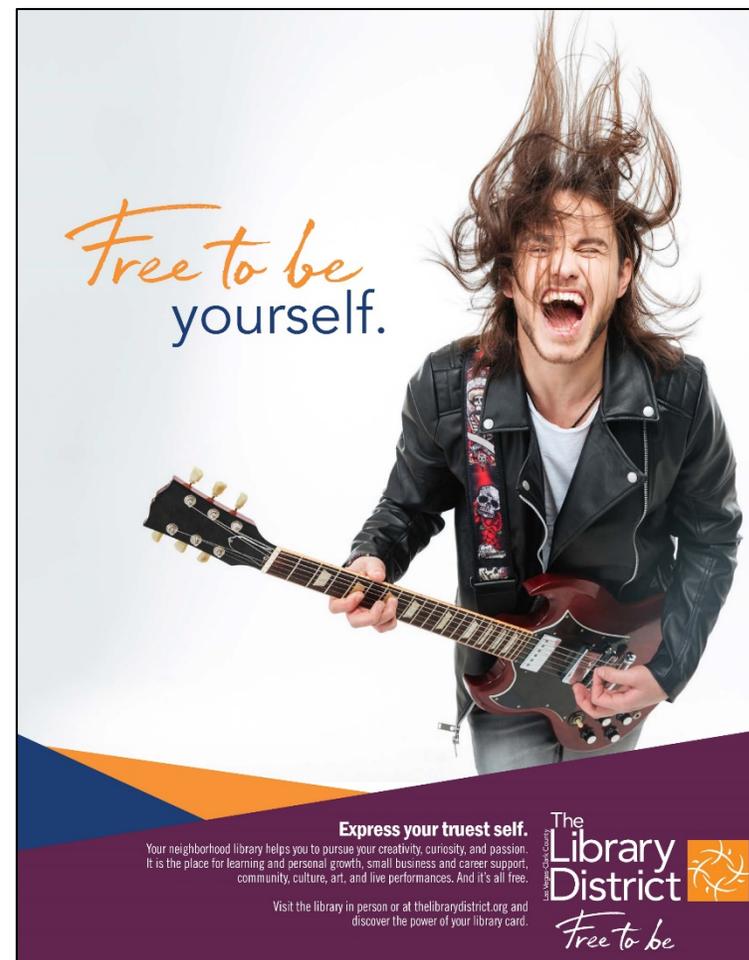


	N=	Favorability	Persuasiveness
Total	1,000	4.04	3.75
Cardholder	615	4.12	3.87
Non-Cardholder	385	3.92	3.56
Hispanic/Latino	281	4.09	3.97

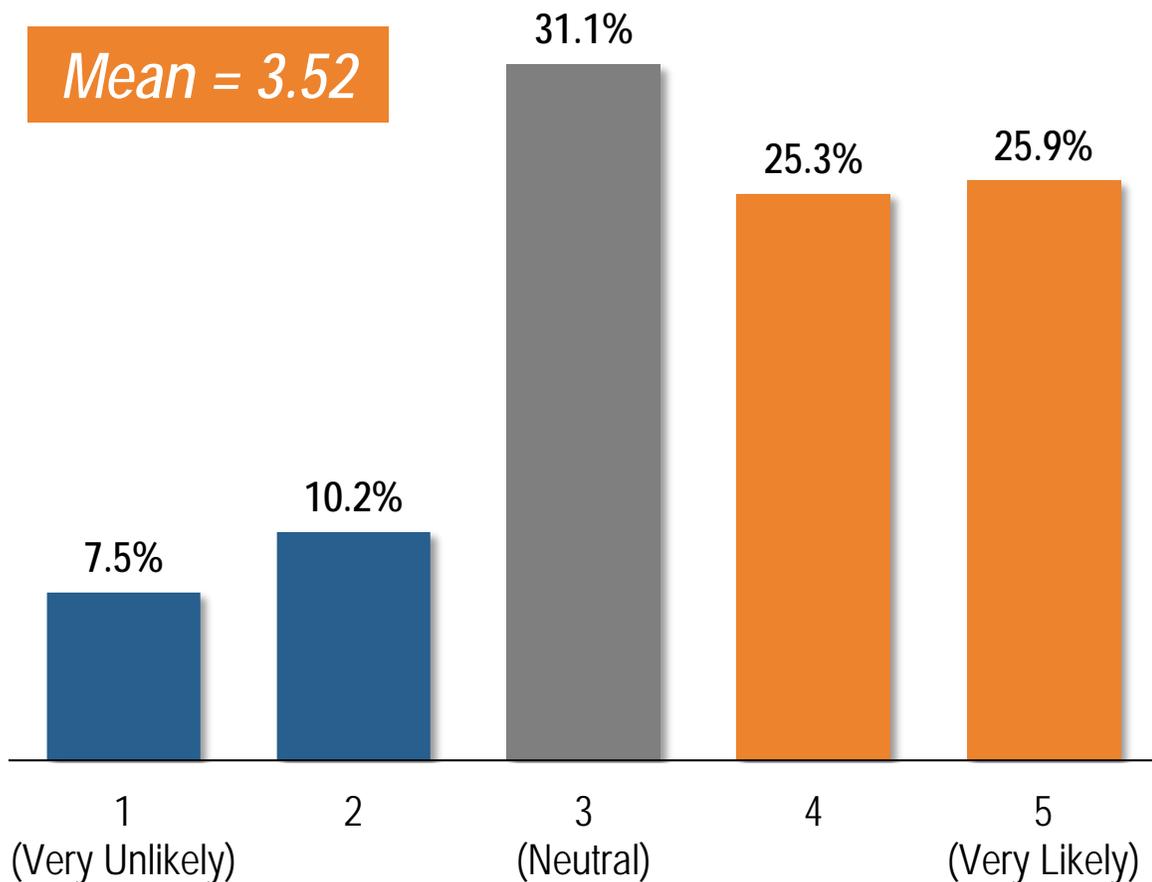
Free to be yourself...Express your truest self. (Favorability)



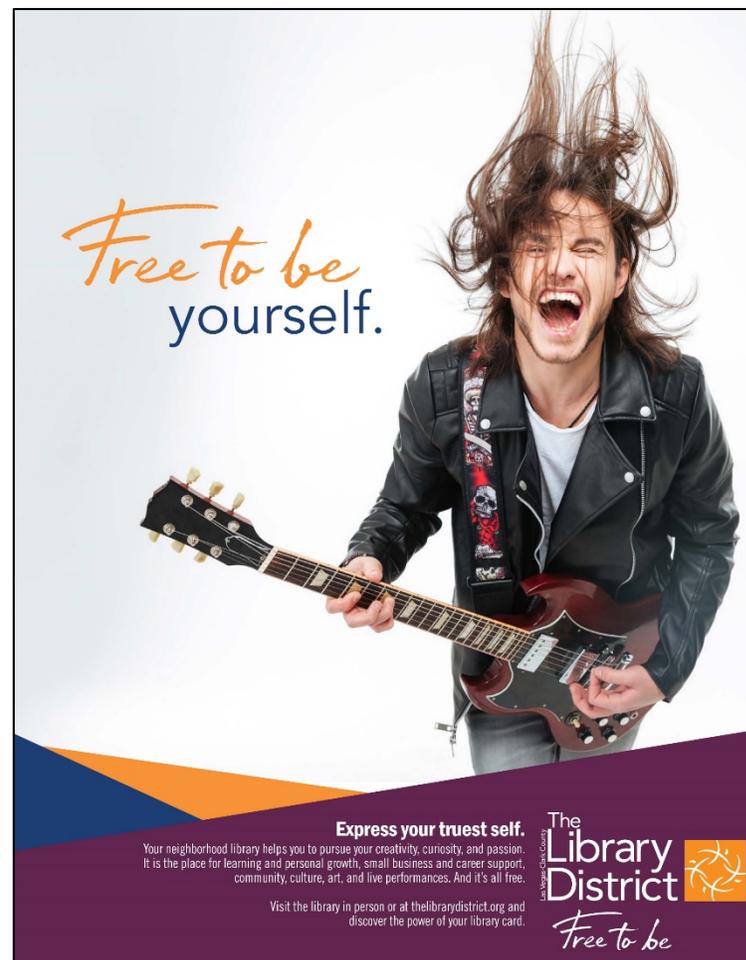
n=1,000



Free to be yourself...Express your truest self. (Persuasiveness)

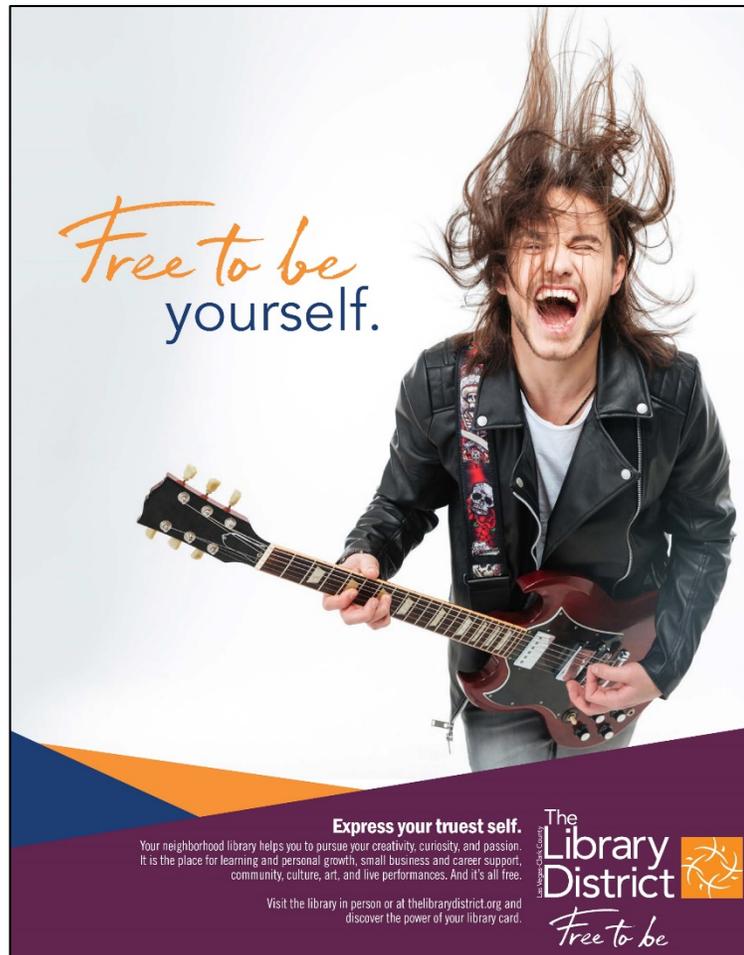


n=1,000



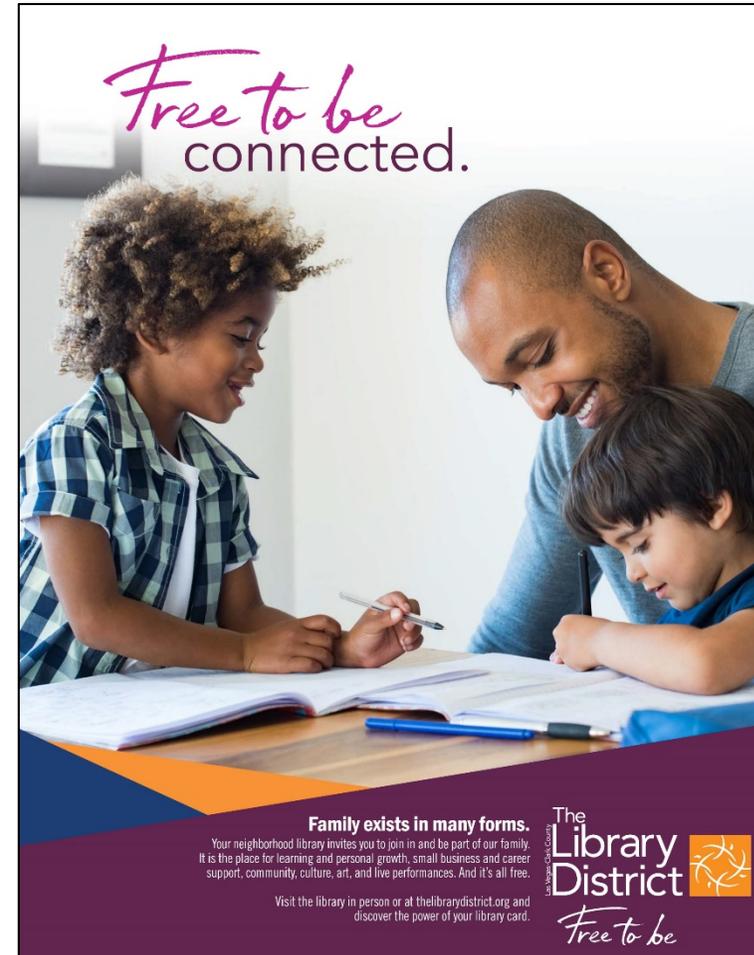
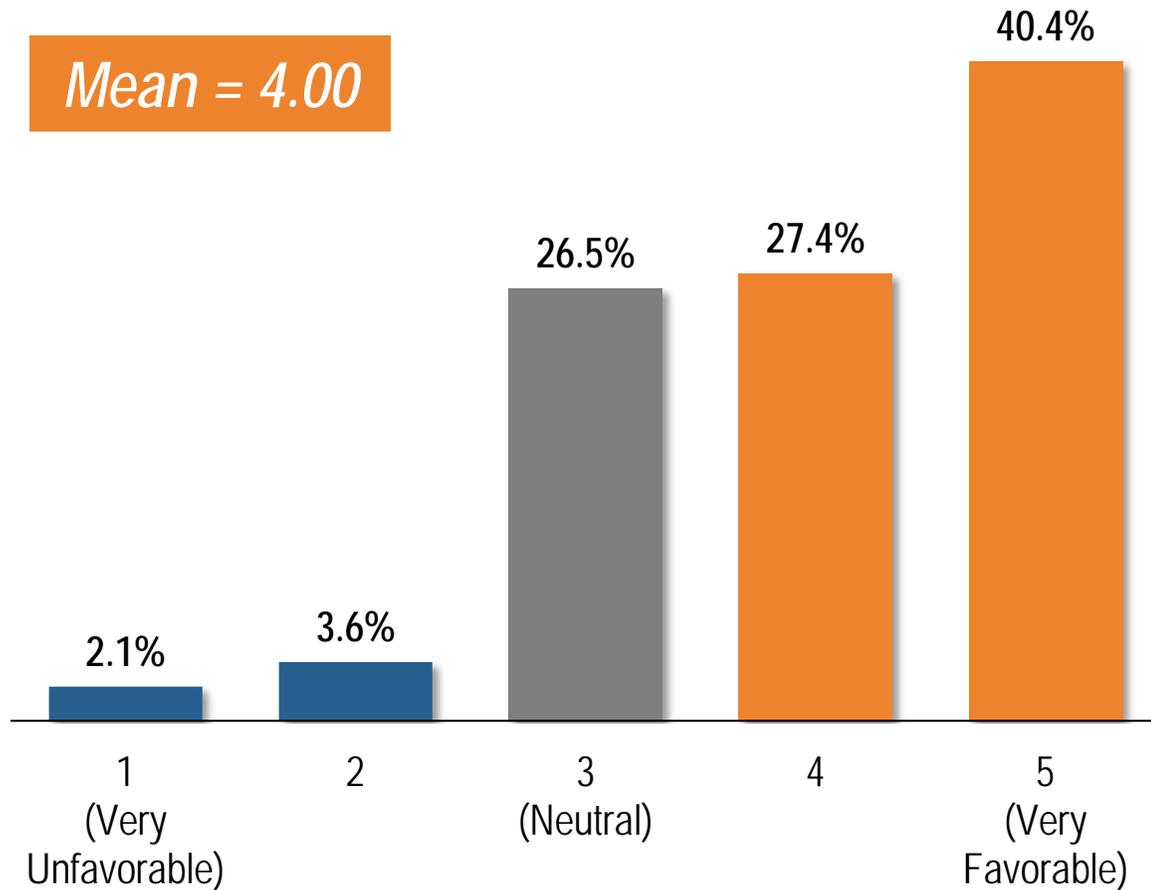
"Free to be Yourself" Mean Score

By Cardholder, Non-Cardholder and Hispanic/Latino



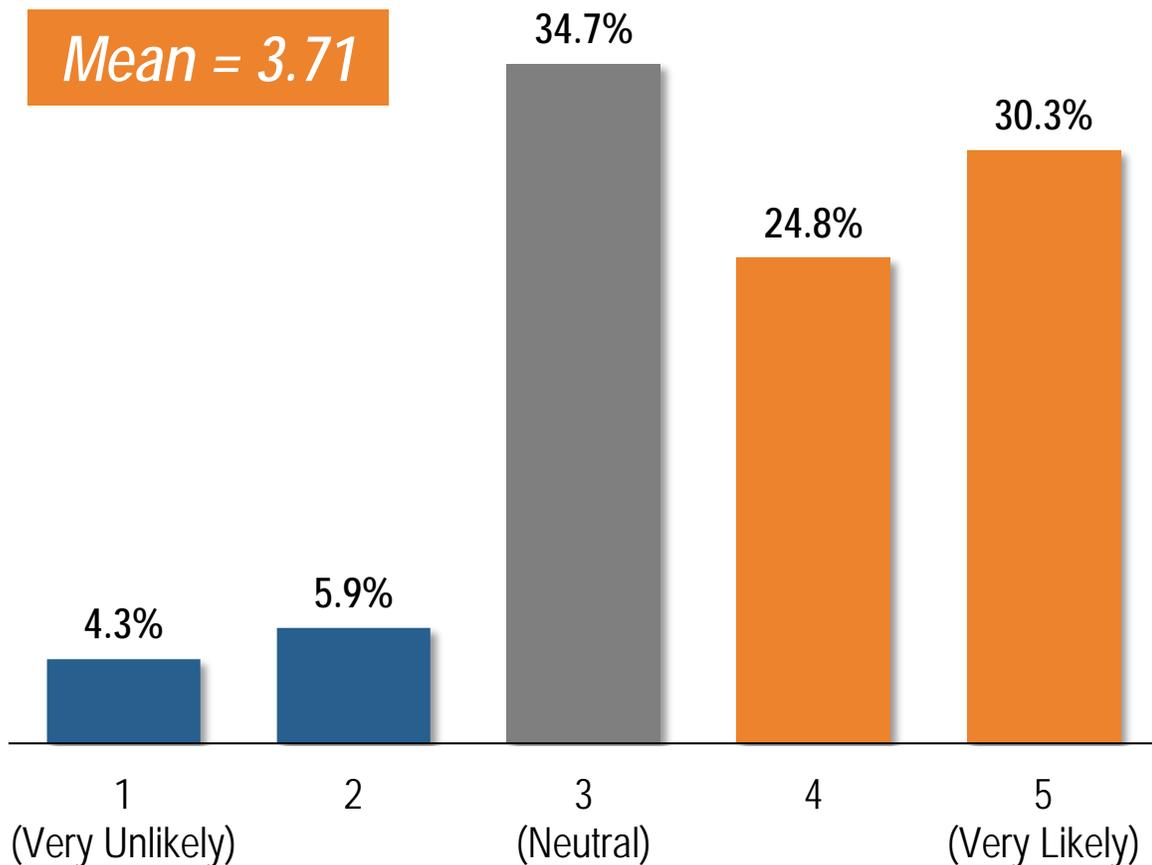
	N=	Favorability	Persuasiveness
Total	1,000	3.80	3.52
Cardholder	615	3.89	3.63
Non-Cardholder	385	3.65	3.34
Hispanic/Latino	281	4.06	3.93

Free to be connected...Family exists in many forms. (Favorability)

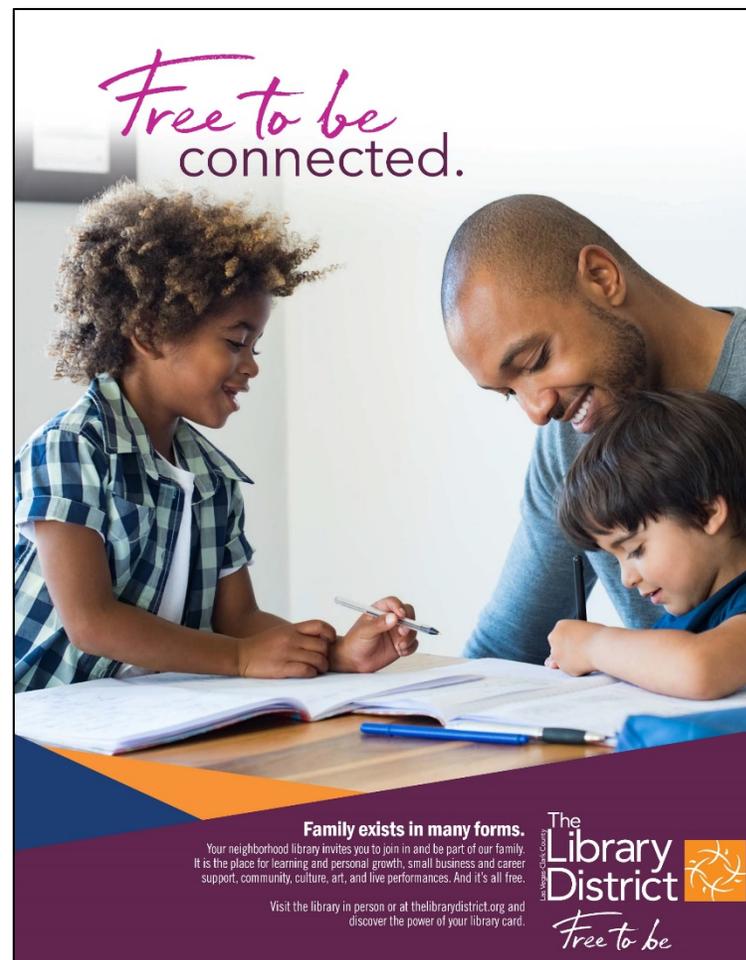


n=1,000

Free to be connected...Family exists in many forms. (Persuasiveness)

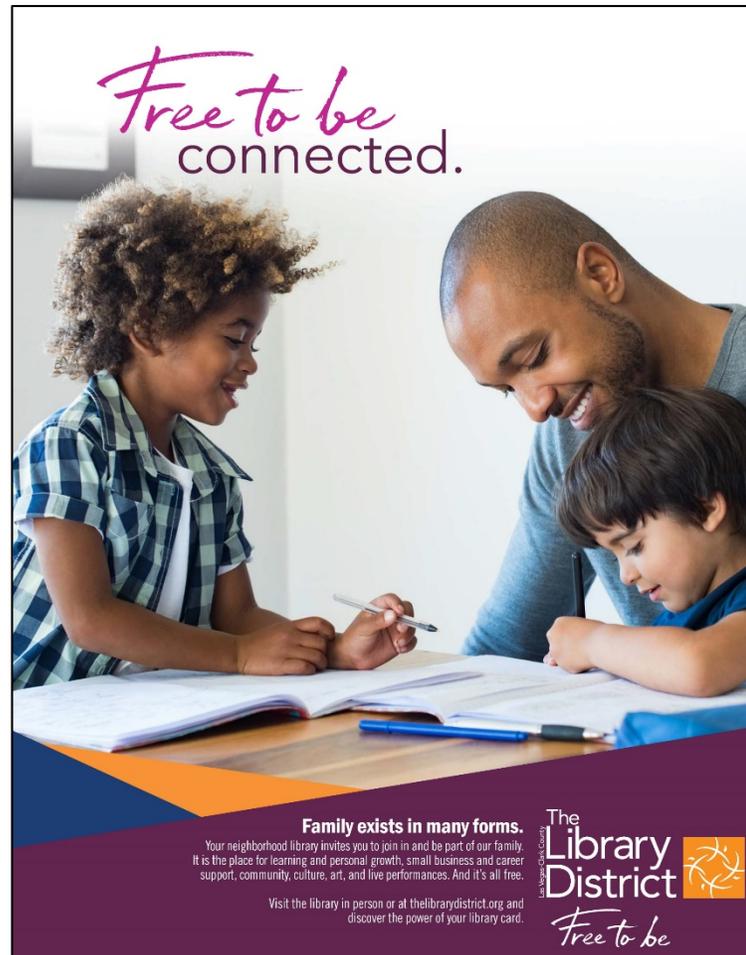


n=1,000



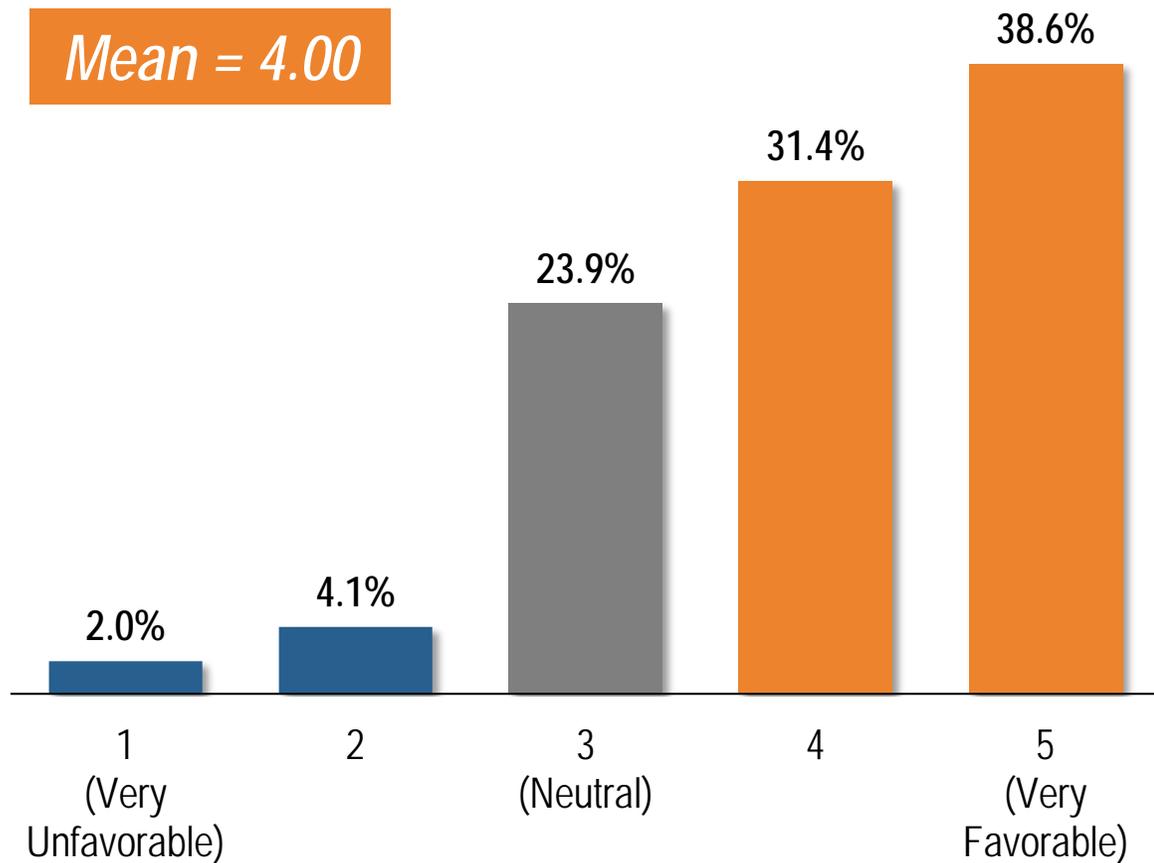
“Free to be Connected” Mean Score

By Cardholder, Non-Cardholder and Hispanic/Latino



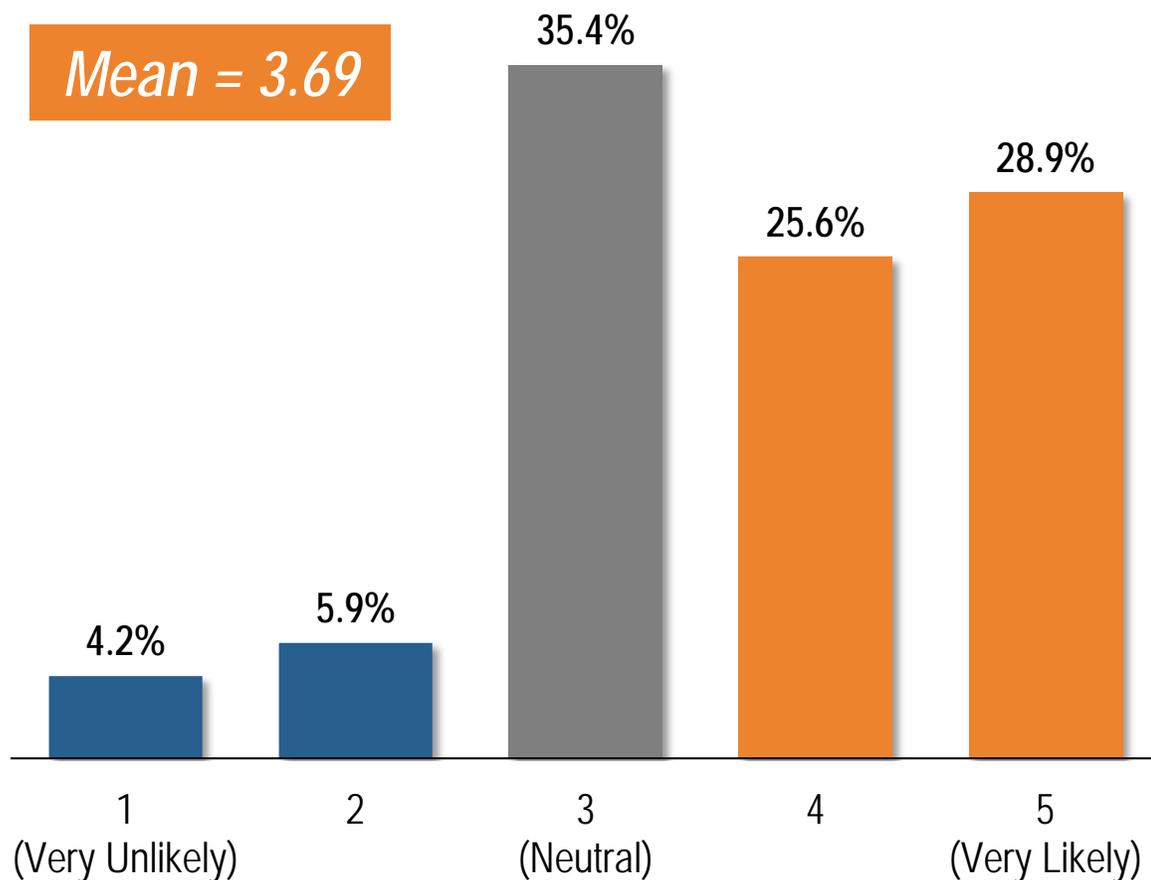
	N=	Favorability	Persuasiveness
Total	1,000	4.00	3.71
Cardholder	615	4.06	3.81
Non-Cardholder	385	3.91	3.55
Hispanic/Latino	281	4.18	4.04

Free to be fearless...Believe you will succeed. (Favorability)



n=1,000

Free to be fearless...Believe you will succeed. (Persuasiveness)



n=1,000



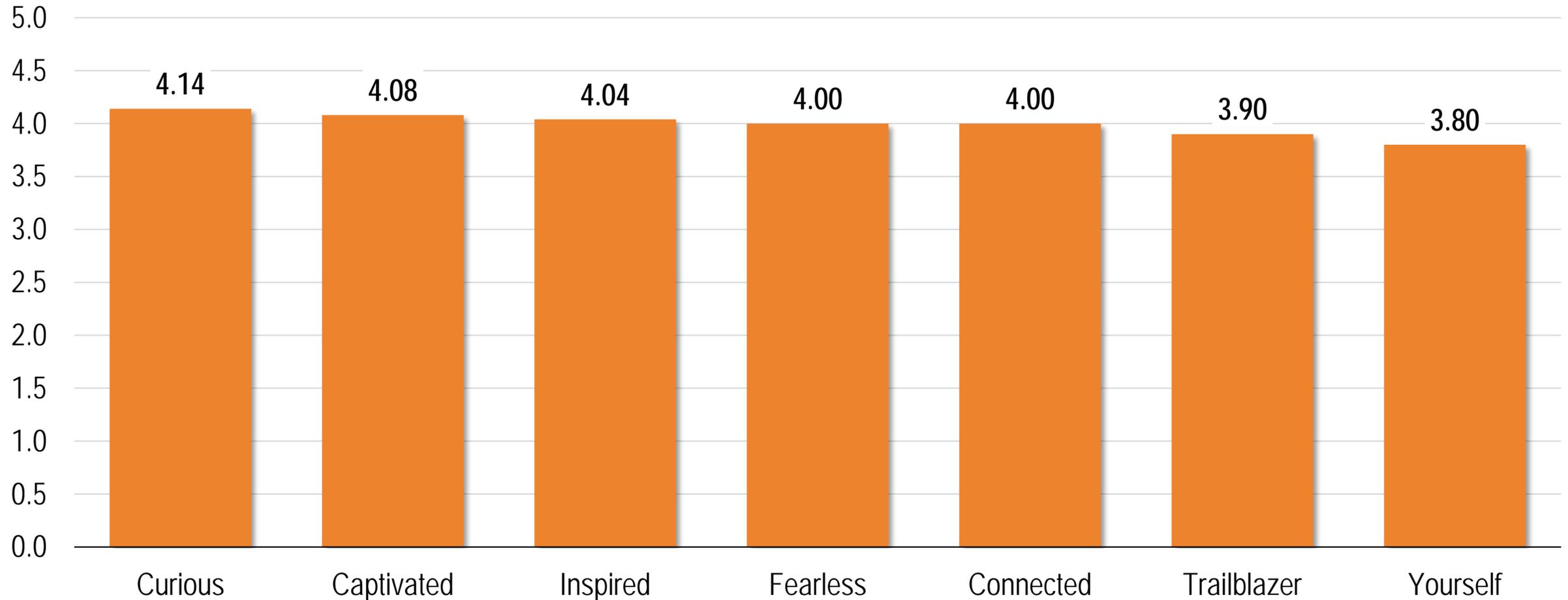
"Free to be Fearless" Mean Score

By Cardholder, Non-Cardholder and Hispanic/Latino

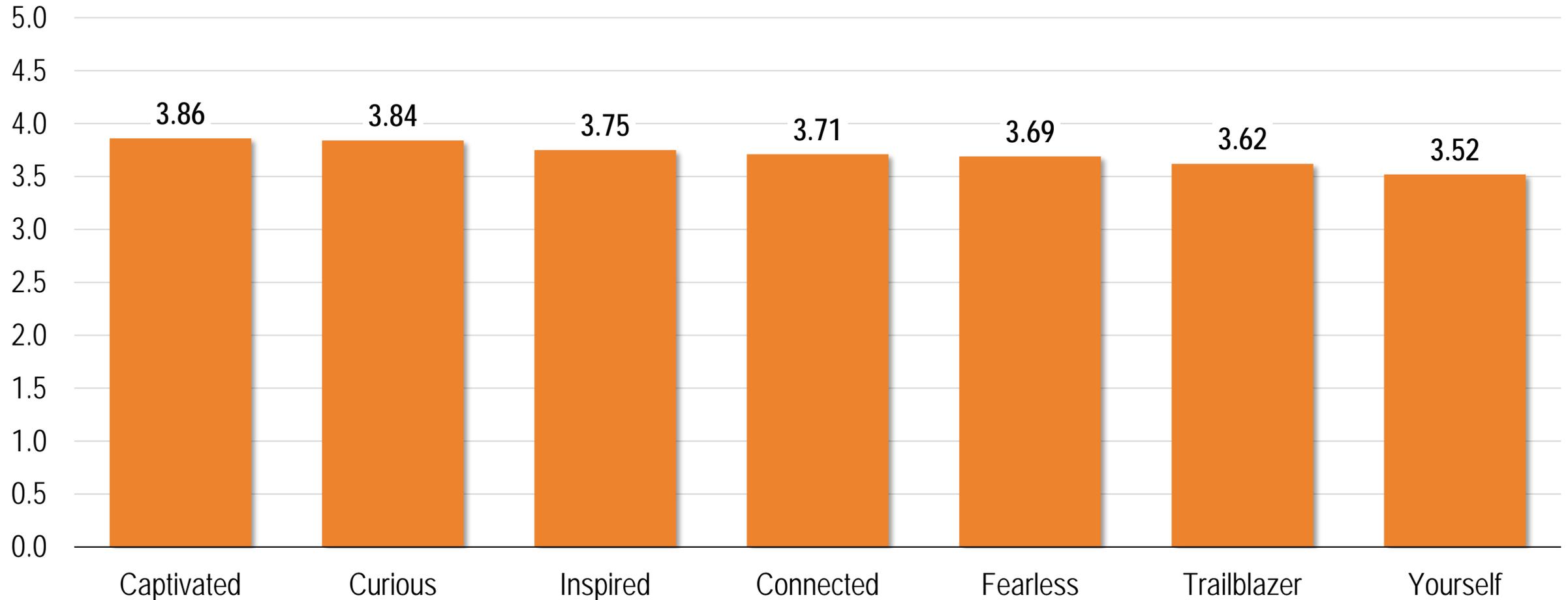


	N=	Favorability	Persuasiveness
Total	1,000	4.00	3.69
Cardholder	615	4.07	3.80
Non-Cardholder	385	3.90	3.52
Hispanic/Latino	281	4.04	3.91

"Free to be" Favorability Mean Score Rankings

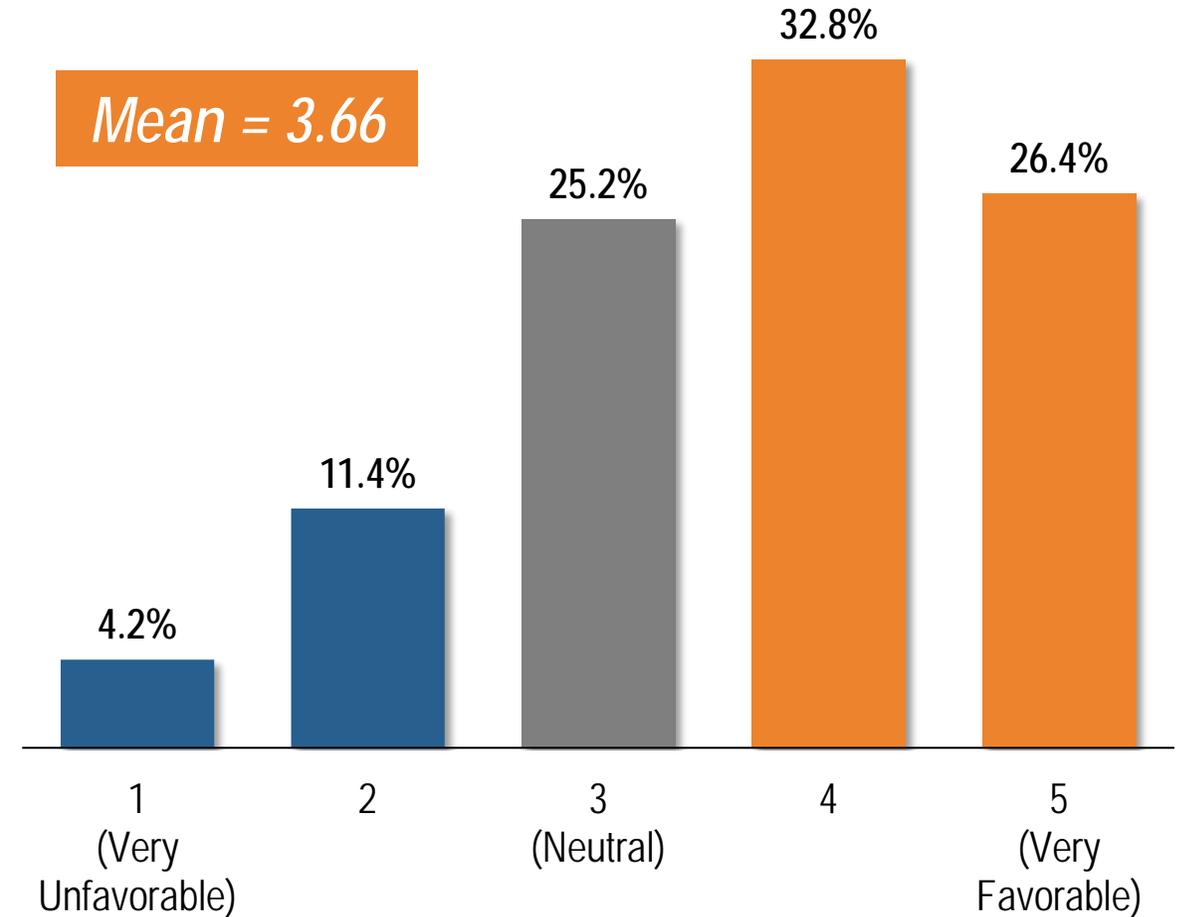
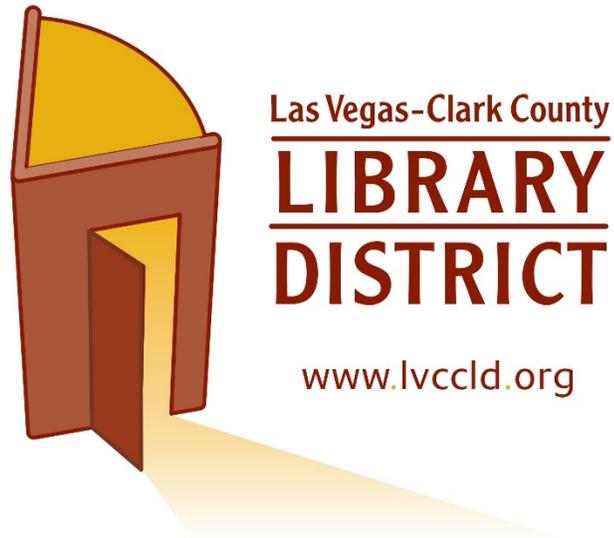


"Free to be" Persuasiveness Mean Score Rankings



In addition to the potential advertisements you have just seen, the Las Vegas-Clark County Library District is also considering different logo alternatives.

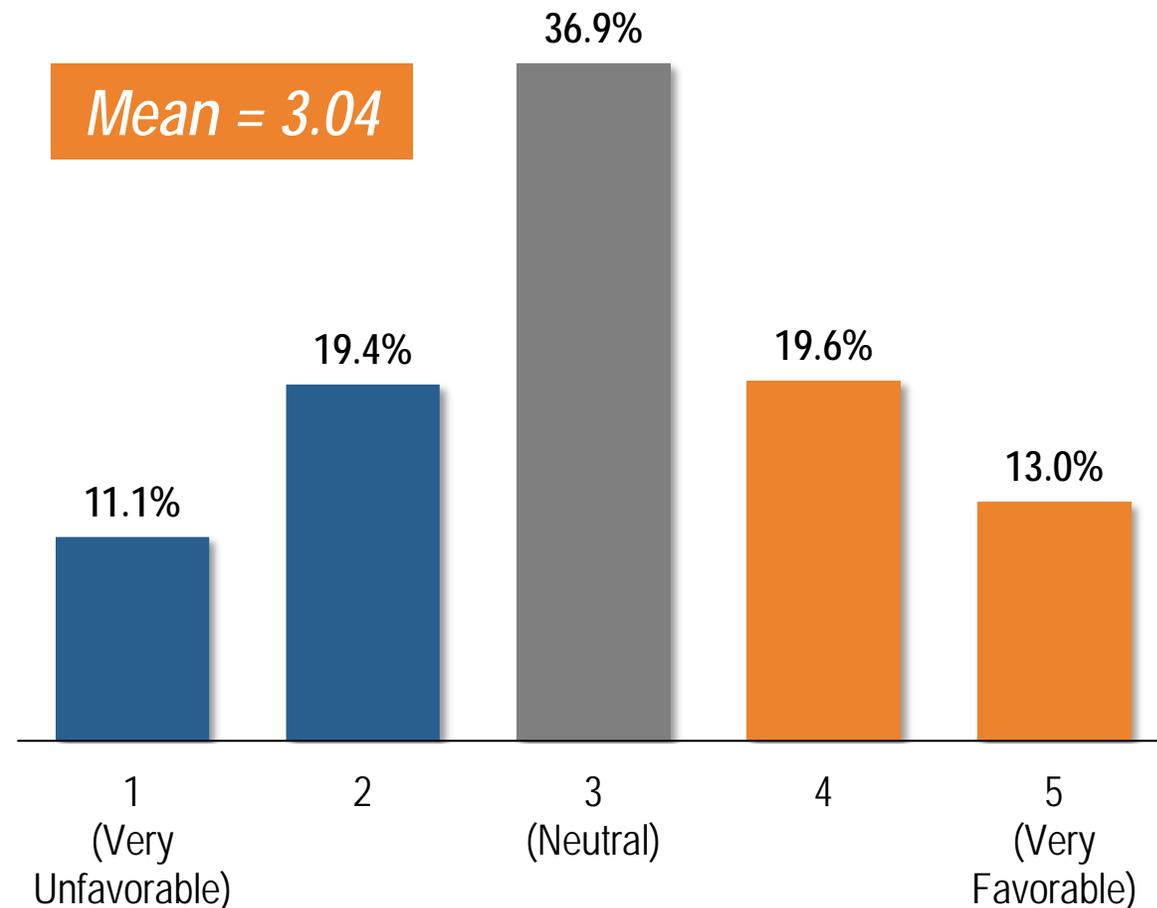
Please indicate your level of favorability towards each of the logo design options using the 5-point scale



n=1,000

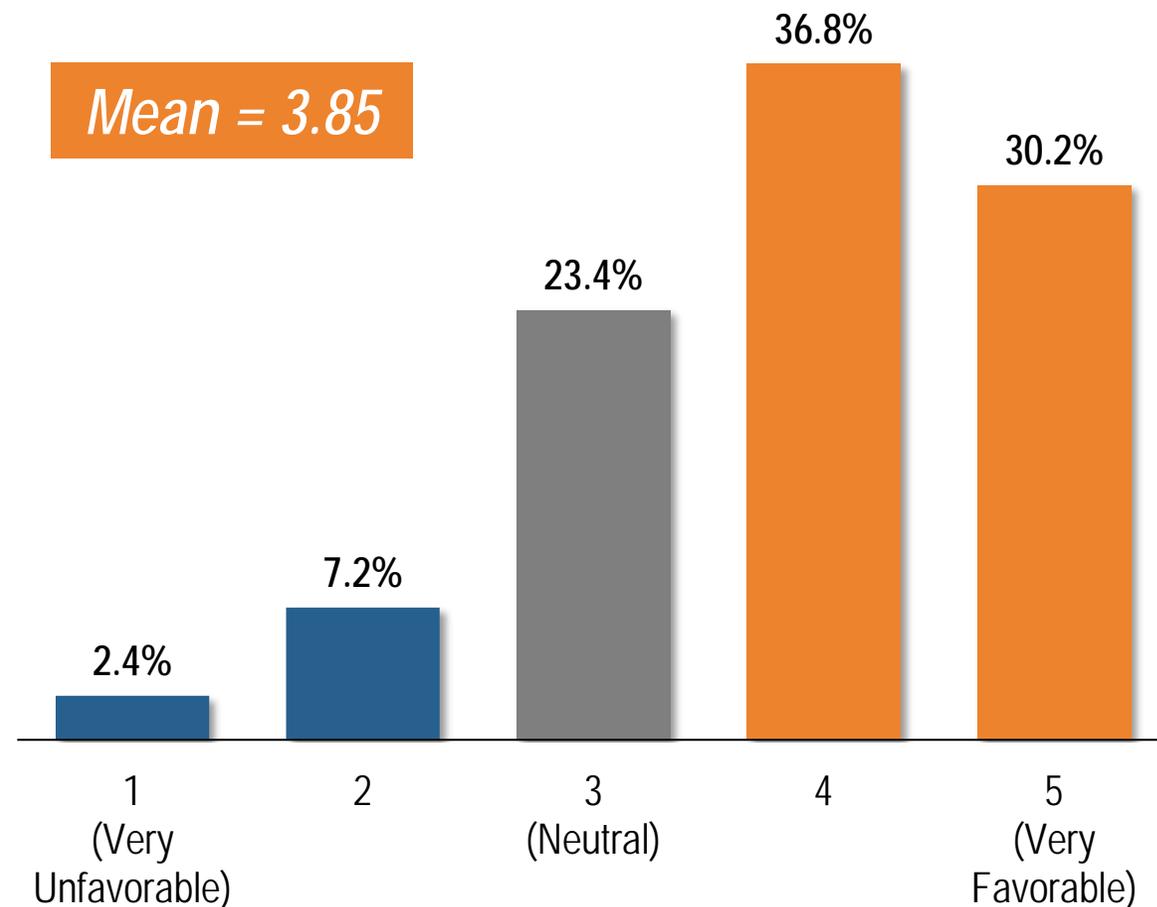
Please indicate your level of favorability towards each of the logo design options using the 5-point scale

Las Vegas-Clark County
LIBRARY
DISTRICT
www.lvccld.org



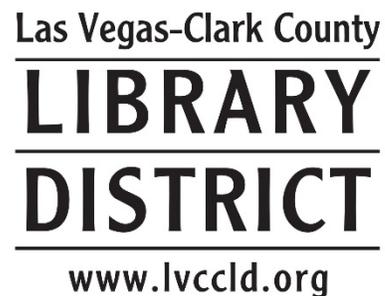
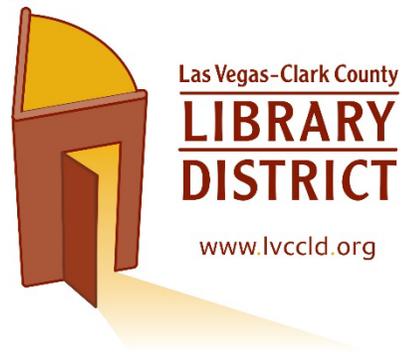
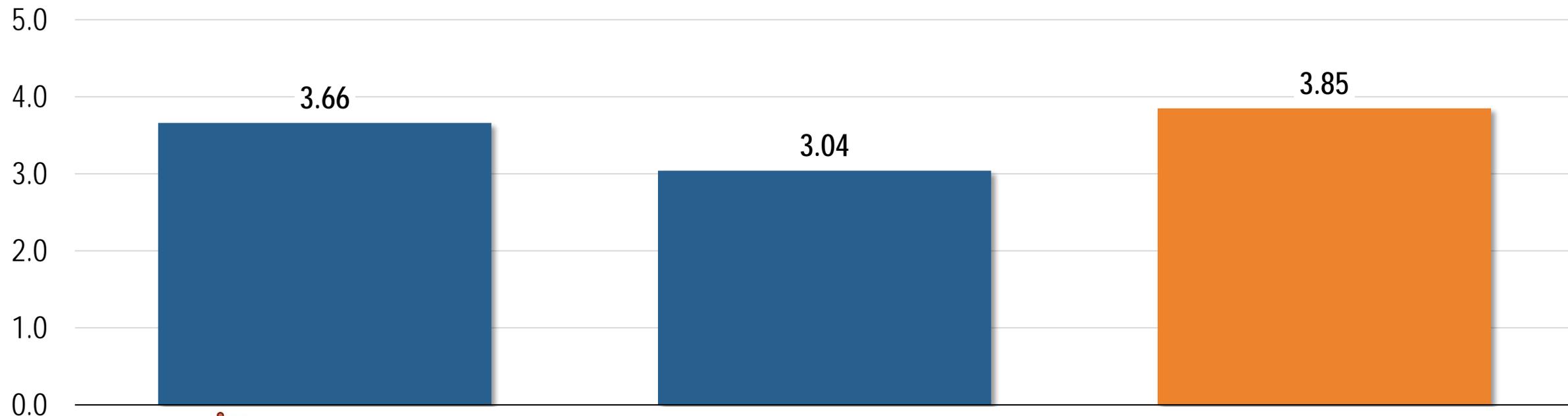
n=1,000

Please indicate your level of favorability towards each of the logo design options using the 5-point scale



n=1,000

Logo Design Options Mean Score Ranking

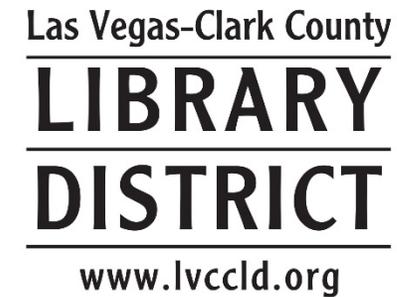
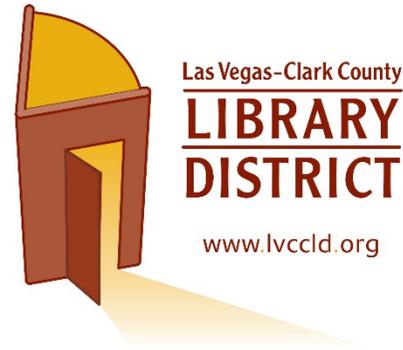


n=1,000



Logo Design Options Mean Score

By Cardholder, Non-Cardholder and Hispanic/Latino

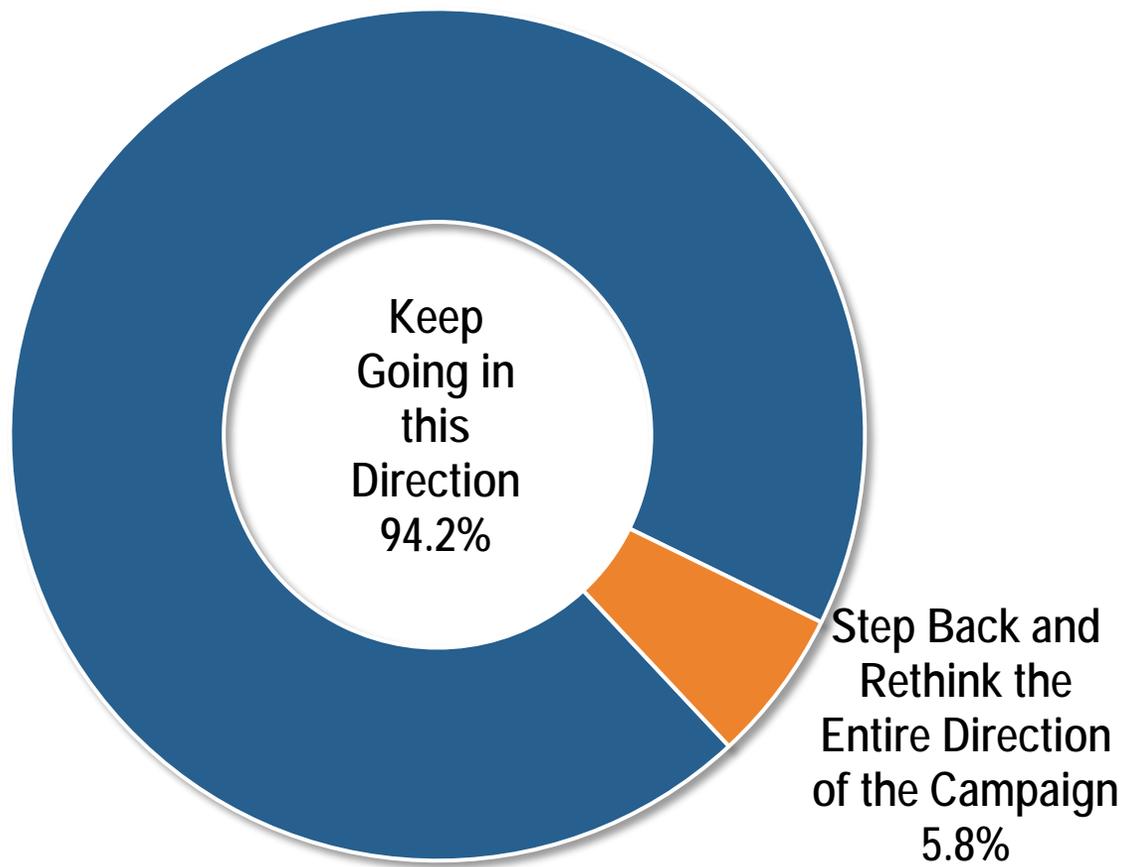


Total	n=1,000	3.66	3.04	3.85
Cardholder	n=615	3.76	3.09	3.87
Non-Cardholder	n=385	3.50	2.97	3.82
Hispanic/Latino	n=281	3.57	3.08	3.92

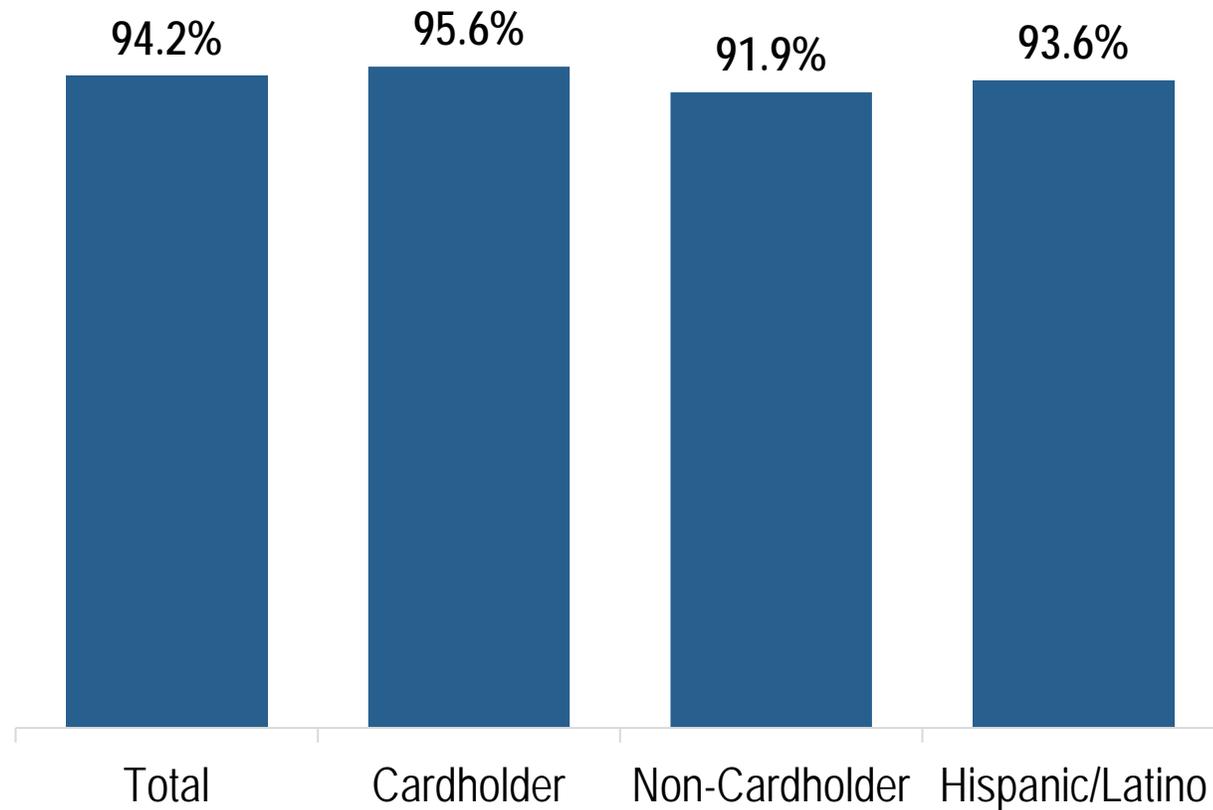
n=1,000

Based on everything you have heard and seen today about how the library is evolving to bring new and exciting experiences to its buildings, the library district would like to get your overall opinion of this new public information campaign. Please indicate how you feel about the campaign's potential to motivate people to visit the library.

Would you advise the Library District to keep going in this direction, or to step back and rethink the entire direction of the campaign?



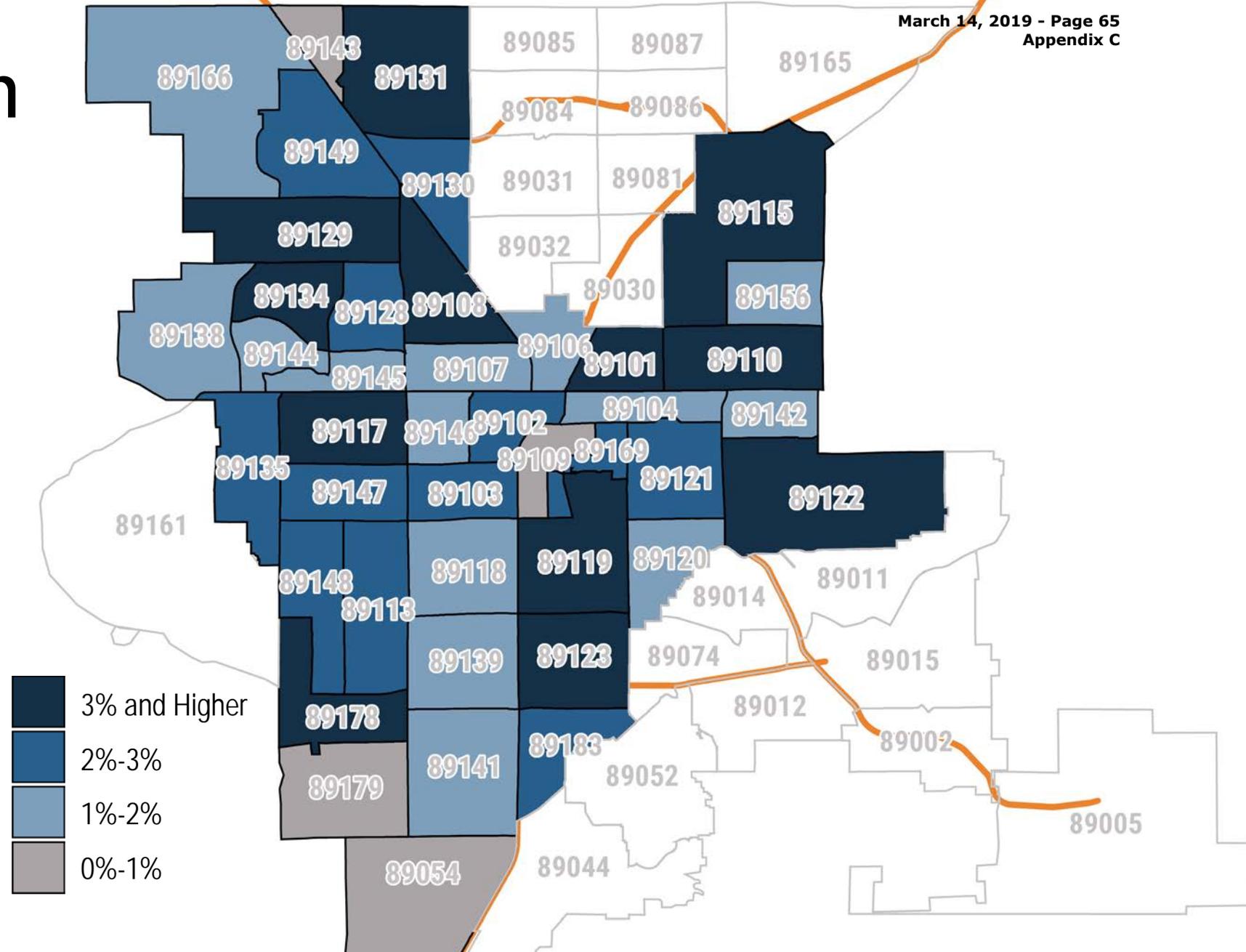
Keep Going in this Direction



n=1,000

DEMOGRAPHICS

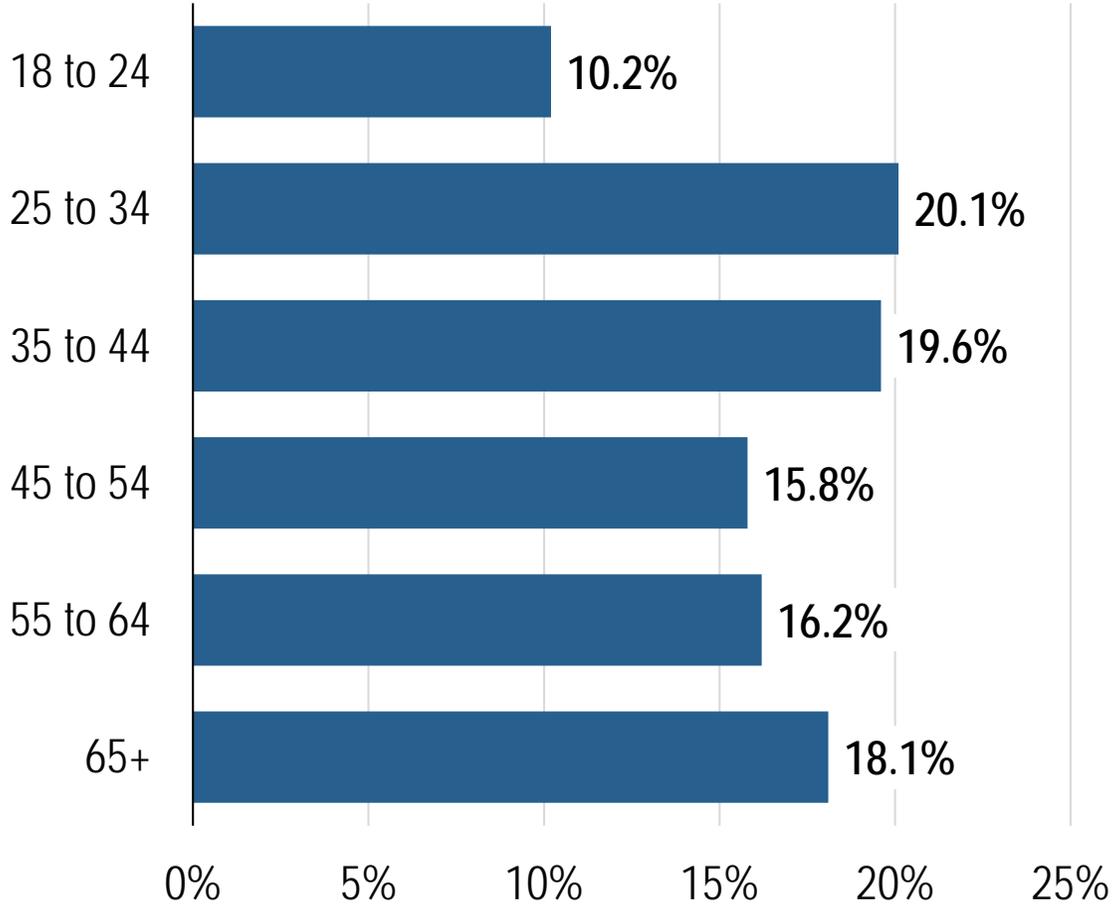
Zip Code Location



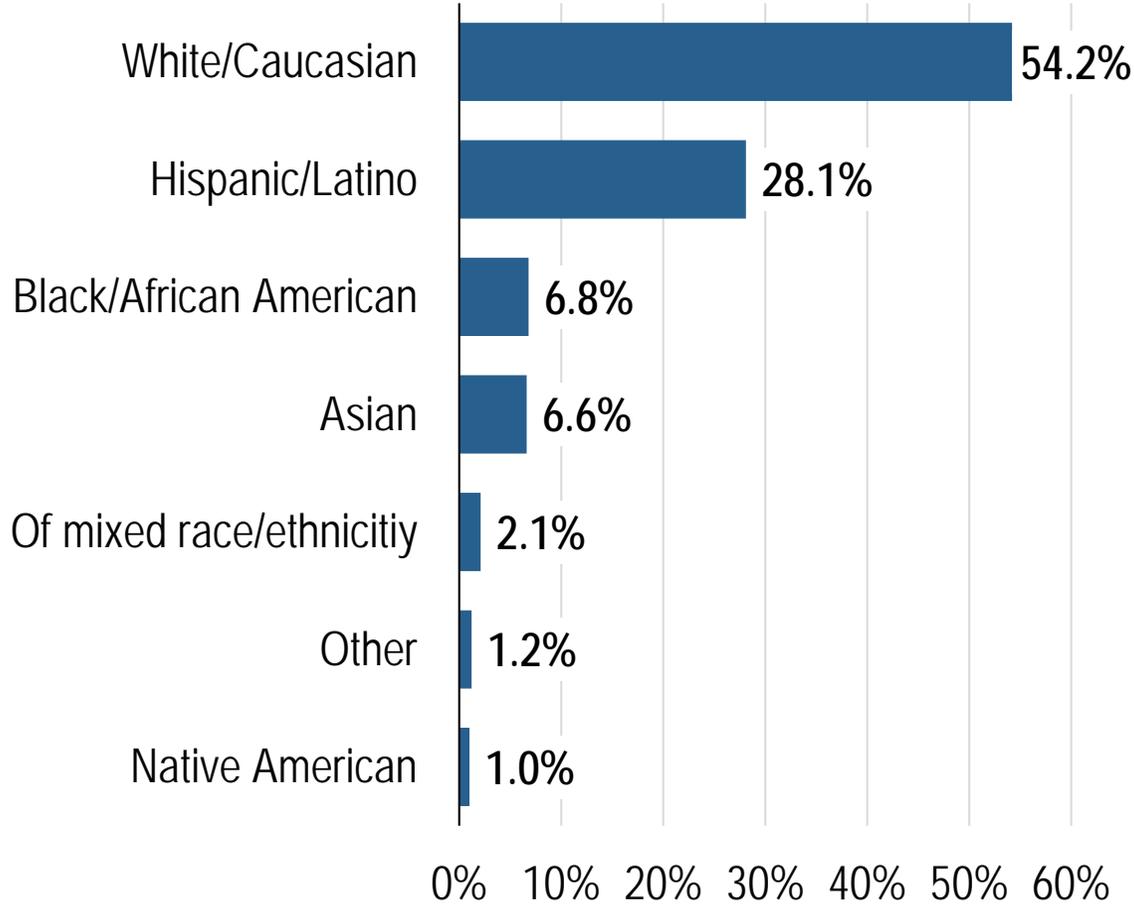
n=1,000

Age

Mean = 46.1

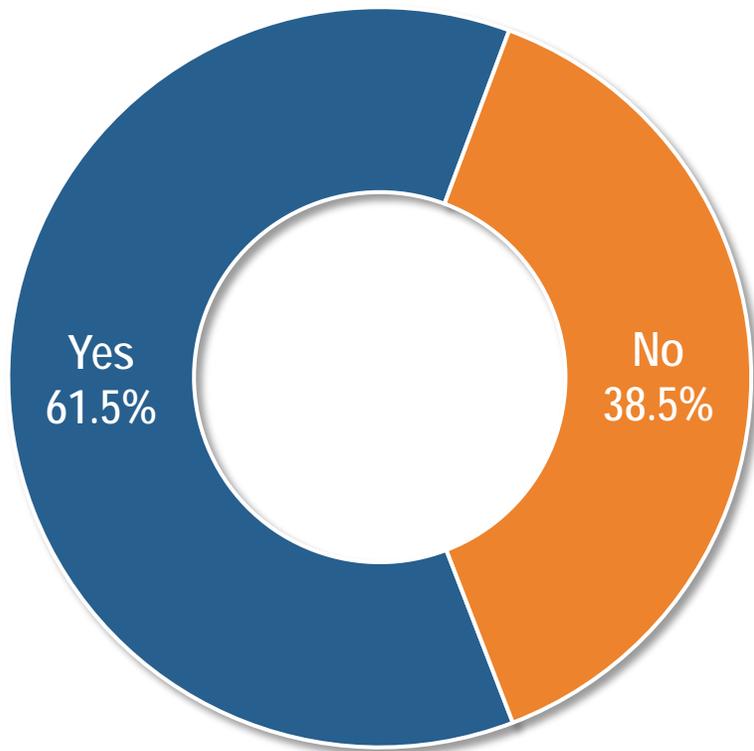


Race/Ethnicity

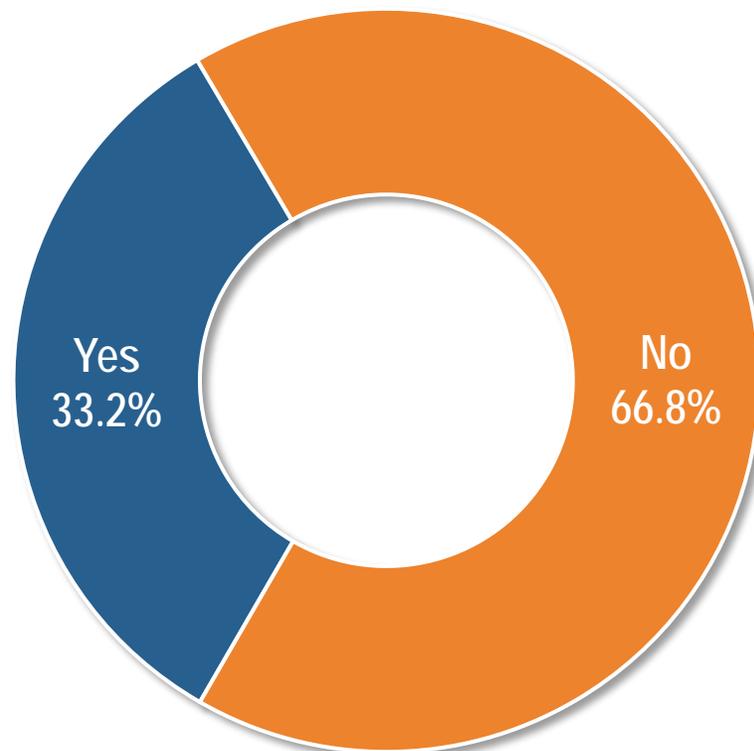


n=1,000

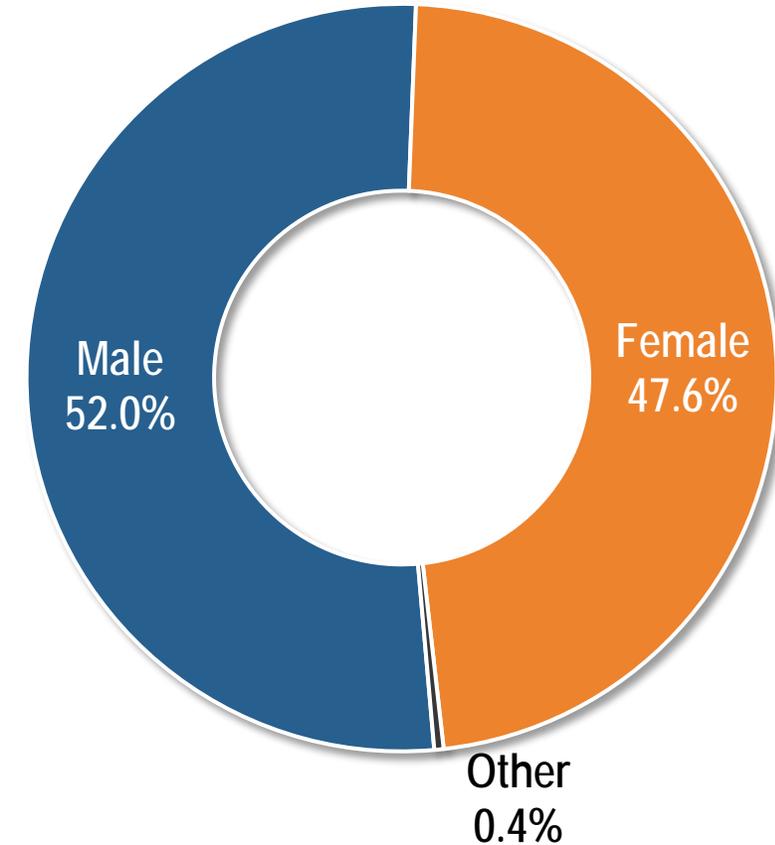
Cardholder



Children



Gender



MARKET RESEARCH: BRANDING AND AWARENESS CAMPAIGN

Executive Summary

