

**MINUTES**  
**LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT**  
**BOARD OF TRUSTEES' SPECIAL MEETING**  
**LAS VEGAS, NEVADA**  
**June 17, 2014**  
**(approved July 10, 2014)**

The Board of Trustees of the Las Vegas-Clark County Library District met in special session in the Windmill Service Center Boardroom, Las Vegas, Nevada, at 2:00 p.m., Tuesday, June 17, 2014.

**Present:** Board: K. Crear, Chair M. Saunders  
R. Ence Y. Yturralde  
S. Bilbray-Axelrod S. Moulton  
R. Wadley-Munier (via telephone)  
M. Francis Drake F. Ortiz

Counsel: G. Welt

Absent: K. Benavidez (excused)

Staff: Executive Council members  
Karen Bramwell Thomas, Public Relations Manager  
Allison Boyer, Executive Assistant

Guests: Dan Bradbury, Bradbury Associates/Gossage Sager Associates  
Jobeth Bradbury, Bradbury Associates/Gossage Sager Associates  
Karen Miller, Bradbury Associates/Gossage Sager Associates

K. Crear, Chair, called the meeting to order at 2:03 p.m.

**Roll Call (Item I.)** All members listed above represent a quorum. Trustee Wadley-Munier attended via telephone. Trustee Benavidez was unable to attend and had an excused absence.

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

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

**Discussion and possible Board action regarding interviews with final candidates for the position of Executive Director. (Item IV.A.)** Dan Bradbury of the District's search firm, Bradbury Associates/Gossage Sager Associates (Bradbury firm) first discussed procedural items with the Trustees. He provided a list of questions each candidate would be asked, discussed the interview schedule and length as each candidate would have 75 minutes to speak to the Trustees, with a short break in between the interviews. He also suggested Trustees introduce themselves as well as explain how long each Trustee has served on the Board.

Trustees agreed to divide up the questions between themselves and Mr. Bradbury made clear that follow up questions were welcomed. He cautioned Trustees to avoid questions regarding family, sexual preferences, religion and politics. He noted that some candidates might volunteer that information as part of an answer, but Trustees should not follow up on that information.

The Final Interview Questions are attached as Appendix A.

In response to a question from Trustee Crear, Mr. Bradbury said the

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Bradbury firm would be conducting a quick exit interview with each candidate immediately after their interview to confirm their continued interest in the position, ask about their salary expectations and ask if there was anything that would keep the candidate from accepting the position. Counsel Welt confirmed that a decision could be made by the Trustees at this meeting as that topic is on the agenda.

Trustee Moulton had a question on the government structure that one of the candidates operated under and how the candidate was selected for her current position.

Chair Crear asked how the Bradbury firm arrived at the three final candidates as she was expecting a somewhat different result. Mr. Bradbury said there were a number of factors. The firm communicated with over 400 candidates through listings and personal communication. There were 27 candidates nominated by their colleagues. There was a high threshold for the position in that 10 years of executive level experience was required. A follow up questionnaire was required of all candidates which asked if they had 10 years of Executive level experience and, if yes, to specify those areas.

Mr. Bradbury noted that a large number of nominations came in for a single individual, who initially applied and then declined to pursue the opportunity further. Of the 27 candidates nominated, the final number of applicants numbered 19. Of those, the Bradbury firm determined 10 to be qualified. At that time, one candidate withdrew and nine semi-finalists participated in Skype interviews with the Bradbury firm. After more research by the Bradbury firm, seven candidates remained and the list was refined to four finalists. At that point, one candidate withdrew, so the District had their three finalists.

Mr. Bradbury noted that they had a number of people withdraw after the semi-finalist interviews for several reasons. One candidate withdrew due to the public aspect of the District position interfering with relations with the candidate's organization, one withdrew as another position the candidate wanted had opened up, one withdrew because the candidate did not feel it was a good fit and one candidate who was from outside the country withdrew because the candidate's spouse was not interested in moving back to the states. Bradbury said the required 10 years of executive experience did deter some applications.

Brief biographies of the three final candidates are attached as Appendix B.

Trustee Moulton and Bilbray-Axelrod were curious about the search for the Henderson District Public Library (HDPL) Executive Director, which the Bradbury firm also conducted. Mr. Bradbury explained that the requirements were not similar and did not require as many years of executive experience. The search has been completed and Angela Thornton, formerly of the Metro Library of Oklahoma City (OK), has now started working for HDPL. He added that the first choice of the

Henderson Board did not ultimately accept the position and Ms. Thornton was the second choice.

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Chair Crear asked about the other urban library systems who are hiring directors at this time. Mr. Bradbury said that the Metro Library of Oklahoma City (OK), King County (Seattle), Pierce County (Tacoma), Miami-Dade and the search for the Sonoma County (SF Bay area) Library Director has just closed. He commented that, due to the economic recovery, many directors who postponed retirement are now in a position to retire and their deputies may be determining whether to stay or whether they want to step up or to a different position.

Trustee Ortiz asked if individual notes would become part of the official meeting record and Counsel Welt said no.

The meeting adjourned for a brief break at 2:26 p.m.

The meeting reconvened at 2:32 p.m. Trustee Wadley-Munier was on the line.

Ms. Helen Fried, County Librarian at the Orange County (CA) Public Libraries was the first candidate interviewed.

Chair Crear and Trustees Saunders, Yturralde, Bilbray-Axelrod, Francis Drake, Moulton, Wadley-Munier and Ence asked follow up questions. The questions included asking Ms. Fried about her current responsibilities and whether she felt these responsibilities have prepared her to be the District's Executive Director. She was also asked how frequently she met with the Orange County Board of Supervisors and whether there were other library systems in Orange County. Fried was asked how many branches were in her system and whether her meetings with the Supervisors or other groups fell under an Open Meeting Law.

Ms. Fried was asked about her experience working with a cloud system and what those advantages were. Fried was asked about the challenges of working with 24 Friends groups and was also asked about her favorite partnerships. She was asked why she should be considered, the most recent book she has read and her favorite genre. She was asked how one of the libraries in her system worked, one that is both a public and a school library. Fried was asked about the most developed or successful program at her system and whether she thought moving to an area with a high percentage of the population whose education had stopped in high school would be a challenge.

Ms. Fried asked Trustees what kind of director they were looking for. She thanked Trustees for the opportunity to interview.

The meeting adjourned for a break at 3:32 p.m.

The meeting reconvened at 3:50 p.m. Trustee Wadley-Munier was on the line.

Dr. Ron Heezen, currently Executive Director of the Shreve (LA) Memorial Library System and Director of the Green Gold (LA) Library System was the second candidate interviewed.

Chair Crear and Trustees Moulton, Saunders, Wadley-Munier, Ence, Ortiz and Bilbray-Axelrod asked follow up questions. The questions

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included asking Dr. Heezen about how much time he has spent in Las Vegas and whether he could see how unique the environment in Nevada and Las Vegas is compared to any other place in the country. He was asked how he would adapt to this area and why he wanted to move. He was asked about working with partnerships in terms of financial return and or visibility. There were several questions on maker spaces including questions on staffing. Dr. Heezen was asked his opinion on strategic plans and how long they should last. He was asked about his passion for libraries. Heezen was asked about his opinions on implementing library coffee shops and whether he had the opportunity to add one. He was asked whether he faced a worst-case scenario and how he would support K-12 education in the area.

Dr. Heezen did not have questions for the Trustees but praised the interview process, saying he enjoyed meeting staff. He congratulated the District on its IMLS Library Award and felt that whatever direction the District went they were in good hands, but hoped he would be given the opportunity.

The meeting adjourned for a break at 4:48 p.m.

The meeting reconvened at 4:58 p.m. Trustee Wadley-Munier was on the line.

Mr. Tom Fay, currently Deputy Director/COO at the District was the third candidate interviewed.

Chair Crear and Trustees Ence, Moulton, Ortiz and Saunders asked follow up questions. The questions included asking Mr. Fay what other areas did he look at before deciding to proceed with the HDPL tax initiative and whether he would make the same decision again. He was asked how he would handle Board briefings. Fay was asked what his role was on the different staff teams he has created and how he staffed them. He was asked if the District had items it could export to the library field or to other libraries such as human capital and successful programs and practices. Fay was asked if he liked the idea of coffee shops in libraries and whether food should be allowed in libraries. He was asked if the cloud could really help the District.

Mr. Fay's interview concluded at 6:13 p.m. as time ran out.

After Mr. Fay left the interview, Mr. Bradbury asked Trustees to participate in an exercise (Blink) to determine the thinking on each candidate. Each Trustee wrote down their first and second choices on a piece of paper using their immediate gut instinct only and handed it to the Bradbury firm members. Trustee Wadley-Munier provided her choices to Ms. Boyer outside the room. Boyer then handed the information to the Bradbury firm members.

The meeting then adjourned for a break at 6:16 p.m.

### **Discussion and possible Board action regarding selection of Executive Director.**

The meeting reconvened at 6:29 p.m. Trustee Wadley-Munier came on the line at 6:34 p.m.

Mr. Bradbury reviewed the results of the Blink exercise. The Bradbury firm reported that eight Trustees had put Mr. Fay first or second on their initial, gut instinct choices, six Trustees had put Dr. Heezen first

**(Item IV.B.)**

or second and four Trustees had put Ms. Fried first or second. The Trustees first choice candidates received two points, the Trustees second choice candidate received one point. Mr. Fay had 13 points, Dr. Heezen had eight points and Mr. Fried had six points. This is not an official vote. Trustee Wadley-Munier called in while this was being explained.

Chair Crear asked about the feedback from the other two groups that had interviewed each candidate. The Executive Council concluded they could work with any of the three finalists. The Library Council/ Assistant Directors preferred Mr. Fay but felt they could work equally well with Dr. Heezen or Ms. Fried.

In response to a question about the makeup of each of the groups, it was explained that the Executive Council was composed of the Executive Director's direct reports plus the Assistant Public Services Director. The Library Council was composed of District-wide Public Services staff and branch-level staff. This interview group also included the Assistant Human Resources Director, Assistant IT Director and Assistant General Services Director. Two of the Library Council members were unable to attend and one of the Assistant Directors (Assistant Finance Director) was unable to attend the interview.

The Bradbury firm then provided Trustees with their results of reports on each candidate. A member of the firm spoke to three people for each candidate: a person the candidate reported to, a person who reported to the candidate and a person who worked with the candidate as a colleague. Each person was asked approximately 10 questions in a phone interview.

The results for Mr. Fay were as follows:

- No negative references
- Communication skills were a key point
- Praised his foresight in planning in terms of the recession
- Strong in consensus-building
- Strong financial skills
- Inclusive while moving people forward
- Effective at building partnerships
- Known and respected in the state

The results for Dr. Heezen were as follows:

- All excellent references
- Creative and customer-focused
- Good problem-solver
- Great at looking at issues, not the people involved
- Always asked the question, "Where do we want to go from here?"
- Good executive leader and hires great staff
- Good staff mentor and shares his success
- Motivational and inspirational

The results for Ms. Fried were as follows:

- All references were positive
- Extremely well-organized

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- Very active professionally and locally participates in a lot of panels and is recognized on the state and national level
- Not afraid to deal with issues and does not let things fester
- Quiet leader and consummate professional
- Very collaborative, one works with her, not for her
- Very confident and successful with budgets
- Stood up for the Library Bill of Rights against immediate supervisor and changed his mind about pulling a book off the shelves due to a patron complaint

Mr. Bradbury then suggested that Trustees now discuss the candidates.

Chair Crear said that she would appreciate comments from other Trustees to help her make up her mind before taking a vote. Each Trustee attending the meeting, in person or on the phone, spoke at length about their impressions of every candidate from the previous night's Public Forum (of those who attended) and the interviews. Trustees then had a long discussion about the pros and cons of each candidate. Trustees acknowledged the difficulty of the process but felt that each candidate was knowledgeable, the question was then who would best fit the District at the present time. Trustee Ortiz commented that the candidates should not feel bad about anything discussed in the meeting.

Trustees also commented on the selection process saying it was professional and thorough. Several Trustees were hoping for a stand-out candidate, but felt the finalists were three solid people.

Trustees discussed Mr. Fay's experience within the state and with the HDPL and the District. Several Trustees were concerned about whether 11 months in Fay's current post is enough preparation to step into the Executive Director position. Dr. Heezen's enthusiasm, relations with staff and partners and his different library experiences struck a chord as the discussion went on. Trustees then started discussing whether hiring Dr. Heezen or Ms. Fried would reduce Mr. Fay's focus on the many projects and teams he has started in his current position. Trustees supported them and wanted Mr. Fay to continue. Ms. Fried's political experience with public bodies, the many different friends groups in her system and her system's similarity to the District were positive qualities, but some Trustees were not as enthusiastic with her answers to some questions.

There was discussion about postponing a decision but Trustees were concerned about losing candidates and other repercussions about not making a decision at this time.

Trustee Saunders moved to offer Tom Fay the position as Executive Director. Trustees Saunders, Ence and Ortiz voted yes. Chair Crear, Yturralde, Bilbray-Axelrod, Moulton, Wadley-Munier and Francis Drake voted no. The motion failed (3-6).

Trustee Moulton moved to offer Ron Heezen the position as Executive Director. There was no opposition and the motion carried.

After a short discussion among the Trustees, the Bradbury firm and

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Counsel, Chair Crear moved to direct Counsel Welt, Trustee Saunders and Human Resources Director Jerilyn Gregory to negotiate terms of the District's offer to Dr. Heezen including starting salary, starting date and possibly a moving allowance to be considered by the Board at the July 10, 2014 Regular Meeting. The offer will be contingent upon completion of a background check conducted by the Bradbury firm. There was no opposition and the motion carried.

Discussion then turned to whether the Trustees would select a second choice candidate and whether the District could do so. Ms. Gregory confirmed that the District has a practice of keeping eligibility lists for most positions. Trustee Yturalde moved to offer Tom Fay the position of Executive Director if contract negotiations fail with Dr. Heezen. There was no opposition and the motion carried.

In response to the question of how to proceed with those candidates not selected as the first choice, after discussion, the Bradbury firm will notify Ms. Fried and Mr. Fay while Counsel Welt, Trustee Saunders and Ms. Gregory would notify Dr. Heezen.

Chair Crear commented that this was a difficult decision and appreciated the hard work of everyone involved. She added that the choice of Dr. Heezen was not a vote against Mr. Fay as she felt that the Board was very confident in Mr. Fay's work and want him to continue in his path. She will contact him directly to tell him this.

Trustee Moulton said this was a tough decision and wanted to thank her fellow Trustees for taking the time to listen to the candidates and each other and make a thoughtful decision. It was a joy to her to be a part of this particular Board.

**Announcements  
(Item V.)**

The next Board Meeting will be held Thursday, July 10, 2014 in the Centennial Hills Library at 6:00 p.m.

**Public Comment  
(Item VI.)**

None.

**Adjournment  
(Item VII.)**

Chair Crear adjourned the meeting at 7:45 p.m.

Respectfully submitted,

Randy Ence, Secretary

**Las Vegas-Clark County Library District – Executive Director Search**  
**Final Interview Questions-Board of Directors, June 17 2014**

1. Tell us how your career and professional development have prepared you to be our next Executive Director at the Las Vegas-Clark County Library District.
2. Every leadership position requires leading and managing changes in the organization. If you felt that the Las Vegas-Clark County Library District needed organizational re-alignment, how would you approach it?
3. How have you been successful being “the face and voice of the Library” out in your current community—and how would you do that in Las Vegas-Clark County Library District?
4. What is the most difficult decision you have had to make as an Executive Director?
5. Describe a time when you met with your direct reports and you did not agree with a decision or suggestion that was offered for discussion. How did you approach the discussion, and what was the result?
6. What does the ideal Board/Executive Director relationship look like to you?
7. How do you justify costs and expenses and communicate the budget effectively to the Board? How about the staff/union members? The public?
8. Which 2-3 technology developments are going to have the greatest impact on shaping the future of the Las Vegas-Clark County Library District?
9. Tell us about a time you took a risk as an Executive Director and were not successful. How did you address it with the staff and the Board? What did you do next?
10. What does it mean to have a commitment to diversity in the library? How would you go about creating an environment in the library that is committed to diversity in the workplace as well as in the community?
11. As you know, libraries have changed significantly over time. As a result, job requirements and expectations have changed significantly as well. How have you helped employees at your library adapt and learn new skills sets successfully?

12. Please share with us a person in your life who taught you valuable life lessons and how have those lessons impacted your professional career.
13. **Helen Fried:** Your current library system is very similar in budget size and population. Now that you've spent some time with us, where do you see similarities and differences between your current library and ours? Why are you interested in making a move at this time to this particular district?  
  
**Ron Heezen:** It can be easy to determine where to start as a new Executive Director when the system needs a lot of attention. How do you decide where to focus first in a system that is working well and doesn't have big problems to solve?  
  
**Tom Fay:** Is eleven months as Deputy Director enough time to determine whether you are ready to lead an organization the size and scope of LVCCLD? What is the first thing you'd like to work on if you were to become the next Executive Director of the Library?
14. Based on what you have read, heard and seen during your visit, what ideas do you have for continuing and increasing the success at our library?
15. What three things would you like us to remember about you as we consider your candidacy as our next Executive Director?

Do you have any questions for us?

**LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT EXECUTIVE DIRECTOR SEARCH****CANDIDATE BIOS – FINALISTS**Tom Fay

Tom Fay is currently the Deputy Director/COO of the Las Vegas-Clark County Library District. His career includes eight years of previous experience in the Las Vegas-Clark County Library District and fourteen years with the Henderson Libraries (nine as Executive Director). Tom's love of libraries stems from his first job where he discovered how reading can change lives. Subsequently, this zeal for libraries and literacy resulted in Tom's strong presence in the Nevada library community, which led to his 2009 Librarian of the Year from the Nevada Library Association. In addition, Tom has a background in technology, facilities and community partnerships. At Henderson, he created strategic priorities and vision for the Library, worked with the Library Foundation, and revived a defunct Friends group creating a highly successful fundraising auxiliary organization. Tom also has worked on several construction and renovation projects. Tom believes that his experience in Nevada libraries will prove vital to LVCCLD as it moves forward.

Helen Fried

Helen Fried is currently the County Librarian for the Orange County (CA) Public Libraries where she directs 34 libraries. Helen has been the County Librarian since 2008 and with the Orange County system since 2002. Prior to her experience at Orange County, Helen was Automated Services Manager, Long Beach (CA) Public Libraries. At Orange County, Helen works with 24 member cities, a Library Advisory Board, and the Orange County Board of Supervisors. She also is the liaison with 25 Friends groups. Helen's successes include several building projects, the Branch Tier Staffing Model plan—which saved her library system approximately \$2 million dollars annually and garnered the Business Retention and Expansion Award from the Orange County Business Council. She was a key player in designing the Literary Orange Authors Program. Helen believes that her education and extensive experience will be a valuable asset for the Las Vegas-Clark County community.

Ron Heezen

Ron Heezen is currently the Executive Director of the Shreve (LA) Memorial Library System as well as the Director of the Green Gold (LA) Library System. His "dual directorship" includes 21 branches at Shreve Memorial and twelve parishes. Previously, Ron served as Director of several Texas libraries and as Director of the Omaha (NE) Public Library. Ron's experience has not only been as an administrator for libraries but also as an educator for the library profession. He continues to serve as adjunct faculty for Texas Woman's University. In addition to his focus on technology resources for libraries, Ron has also been instrumental in creating and sustaining Library Foundations and community partnerships. He has also been active in the profession on the state and national level publishing and speaking about libraries. Ron believes his reputation and expertise as an innovator and futurist is the key to his success at the Las Vegas-Clark County Library District.