



**CITY OF BOULDER  
CITY COUNCIL AGENDA ITEM**

**MEETING DATE: May 4, 2023**

**AGENDA TITLE**

Consideration of a motion to ratify the Library District Board of Trustees Selection Committee's appointment of seven trustees to the initial Boulder Public Library District Board of Trustees as specified in the Analysis section of this Agenda Memorandum

**PRESENTERS**

Nuria Rivera-Vandermyde, City Manager  
Chris Meschuk, Deputy City Manager  
Erin Poe, Co-Acting City Attorney  
Janet Michels, Senior Counsel  
David Gehr, Senior Counsel

**EXECUTIVE SUMMARY**

The purpose of this agenda item is for City Council to consider ratifying the appointment of seven trustees to the Boulder Public Library District Board of Trustees. The citizen petition to form and fund the Boulder Public Library District (the "District") was approved by the electors on November 8, 2022. Pursuant to Colorado Library Law, City Council and the Board of County Commissioners for Boulder County ("BOCC") must establish the District forthwith. The Colorado Library Law also requires City Council to appoint two of its members to a committee to select the initial District Board of Trustees (the "Selection Committee"). The BOCC must also appoint two commissioners to the Selection Committee. Mayor Brockett and Council Member Speer were nominated and appointed to represent the city and Commissioner Claire Levy and Commissioner Marta Loachamin were nominated and appointed to represent the county on the Selection Committee.

Trustees selected by the Selection Committee must be ratified by a two-thirds majority vote of City Council and a two-thirds majority vote of the BOCC. City Council and the BOCC must act on the Selection Committee's recommendation within 60 days, or the recommended trustees are automatically ratified.

The initial trustee appointments (set by state law) must be for terms of one, two, three, four, and five years respectively. The Selection Committee agreed that seven trustees should be appointed to the initial Library District Board of Trustees. Two trustees will have four-year terms and two will have five-year terms. The remaining trustees will be appointed to the residual terms. Thereafter, the length and number of terms is determined by the Library District by-laws. Trustees may only be removed by a majority vote of the council and the commissioners upon a showing of good cause. Trustees shall not receive a salary nor other compensation for their service as a trustee but will be reimbursed for necessary travel and expenses directly related to service.

The list in **the Analysis section below** indicates the Selection Committee's recommended appointments to the initial Library District Board of Trustees. Each recommended appointment is followed by a term of office the trustee will serve.

The BOCC is considering the Selection Committee's recommendations on May 2, 2023.

#### **STAFF RECOMMENDATION**

**Suggested Motion Language:**

Staff requests council consideration of this matter and action in the form of the following motion:

Motion to ratify the Library District Board of Trustees Selection Committee's appointment of seven trustees to the initial Boulder Public Library District Board of Trustees as specified in the Analysis section of this Agenda Memorandum

#### **COMMUNITY SUSTAINABILITY ASSESSMENTS AND IMPACTS**

- **Economic** - Once the initial board of trustees is ratified, city and city staff support will be necessary for at least the first year while the library transitions to the District. The District is expected to reimburse the city for library operations during the transition time.
- **Environmental** - None.
- **Social** - The Boulder Public Library District Board of Trustees will be solely responsible to the community for overseeing how the District's resources are used to provide library services which will enhance the quality of life for community members.

## OTHER IMPACTS

- **Staff time** - City staff support will be necessary during the transition period. The District is expected to reimburse the city for library operations during the transition time.
- **Fiscal** - The formation of the District and the appointment of a Board of Trustees together with elector-approved funding will eliminate the need for the city to provide library services. It is estimated that \$9.5 to \$10.25 million may be available for reallocation to other city priorities.

## BACKGROUND

The Selection Committee met for one hour each on February 6, March 8 and April 3, 2023. In these three meetings, the committee agreed to: 1. proceed with recommending a seven-member board of trustees, 2. the board of trustee application layout and questions, 3. the application process, 4. the candidate interview questions, and 5. the candidate interview process.

The application collected demographic information that included address, age, race and ethnicity as well as seven questions for an applicant to answer. The questions posed were meant to collect information on a candidates desire to serve on the board, experience with serving on a nonprofit or governmental board, what skills they believe are needed to get a library district up and running, personal characteristics that would make them a good candidate for the board, related decision making skills, equity work, and whether they or a family member have worked or served for the City of Boulder or Boulder County.

The application process included a three-week window in which applicants could submit their application via a link on the county's website. The application opened on March 8 and closed on March 29, 2023. Thereafter, city staff verified eligibility of each applicant and on March 31, 2023, sent the Selection Committee a packet of 30 applications for review. At the April 3 meeting, the Selection Committee agreed to move 11 of the 30 applicants to the interview process. The Selection Committee took care to make sure that a broad demographic was represented in the final 11 candidates.

The Selection Committee held 20-minute virtual interviews with each of the 11 candidates on [April 10](#), [April 11](#) and [April 20](#), 2023. April 10 included four interviews; April 11 included two interviews; and, April 20 included five interviews.

On [April 24](#), 2023, the Selection Committee came together to nominate and recommend appointments to the board of trustees. Below is the nomination process that the committee followed.

- i. Appoint by seat, with longest seats first.

- ii. Committee members made nominations, and members spoke to the nominees' qualifications. Once all individuals were nominated, committee members took a vote.
- iii. Appointments were made by majority vote. A majority of committee members, three, must have voted for a candidate for an appointment to be made. A tie meant no appointment.
- iv. The committee strove to meet rough proportionality of district population within the city of Boulder and unincorporated county.
- v. Appointment order:
  - 1. Seat 1: 5 years – must reside within the jurisdiction of unincorporated Boulder County
  - 2. Seat 2: 5 years – must reside within the jurisdiction of the city of Boulder
  - 3. Seat 3: 4 years
  - 4. Seat 4: 4 years
  - 5. Seat 5: 3 years
  - 6. Seat 6: 2 years
  - 7. Seat 7: 1 year

## ANALYSIS

Colorado law states that trustees selected by the Selection Committee must be ratified by a two-thirds majority vote of City Council and a two-thirds majority vote of the BOCC. City Council and the BOCC must act on the Selection Committee's recommendation within 60 days, or the recommended trustees are automatically ratified. If a trustee is not ratified, the committee would reconvene to consider additional candidates for the trustee(s) that are not ratified.

The committee has appointed the following community members to the Boulder Public Library District Board of Trustees:

Seat	Term Length	Appointee	Jurisdiction
1	5 years	Benita Duran	Boulder
2	5 years	Jennifer Yee	Unincorporated Boulder County
3	4 years	Sylvia Wirba	Boulder
4	4 years	Doug Hamilton	Boulder
5	3 years	Cara O'Brien	Unincorporated Boulder County
6	2 years	Sam Fuqua	Boulder
7	1 year	Joni Teter	Boulder

## NEXT STEPS

Once the initial board of trustees is ratified, the District, city, and county will negotiate an Intergovernmental Agreement ("IGA"). State law requires that an IGA between the city, county, and the District be executed within 90 days. This date can be modified by mutual agreement of the parties. The IGA must determine the rights, obligations, and

responsibilities, financial and otherwise, of the parties to the agreement. An estimated timeline is the following:

May – July 2023 – City, county, and District negotiate an IGA.

August 2023 – City Council/County Commissioner consideration/approval of IGA.

#### **ATTACHMENT**

A – Applications received for the Library District Board of Trustees



Boulder Library District Board Application

COMPLETE #9

Please submit your application on later than 5pm on Wednesday, March 29, 2023

Visit [Boco.org/LibraryDistrict](https://Boco.org/LibraryDistrict) for eligibility requirements and details.

Note: Answers cannot be saved for update later. The form must be completed in one sitting. It is recommended that applicants use a program such as Microsoft Word to work on first drafts before copy/pasting final answers into the form.

CREATED	IP ADDRESS
<div><div></div><div><div>PUBLIC</div><div>Mar 10th 2023, 1:19:23 pm</div></div></div>	<div></div>

\* Date of Application

3/10/2023

\* Applicant's Name

Amy Boal

\* Applicant's Address

Boulder

Colorado

80302

United States

\* Phone Number

\* Email Address

\* What is your age range?

25 to 34

\* Which race or ethnicity do you identify with most?

White

**\* Why are you interested in serving on the Library District Board of Trustees?**

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Most of my earliest childhood memories are of libraries. My mom would take me on weekends to our local library (I grew up in Oregon), which was on the edge of a park full of huge fir trees. She would let me loose in the kids section to grab as many picture books as our checkout limit allowed. At my preschool, we'd often take field trips to different libraries around town, and each student would be able to check out a book to bring back to the classroom. I thought then-and still do-that it was so amazing that all these books were there for community members to explore and learn from.

My husband and I moved to Boulder in 2019, just before the pandemic, and had a baby in January 2021. Thanks to lockdowns and newborn life, we are still building community for ourselves in Boulder, and the library has been an important part of that. Noah has loved storytimes at the Main Library, and at Holiday Park, and checked out his first library book a few months ago from the NoBo Corner Library. It would be an honor, privilege, and natural next step to serve as a Trustee for the Library District, building my relationships with my library in a new way, and more deeply embedding myself and my family in the community.

**\* Do you have experience serving on a nonprofit or governmental board?**

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Straightforwardly, no, though I do have extensive experience in collaborating with boards, from the nonprofit staff side. I am currently employed as Brand & Communications Director for River Network, a national nonprofit with headquarters in Boulder. A small organization, with about 15-20 staff at various points in time during my tenure, all staff are called upon at various times to engage with and educate the board. I have presented at numerous board meetings, organize impact metrics we report quarterly to the board, and interface regularly with board members both virtually and during in-person opportunities (at our national conference, staff and board retreats, etc.). Our board is all volunteer and dispersed nationally, which presents logistic and accountability challenges. I've seen first hand what works and what doesn't in keeping a volunteer board engaged and have navigated all different kinds of personalities, learning to quickly assess what works best for specific individuals and how to get the most out of folks.

I also see the importance of bringing in new voices and opportunities for individuals who have not previously served on boards - both to build skills in the community and ensure a more inclusive board, rather than one with all the same names that have served on local boards previously.

**\* What skills do you have that you think this first board of trustees needs to get the library district up and running and set it on a path to success?**

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Budgeting and communications are essential pieces of my professional role at River Network, and would apply well to the library district getting off the ground. While other applicants may be from the finance sector and be able to lead in a way I can't on budgeting and fiscal topics, I do build and manage my department budget and have collaborated on the budget process for our national conference each year as well. River Network's particular finances are quite complex, with funding from a huge variety of sources, including individual donors, single- and multi-year grants, and fee for service projects (within each there might be communications funding hiding as well!). I am comfortable reading Budget to Actual documents, collaborating to build budgets, and thinking holistically about a budget that may appear piecemeal and complex, and balance program desires with true need.

More directly in my role at River Network, I manage and execute the entirety of our communications efforts, tailoring messaging to different audiences and constituents. These communications skills would be a real asset to the Library District-I could see myself working seamlessly with any library communications staff to translate Board decisions, processes, and thinkings for the library's audiences.

I also have experience in collaborating on community-led research topics, and know the best practices for connecting with the community to represent the needs of the community, as well as deep experience with equity, diversity, and inclusion efforts, trainings, and programs.

**\* What personal characteristics make you a good fit for this initial Library District Board of Trustees? Please provide two examples.**

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Dedication and curiosity come to mind most immediately. Once I'm involved in something, I tend to stay and go deep. All my full time job experience has been for a number of years in each position, and I have to actively work at my current job to step back, take breaks, and find time for rest and resetting. Libraries are in my top three causes and areas of interest and I would relish the opportunity to deepen that commitment and dedication on the Board of Trustees.

As well, I see myself as a lifelong learner, who regularly explores new topics, whether through books, other reading, hands on practice, or Googling things I come across but am not familiar with. I would approach the role of Trustee in a similar way, staying open to new ideas and suggestions from other Trustees and the community, and actively explore and learn in areas where my direct experience may not be as strong.

**\* Describe an experience with group decision making that highlights your approach to collaborating on difficult topics.**

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River Network hosts a national conference, called River Rally. In 2020 and 2021, our staff shifted the conference to a virtual format, and then returned to an in-person event in 2022, taking place in Washington, DC. This event is a bear to put on, and most of the work over those last three events fell to myself and one other staff person, as we are generally seen as “admin” or “support” staff, who can jump in anywhere. We were burnt out. Around the 2022 conference, our CEO announced she would be leaving the organization. The rest of our Leadership Team saw an opportunity: would we want to shift the conference to every other year? Would that help with staff morale (especially mine and my other colleague who focus on the event)? The two of us replied with a resounding yes, but then had to do the work to bring this option to the rest of our staff and board and lead them through the decision-making process.

The decision was multifold. We had to consider our budget (did we need the event revenue to stay afloat?), reputational risk, funder commitments, and more, on top of the core issue of whether our team could turn around the event again in under a year without a CEO’s leadership in place and not want to quit. We used a mix of virtual meetings (our team is spread around the country), asynchronous feedback opportunities (jamboards, shared documents, etc), surveys, and one on one conversations. There were a lot of difficult conversations that revealed deeper splits among our team (and which we are now also working through!), additional pressure on me and my colleague in particular, and a fascinating use of ranked choice voting that did not turn out the way we expected.

In the end, we got to a place of, if not agreement, perhaps acceptance, and ultimately we are not hosting a conference in 2023. Instead, planning has begun for 2024, and our communications team is exploring and expanding in ways we couldn’t before. Staff and board members are already seeing the benefit of this shift, and lately we’ve heard nothing but gratitude for the process and the ways the decision is having positive effects on us all, even those who weren’t initially supportive.

**\* The library proponents envision building an equitable library system for all patrons and residents. Share examples of what you have done previously around equity work, and how you would build an equitable library system to serve the plans of the library district.**

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Equity work is at the center of and embedded into everything that River Network does and as a result, has flowed into my personal life and beliefs as well. I have just entered into year two of a two-year term co-chairing our staff Equity, Diversity, and Inclusion committee (see our work on this webpage I built: <https://www.rivernetwork.org/about-us/mission-vision-values/equity-diversity-inclusion-at-river-network/>).

I firmly believe that equity is not just an outcome - equity is a PROCESS. I would ensure our processes and work are centered equity and the community (i.e. let’s not just share info about public meetings just online, in case interested folks do not have reliable internet access; could we offer childcare during public meetings so parents could attend; are there transportation barriers we can address). I would also support a library district that is welcoming and inclusive of all, starting with those who have inhabited and stewarded the lands the district occupies for millennia. What tribes and Native peoples are still living in Boulder and how are they centered in decisions about the library district? The district will be a powerful ally in ensuring that librarians and all library staff have access and the time to participate in antiracism and other relevant equity trainings (and perhaps there are even programs for the community on this!), making sure the district has books from a diverse range of authors, and is supportive of inclusive events, such as drag storytimes and other similar events. Boulder is known for being a progressive community, and the library district should exemplify this as well, serving as a model for other libraries and library districts around the country. I would also be interested to learn more about how the Board plans to prioritize distributing funding, using some kind of equity tool to help make those decisions (something akin to the federal Justice 40 principles perhaps; River Network has an equity assessment tool that could likely be adapted for the district as well), and ensure that there are not unnecessary barriers for accessing that funding. Another piece I’ve played a role in at River Network is evaluating and improving our hiring practices—with the Board’s role of employing the Library Director, how is equity considered in that process? As well, let’s weave equity directly into the bylaws, rules, and regulations of the board, so that it is firmly part of all our processes and seen as an ongoing journey, not just something we hope to “achieve” and check off.

In closing, I would underscore too that as a white woman, I would not want to serve on the board if that meant taking up space that could otherwise be held by a community member of color.

**\* Are you or any family member employed by the City of Boulder or Boulder County, have a contract with the City of Boulder or Boulder County, or serve on any board, commission, or advisory committee for the City of Boulder or Boulder County? If so, in what department, board, commission, or committee do you or your family member(s) serve?**

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No





Boulder Library District Board Application

COMPLETE #16

Please submit your application on later than 5pm on Wednesday, March 29, 2023

Visit [Boco.org/LibraryDistrict](https://Boco.org/LibraryDistrict) for eligibility requirements and details.

Note: Answers cannot be saved for update later. The form must be completed in one sitting. It is recommended that applicants use a program such as Microsoft Word to work on first drafts before copy/pasting final answers into the form.

CREATED	IP ADDRESS
<div><div></div><div><div>PUBLIC</div><div>Mar 20th 2023, 11:57:45 am</div></div></div>	<div></div>

\* Date of Application

03/20/2023

\* Applicant's Name

Tiffanie Beal

\* Applicant's Address

\* Email Address

\* What is your age range?

35 to 54

\* Which race or ethnicity do you identify with most?

White

\* Why are you interested in serving on the Library District Board of Trustees?

I am an avid supporter and user of libraries, and find our library system in Boulder such a wonderful resource for the community. I am pleased to see the formation of the library district, and would love to be a part of helping to make it a success, as well as establish health and longevity to our local library system.

**\* Do you have experience serving on a nonprofit or governmental board?**

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I am the Finance Director at a local nonprofit (International Mountain Bicycling Association-IMBA) and have worked for them for over 13 years. While I am not on the Board but instead an active employee in leadership position, I still have many touch points and insight with our Board, and I work extensively with our Board members to maintain a successful organization.

**\* What skills do you have that you think this first board of trustees needs to get the library district up and running and set it on a path to success?**

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I manage the budget, gift acceptance policies, annual reporting, audits, and much more as part of my day job at IMBA. I manage direct relationships with our Board of Directors and help in facilitating any needs for updates to organizational structures, bylaws, committee creation, and onboarding. I understand nonprofit formation and a great deal of the admin that goes into that.

**\* What personal characteristics make you a good fit for this initial Library District Board of Trustees? Please provide two examples.**

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I am organized and precise, which shows in my annual clean nonprofit audits with no material changes or comments. I also hit all my deadlines, which is extremely important support for employees, organization/Board due diligence for reporting and financial requirements, and seamless running of the organization on a day-to-day basis.

**\* Describe an experience with group decision making that highlights your approach to collaborating on difficult topics.**

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I love the outdoors for all sorts of activities, which is no surprise with someone in Boulder. But in that process I have seen the most interesting dynamics with a group in route-finding and map work when traveling in the backcountry. Getting lost is a big stress for a lot of people, and learning to assess the situation without panicking is a great skill. In a group, I make sure to understand everyone's skill level up front and before the activity, then if the group needs direction we default to understand who is best with compass, who understands terrain and space, and who is paying attention to noticeable features. Getting the group to work together while at the same time employing everyone's best skills is super important. I think this works in all avenues in life. Translate that to a working group, and I would work closely with my co-trustees to understand strengths and make sure everyone understands mine too. The keys to a group working together are teamwork, communication, and known skillsets.

**\* The library proponents envision building an equitable library system for all patrons and residents. Share examples of what you have done previously around equity work, and how you would build an equitable library system to serve the plans of the library district.**

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Through my work in mountain biking advocacy, I have worked on specific initiatives to promote more women in the sport. I volunteered for the Little Bellas for eight summers as a coach/mentor. They are an organization that works with girls age 7-12 to achieve goals, have confidence, and find empowerment through riding bikes. And have lots of fun and play games in the process too! Additionally, at IMBA we are working on "Trails Close to Home", which essentially is making sure that all those in a community have access to trails, regardless of their race, income, gender, accessibility to trailheads, and resources. We look for ways to partner with other organizations to further this equity work.

**\* Are you or any family member employed by the City of Boulder or Boulder County, have a contract with the City of Boulder or Boulder County, or serve on any board, commission, or advisory committee for the City of Boulder or Boulder County? If so, in what department, board, commission, or committee do you or your family member(s) serve?**

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No.



Boulder Library District Board Application

COMPLETE #13

Please submit your application on later than 5pm on Wednesday, March 29, 2023

Visit [Boco.org/LibraryDistrict](https://Boco.org/LibraryDistrict) for eligibility requirements and details.

Note: Answers cannot be saved for update later. The form must be completed in one sitting. It is recommended that applicants use a program such as Microsoft Word to work on first drafts before copy/pasting final answers into the form.

CREATED	IP ADDRESS
<div><div></div><div><div>PUBLIC</div><div>Mar 18th 2023, 3:42:10 pm</div></div></div>	<div></div>

\* Date of Application

3/18/23

\* Applicant's Name

Wade Branstetter

\* Applicant's Address

\* Email Address

\* What is your age range?

35 to 54

\* Which race or ethnicity do you identify with most?

White

**\* Why are you interested in serving on the Library District Board of Trustees?**

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I have lived in Boulder most of my life and raised 2 kiddos that are now young adults. I have utilized the library for books, videos, research, computers, meetings, a place to meet others and a central hub for my years in the area.

My son, who is on the Autistic spectrum, loves the Boulder library system as a fun and relaxing place to look for books, movies and music. It was often one of the few places that he looked forward to going to every weekend while in middle and high school. My son and I have been to every library in Boulder as we have lived near each one at one point or another (the Main, G Reynolds, Meadows and N Boulder).

My son also volunteered for 3 summers for the Summer Reading Program and went to several library events and game nights. We do not have much discretionary money to spend, so the library has given my family a place to feel welcome and grow.

I would like to have the opportunity to share my experiences personally and professionally as a social caseworker to continue the wonderful work of the public library system to encourage folks of all ages, financial status, cultures and backgrounds to feel welcome and look forward to their time at the library, as my family has.

**\* Do you have experience serving on a nonprofit or governmental board?**

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I have not served on an official nonprofit or governmental board; however, I have been employed by them and presented to them in the past as a governmental workers and non-profit liaison for Boulder County for over 20 years.

**\* What skills do you have that you think this first board of trustees needs to get the library district up and running and set it on a path to success?**

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I believe that I have knowledge of the library's history in Boulder over the past 30 years, but also can look at it from someone who has grown personally, professionally and fiscally in the region over that same time period and used the library. I have utilized library services myself as well as my family.

I have met friends, colleagues and clients there on many occasions and feel like I understand the role that the library plays in the lives of so many people.

As a social caseworker who has worked extensively with the homeless and those who are underserved and disenfranchised, I also know how vital the libraries are to them, as well as the challenges that serving everyone in the population can entail. My experience working with diverse backgrounds, cultures and individuals is also a strength that I can bring to this role.

**\* What personal characteristics make you a good fit for this initial Library District Board of Trustees? Please provide two examples.**

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I am a stickler for treating folks fairly and with dignity, no matter who they are or where they come from. Additionally, I feel that great customer service is imperative when dealing with the public in ways that help build relationships that can grow and strengthen over time.

Finally, I respect and honor diversity and leveling the playing field for those who need it, while offering great services to everyone of all social levels, religions, creeds, etc.

**\* Describe an experience with group decision making that highlights your approach to collaborating on difficult topics.**

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I was in charge of helping transition a Holiday gift program that was a solid program for low-income families for over 30 years and had to bring on board new members and find a way to help transition the program to a gift card program. I had to find ways to keep our donors, families and staff happy during this process.

Of course, not everyone was happy with the final outcome, but they understand the need for change, and I supported a transition/hybrid year that helped transform the program and bring it to the level that was expected to be and made most, at a minimum, pretty content with it. It has now grown into a very successful program.

**\* The library proponents envision building an equitable library system for all patrons and residents. Share examples of what you have done previously around equity work, and how you would build an equitable library system to serve the plans of the library district.**

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I feel that this type of work is just part of my personal and professional experience as mentioned in previous answers that I have given. It is therefore, woven into my daily experiences and enhanced by my work with diverse individuals with various backgrounds, ability levels, financial statuses, etc. in human services and housing.

Additionally, I was a trainer for Diversity, Equity and Inclusion with some programs with Boulder County and local nonprofits, and I feel that I have a firm grasp of the importance of DEI in the field of public service and as an ally to those who have a history of disenfranchisement.

**\* Are you or any family member employed by the City of Boulder or Boulder County, have a contract with the City of Boulder or Boulder County, or serve on any board, commission, or advisory committee for the City of Boulder or Boulder County? If so, in what department, board, commission, or committee do you or your family member(s) serve?**

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I was employed with Boulder County for over 20 years until 2021. I left to pursue more diversity training opportunities with the Financial Health Institute in Denver, and I now work with the Area Agency on Aging with the Denver Regional Council of Governments (DRCOG). Thank you for the opportunity to share my experience, passion and background with you. WB



Boulder Library District Board Application

COMPLETE #25

Please submit your application on later than 5pm on Wednesday, March 29, 2023

Visit [Boco.org/LibraryDistrict](https://Boco.org/LibraryDistrict) for eligibility requirements and details.

Note: Answers cannot be saved for update later. The form must be completed in one sitting. It is recommended that applicants use a program such as Microsoft Word to work on first drafts before copy/pasting final answers into the form.

CREATED	IP ADDRESS
<div><div></div><div><div>PUBLIC</div><div>Mar 28th 2023, 9:23:32 am</div></div></div>	<div></div>

\* Date of Application

March 28, 2023

\* Applicant's Name

Tom Cosgrove

\* Applicant's Address

\* Email Address

\* What is your age range?

65 or older

\* Which race or ethnicity do you identify with most?

White

**\* Why are you interested in serving on the Library District Board of Trustees?**

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I've had a strong interest in libraries ever since my first visit to a BookMobile in the 1960s. As a child in one of the ruralist parts of America, books were my ticket to explore the world beyond.

I've been looking for the right opportunity to give back to a community - Boulder and Boulder County - that I've come to love and treasure over the past six years. Last fall I added my voice and expertise in support of the library district in this Daily Camera opinion piece -Limit Misinformation by Funding our Libraries

**\* Do you have experience serving on a nonprofit or governmental board?**

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Yes, I first served on a board in the 1990s - Americans for the Environment, a grassroots organization that was on the forefront of understanding and defeating the anti-environmental protection property rights movement. Currently I serve as President of the board of Democracy Corp which uses public opinion research "to help people reclaim their democratic government." I am also the President and board member of New Voice Strategies, a 501c-3 organization that I co-founded in 2011.

For most of my career - beginning in 1980 - I have worked for or with a range of nonprofit organizations in the fields of education, healthcare, feminism, environment, democracy and human rights.

**\* What skills do you have that you think this first board of trustees needs to get the library district up and running and set it on a path to success?**

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I have a deep understanding of civil discourse and good political instincts that help me build collaborations. These two skills provide me with a unique perspective for the board at this present moment.

A moment when, across the nation, we are witnessing a small and increasingly loud minority attempt to make libraries a target in a culture war. A war that in some communities has already succeeded in banning books in schools and public libraries.

We should not pretend that Boulder is immune from this trend, or as Sinclair Lewis wrote in 1935, that "It Can't Happen Here." We need to be proactive in protecting this important community resource and giving it the necessary tools to positively engage with our community.

I have successfully created projects that address polarization and bridge divides.

**\* What personal characteristics make you a good fit for this initial Library District Board of Trustees? Please provide two examples.**

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First, an enjoyment of people of all sorts and a passion to have a positive impact on my family, friends, community and country.

I have been thoughtfully engaged in supporting thoughtful civil dialogue on some of the crucial issues of our time. For example, not content to watch the country spiraling in a polarization vortex I set out to create a documentary that brings people together. I co-created and produced the public television documentary Divided We Fall: Unity Without Tragedy in partnership with Rocky Mountain PBS. Our film was broadcast in 2020-2021 on 140 PBS member stations across the country. I developed a "conversation choreography" that we twice used to film a dozen strangers divided red/blue witnessing how they came to listen to each other with curiosity, not animosity. This Denver Post opinion piece was written when our film was released in 2020 by American Public Television. I wrote this Daily Camera piece last spring when we had our first live showing of our film, post-covid, at the Dairy Arts Center.

Second, a willingness to learn new things and to learn from my mistakes - An example is how I've learned in the recent past that I'm not innocent with regards to the systemic workings of both privilege and oppression. As a result I formed a partnership with Creative Workforce Solutions and The Folke Institute to use WikiWisdom, the peer collaboration platform I created, as a tool for engaging a workforce in conversations around Diversity, Equity and Inclusion.



**\* Describe an experience with group decision making that highlights your approach to collaborating on difficult topics.**

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I believe in the power of deep listening.

Early in my career I learned the power of listening and the weakness of arrogance when it comes to building successful coalitions. As a young, 23, Field Director of the National Clean Air Coalition I used this skill to bring the voices of grassroots activists to the table to challenge arrogant and reckless strategies that were often being promoted by more senior lawyers and lobbyists.

This discovery of witnessing the collaborative power of listening to and lifting up grassroots voices led me to create WikiWisdom, a peer collaboration process and platform that gives frontline peer groups a voice in decision making. I've used WikiWisdom dozens of times in the past dozen years with teachers, nurses, physicians, patients, students, college professors, small business leaders, women in the C-Suite, ministers and social workers.

The thesis of WikiWisdom is that there is wisdom found among people who work at the bottom, or foundation, of an organization or institute that is rarely discovered by those at the top of a power pyramid. In my own work and career I have always engaged with this peer group.

One WikiWisdom project in particular is important to this position. In 2021 we created -Standing Up for Truth: The Role of Libraries in the Mis/Disinformation Age - for the Library of Congress. This report created by 330 librarians from across the country lays out the support needed to help librarians do their part to create an informed and engaged citizenry.

**\* The library proponents envision building an equitable library system for all patrons and residents. Share examples of what you have done previously around equity work, and how you would build an equitable library system to serve the plans of the library district.**

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I grew up as a White, cisgendered male in a homogenous White community - the second ruralist county by population density - in Pennsylvania. My parents raised me to stand up to injustice, to be intolerant of prejudice and welcoming to all. Perhaps more importantly they encouraged me to be curious about the world and its people. It's a value and a habit that still serves me today. Witness the range of people on the board of New Voice Strategies, as advisors to Divided We Fall: Unity Without Tragedy, the distinguished Americans I filmed for the Preamble Project: We the People and or the elders for Wisdom of Stories.

These values are why in recent years I've spent time learning more about the systemic workings of both privilege and oppression.

Throughout my career, I made strategic choices to hire or advance women, LGBTQ members and people of color in campaigns, projects and organizations. It started in 1983 when I was proud to choose David Hahn-Baker to replace me as the Field Director of the National Clean Air Coalition. As NCAC's Field Director, David became one of just two Black environmental staffers in D.C. in the early 1980s.

Managing Michael Dukakis' Texas Presidential campaign in 1988, I had the privilege to know and learn from many great Latinx leaders including the late, great Willie Velasquez, founder of the Southwest Voter Registration project.

In 1998 I helped Marie Wilson, President of the Ms. Foundation, create the White House Project (WHP). The mission of the WHP was to change the culture in ten years so that multiple women might run for the Presidency. I worked with her and her team to create the Twenty Women Who Could Be President ballot featured on the cover of Parade Magazine to launch it.

In 1999, outraged by the news report of Senate Majority Leader Trent Lott's past relationship with the racist Conservative Citizen Councils, I formed Citizens for Tolerance and filed the first ever online Senate ethics complaint against a U.S. Senator. It led to this Washington Post story.

Since moving to Boulder in 2016, I have provided strategic advice to Motus Theater to promote their local, regional and national performances uplifting the voices of people on the frontlines of violence sharing autobiographical monologues about the racial bias of the criminal justice system (JustUs), dehumanizing immigration policies (UndocuAmerica), and their new work supporting civil rights of transgender people (TRANSformative Stories).

In 2022, I created the Solution Studio, a new candidate forum at Metropolitan State University in Denver designed to give young Coloradans the opportunity to challenge the candidates for the U.S. Senate and Governor to discuss solutions to the biggest problems facing Colorado. MSU students are 65% first generation students, 50% students of color and 80% working adults. Their work was broadcast or streamed by CPR, PBS12, Colorado Sun and Colorado Univision. I'm working now with a new group of students to host two Denver Mayoral Runoff Solution Studios in late April. Other partners in this work included the Colorado League of Women Voters and the Colorado Latino Leadership and Research Organization (CLLARO).

**\* Are you or any family member employed by the City of Boulder or Boulder County, have a contract with the City of Boulder or Boulder County, or serve on any board, commission, or advisory committee for the City of Boulder or Boulder County? If so, in what department, board, commission, or committee do you or your family member(s) serve?**

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No





Boulder Library District Board Application

COMPLETE #29

Please submit your application on later than 5pm on Wednesday, March 29, 2023

Visit [Boco.org/LibraryDistrict](https://Boco.org/LibraryDistrict) for eligibility requirements and details.

Note: Answers cannot be saved for update later. The form must be completed in one sitting. It is recommended that applicants use a program such as Microsoft Word to work on first drafts before copy/pasting final answers into the form.

CREATED	IP ADDRESS
<div><div></div><div><div>PUBLIC</div><div>Mar 28th 2023, 5:22:28 pm</div></div></div>	<div></div>

\* Date of Application

March 28, 2023

\* Applicant's Name

Lansing Crane (Lanse)

\* Applicant's Address

\* Email Address

\* What is your age range?

65 or older

\* Which race or ethnicity do you identify with most?

White

\* Why are you interested in serving on the Library District Board of Trustees?

As I understand it, the Library District Board will be a newly created board with seven members and will have fiduciary rather than advisory responsibilities. As an experienced member of both for-profit and nonprofit boards, I believe I can add value to this new board as it comes together and addresses the special challenges of a start-up board with significant authority and responsibility and a very engaged constituency. As a member of the Boulder community since 2007, this would be an opportunity for me to contribute to the success of a critical community resource as it embarks on a very new chapter in its service to the community.

**\* Do you have experience serving on a nonprofit or governmental board?**

---

Yes. While I have not served on a governmental board, I have served on multiple nonprofit and private corporate boards which, I would argue, are very relevant to the challenges facing the Library District. They entail oversight of contracting; management of real estate and tangible assets; recruitment, compensation, and oversight of leadership; budgeting; and the establishment and execution of strategic plans. These will be responsibilities of the new Board.

Corporate Boards: Canal Insurance Company 2008 to present, Wells Enterprises 2010 to Jan 2023, SOG Knives and Tools 2011 to 2016, Ginsey Home Solutions 2012 to 2017, Crane & Co 1985 to 2007. Nonprofit Boards: Austen Riggs Center (psychiatric hospital) 2000 to 2020, Family Firm Institute 2011-2014, The Henry Stimson Center 2018 to present.

**\* What skills do you have that you think this first board of trustees needs to get the library district up and running and set it on a path to success?**

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I have experience and skills in law, finance, budgeting, real estate, strategic planning, board best practices, risk management, and communication with constituents.

But we start with a recognition that the board needs to be a working, collaborative, group focused on helping to create the conditions that will enable our director and leadership to be successful. My principle skills are organizational, and I would work with others to collectively educate ourselves about the mission, resources (human, physical, and financial), operating practices, customers and constituencies of the library, and anything else critical to understand the organization as we find it. We also would need to organize the board to understand our obligations under the Library District regulations and work effectively together. I believe I could be helpful in that.

**\* What personal characteristics make you a good fit for this initial Library District Board of Trustees? Please provide two examples.**

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Respect for others and a commitment to trusting collaboration. This will be a new group trying to find itself and establish an effective working culture. I try to be respectful of other board members at all times, and I am a very collaborative person. I believe these qualities will be helpful to launching the board on positive ground. I have other characteristics, such as effective listening, patience, and openness to understand other points of view, but I believe respect for others and a commitment to collaboration are two critical characteristics for a good board member, and especially where the board is just getting started.

**\* Describe an experience with group decision making that highlights your approach to collaborating on difficult topics.**

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My most recent experience was last year, as board chair of a multi-billion-dollar 4th generation family business, helping the board and shareholders arrive at the decision to sell their 110-year-old company and achieve agreement on the sale and its terms among all 40 family owners. Patience, respect for all voices, and a commitment to transparency were essential to determining the will of the shareholders and achieving the result they sought.

**\* The library proponents envision building an equitable library system for all patrons and residents. Share examples of what you have done previously around equity work, and how you would build an equitable library system to serve the plans of the library district.**

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The role of the board is not to administer or execute policies. That would be the function of the library director and his or her staff. In exercising its planning and oversight roles, the board can and should set expectations and provide an example for all of the importance of equitable plans, performance, and values. Expectations can be set by making it a priority to adopt equitable organizational policies, as well as performance and service goals in the library district's strategic plan. Sensitivity to the diverse needs of the community can be achieved in forums for bilateral communication, and in the qualifications prioritized for hiring and training library staff.

Two tools I have used as a board chair are (1) the establishment of board committees focused on environment, social, and governance (ESG) and diversity, equity, and inclusion (DEI) matters and (2) recruitment of board members with an emphasis on diversifying the membership of the boards. For example, the last four directors we hired were women and helped set an example for the 1500-employee organization in addition to significantly enhancing the performance of the board itself.

**\* Are you or any family member employed by the City of Boulder or Boulder County, have a contract with the City of Boulder or Boulder County, or serve on any board, commission, or advisory committee for the City of Boulder or Boulder County? If so, in what department, board, commission, or committee do you or your family member(s) serve?**

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My wife, Katharine Crane, is a member of the Board of Zoning Appeals (BOZA). Otherwise, no employment, contract, or board, commission, or advisory committee membership with the City of Boulder or Boulder County.

# Boulder Library District Board Application

**COMPLETE** #7

Please submit your application on later than 5pm on Wednesday, March 29, 2023

Visit [Boco.org/LibraryDistrict](https://Boco.org/LibraryDistrict) for eligibility requirements and details.

Note: Answers cannot be saved for update later. The form must be completed in one sitting. It is recommended that applicants use a program such as Microsoft Word to work on first drafts before copy/pasting final answers into the form.

CREATED

IP ADDRESS

 PUBLIC  
Mar 9th 2023, 3:11:57 pm

\* Date of Application

March 9, 2023

\* Applicant's Name

Kitty L. deKieffer

\* Applicant's Address

Boulder  
CO  
80301  
United States

\* Phone Number

\* Email Address

\* What is your age range?

65 or older

\* Which race or ethnicity do you identify with most?

White

\* Why are you interested in serving on the Library District Board of Trustees?

I wish to represent East Boulder County. I have lived and owned my farm since 1989 and believe I have the qualifications in leadership, finance and non profit service to be of assistance. And I have a large love of reading and believe that libraries should be available to all citizens who wish to partake.

**\* Do you have experience serving on a nonprofit or governmental board?**

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I have raised over \$100 million for non profits and have led several boards in this county. I am Past President of the Boulder Philharmonic, the YWCA of Boulder Valley, the Women's Wilderness Institute, the Mental Health Foundation and the Boulder Valley Humane Society. I have chaired national organizations such as the Alpha Chi Omega Foundation and the Foundation for Fraternal Excellence. I was the Past Executive Director of the Mental Health Foundation and the Gamma Phi Beta Foundation. I currently am the Chair of the Boulder Rotary Foundation, sit on the board of Tru Community Care, and sit on the Fraternity and Sorority Political Action Committee and the Fraternity and Sorority Action Fund Boards. I have sat on over 20 other non profit boards and have won numerous awards.

**\* What skills do you have that you think this first board of trustees needs to get the library district up and running and set it on a path to success?**

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In my "past" life I was an accountant at the Solar Energy Resource Institute (now NREL), the Boulder Daily Camera and the now defunct Career Track. I then moved into fundraising and worked with numerous non profits in setting the vision, the mission and the strategic plan for the entity. Having run a \$10 million dollar non profit, I understand staffing, personnel, legal and financial responsibilities that are needed to adequately support an organization in perpetuity.

**\* What personal characteristics make you a good fit for this initial Library District Board of Trustees? Please provide two examples.**

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I am not afraid of work and believe that the library district will, at least initially, require hours of time to achieve the vision of the Commissioners and Voters of Boulder County. I retired two years ago and know that I have the time to dedicate to this work.

As a fundraiser, I understand the value of building coalitions and consensus amongst various people...and I understand that not everyone in this county supports the district philosophy so having a communications plan and being transparent will be an important piece of this work. I have the personality to do this.

**\* Describe an experience with group decision making that highlights your approach to collaborating on difficult topics.**

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For the first time in my career, I joined a PAC board three years ago whose sole purpose is to raise money for legislators who support the fraternity and sorority efforts. While the PAC gives equally to Democrats and Republicans, we have had some interesting conversations particularly over the past two years. In my position on the Executive Committee (I currently serve as Treasurer) I have had the opportunity to work with leaders who have varying opinions about who we should give money to and why. I have worked very hard to make each decision a win win and have mostly been successful.

**\* The library proponents envision building an equitable library system for all patrons and residents. Share examples of what you have done previously around equity work, and how you would build an equitable library system to serve the plans of the library district.**

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I have a rare disease (which is why I left the accounting field at the time when we discovered it) and it gave me a profound sense of needing to be fair. At some points in my disease, I was in so much pain that I could not do a lot and needed a handicapped parking sticker to not walk quite so far. The way people are treated when they are deemed disabled, or the way in which people might believe you are faking it (because in my case you cannot tell from the outside that anything is wrong with me) resulted in every decision I made, regardless of the work I was doing; to look at things from all perspectives. Having run the Mental Health Foundation, it was even more apparent that empathy and fairness were called for and as I said earlier, I believe that all people have a right to use the library services.

**\* Are you or any family member employed by the City of Boulder or Boulder County, have a contract with the City of Boulder or Boulder County, or serve on any board, commission, or advisory committee for the City of Boulder or Boulder County? If so, in what department, board, commission, or committee do you or your family member(s) serve?**

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No. Many years ago, I did sit on the Social Services Advisory Committee.

I want to thank you for considering my application and am happy to send you my full resume and/or picture.



Boulder Library District Board Application

COMPLETE #32

Please submit your application on later than 5pm on Wednesday, March 29, 2023

Visit [Boco.org/LibraryDistrict](https://Boco.org/LibraryDistrict) for eligibility requirements and details.

Note: Answers cannot be saved for update later. The form must be completed in one sitting. It is recommended that applicants use a program such as Microsoft Word to work on first drafts before copy/pasting final answers into the form.

CREATED	IP ADDRESS
<div><div></div><div><div>PUBLIC</div><div>Mar 29th 2023, 11:51:33 am</div></div></div>	<div></div>

\* Date of Application

3/29/2023

\* Applicant's Name

Benita Duran

\* Applicant's Address

Boulder

CO

80304

United States

\* Phone Number

\* Email Address

\* What is your age range?

55 to 64

\* Which race or ethnicity do you identify with most?

Two or more races

**\* Why are you interested in serving on the Library District Board of Trustees?**

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I am interested in contributing my professional skills and expertise to this volunteer effort because I so value the role that our library system plays in community building and democracy. I want to contribute to a successful transition of the human and physical infrastructure to an independent and sustainable district for benefit of generations to come. It would be an honor and a privilege to be able to bring my unique set of expertise and experience to this opportunity to serve the community I've lived in for over 25 years, as a taxpayer and home owner, and as someone who raised my son here in the Boulder school district and ran my own independent consulting business for over 10 years. These experiences allow me to state that I understand the regulatory side of public finances and public infrastructure, I bring expertise to public asset management and public trust issues. I also understand and have been directly engaged in the policy and programming elements of the Boulder Public Library (BPL), having been for these past 2 years, a Council-appointed commissioner. I have reviewed the information on the state's Office of Library Development & Innovation and am knowledgeable about other resources available. All this to say that I believe it is an appropriate and timely next step for me. It is a role that I would enthusiastically embrace, and you would have my commitment that I will help the city and the county see that we have a transition in which all can take pride.

**\* Do you have experience serving on a nonprofit or governmental board?**

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Yes, I do have extensive experience in serving on both non-profit and governmental boards. I have had the experience of serving on one of the largest non-profit boards of Boulder, the hospital board (Boulder Community Health), which holds assets over \$400 million, and is one of the top three employers of the County, with responsibility of not only governance of the hospital system but also its CEO/President. I served a nine-year term and was the board secretary for 2 years. During my tenure, we hired a new CEO/President, and we also sold a major asset to the city of Boulder – at Broadway and Alpine in my neighborhood.

And at the same time and in stark contrast, I have been on the board of Feet Forward for almost a year and my focus is on trying to align a program that can better meet our clients needs and builds on the expertise of the leader who has unique and valued experiences.

In one of my past board roles, I was the Chair of the Boulder County Community Foundation Board of Trustees, which had asset oversight roles along with policy roles at that time. One of the first board's I joined when I moved from Denver to Boulder for my job in the City Manager's Office, was the Family Learning Center, at the urging of Penfield Tate, II, who was a co-founder of the Center and then a long-time board member. I have gained extensive community knowledge through sitting on community boards and learning about their programs and services. At the level of governmental or governance board service, in addition to BCH, I was appointed for six years to serve on the state economic development commission that determined funding and tax incentives of the multi-million dollar investments throughout the state. I have also sat on the State Judicial Nominating Commission of the 20th Judicial District which makes recommendations to the Governor on the judicial applicants for judicial seats in the district.

**\* What skills do you have that you think this first board of trustees needs to get the library district up and running and set it on a path to success?**

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I suggest that the inaugural board needs to bring a combination of technical skills and knowledge of local government systems to help advise and guide the governance, structuring agreements – MOUs and IGAs – and related processes, along with financial planning. Knowledge of local government systems and structures of budget and human resources, pensions, and hiring of an organization's leader are equally important skills. As a commissioner, I would suggest that the programming elements are important but would not anticipate that they require extensive time and attention of the board in the first year of the transition. One other "skill" would be demonstrated ability to manage one's own assets. For the benefit of public trust, I believe the trustees need to affirm that they have no tax liens and that they are current on their government tax payments and filings.

**\* What personal characteristics make you a good fit for this initial Library District Board of Trustees? Please provide two examples.**

---

Curiosity and enthusiasm. I recently heard a speaker at a public meeting suggest that the elected body needed to be more curious. It caught my ear as this is a quality that I hold and celebrate all the time! At this stage in my life and career, I have the earned privilege of living a life that allows me to explore with curiosity the things that intrigue and interest me. The BPL system and this transition to a district is one of them. Though I have worked for governmental institutions throughout my career, I have not ever had the opportunity to help in shaping a special district or authority. So with this curiosity I have about this, I bring enthusiasm to make it the best – to apply logic and balance to approaches and not get us caught in a bureaucratic maze.

**\* Describe an experience with group decision making that highlights your approach to collaborating on difficult topics.**

---

My career and life's work has been in shaping models and facilitating community engagement and consensus building in the field – meaning with people sitting around a table and having hard conversations together. I am a good listener and I come from a place of leading with inclusiveness. That's my brand of engagement. Whether it's been roles I've held within an organization as a staff team member or in leading a team in a volunteer role, I've had the experiences of managing calm and volatile processes of collaboration and engagement. In broad community engagement for new schools development for Denver Public Schools (which neighbors could be opposed to), to being a solo advocate for more equity and diversity in membership on the hospital board, I know that I have demonstrated capacity to work with others who often don't look like me, relate or experience the world (Boulder in this case) as I do.



**\* The library proponents envision building an equitable library system for all patrons and residents. Share examples of what you have done previously around equity work, and how you would build an equitable library system to serve the plans of the library district.**

---

First, I hope we are ALL library proponents with this shared vision here! My life's work has been in this equity arena – and my experiences are in real time, as a long time resident of Boulder and as a woman of color, I have been the 'only one' and I have witnessed many changes. I've said goodbye to a number of friends of color who were here when I moved to Boulder in 1993. I guess you could say I've been "done to" – and what I have "done" is that I've chosen to stay here in Boulder and continue to be a proponent of equity by shining the light and showing up to address issues of inequity when they present.

I've witnessed the changing social dynamics and related economics that impact equity. Certainly, my quality of life has been impacted over these years. My social and cultural circles have been impacted, they are certainly much smaller today than they were in 1993 when I started working for the City of Boulder in the Manager's Office. I have experienced and contributed directly to the BPL system of programming that does broaden the social and cultural circles for me and many others.

I am presently leading efforts across the country in my role as the Senior Director of equity and civic engagement for a national non-profit organization and am witnessing a changed level of engagement within organizations and within communities. There is a lot of focus on ways of engagement that requires more thoughtful attention. I continue to learn about best practices in communities and library systems across the country.

I have come to know well and directly experienced the legacy that BPL continues to build on in seeing that the library continues to stand for equity in all aspects of its human and physical infrastructure. I have no concerns that this will be slowed in this transition period, in fact, I envision the opportunity for these efforts to be accelerated and enhanced through the district.

**\* Are you or any family member employed by the City of Boulder or Boulder County, have a contract with the City of Boulder or Boulder County, or serve on any board, commission, or advisory committee for the City of Boulder or Boulder County? If so, in what department, board, commission, or committee do you or your family member(s) serve?**

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Yes, I serve as a City of Boulder Library Commissioner.



Boulder Library District Board Application

COMPLETE #31

Please submit your application on later than 5pm on Wednesday, March 29, 2023

Visit [Boco.org/LibraryDistrict](https://Boco.org/LibraryDistrict) for eligibility requirements and details.

Note: Answers cannot be saved for update later. The form must be completed in one sitting. It is recommended that applicants use a program such as Microsoft Word to work on first drafts before copy/pasting final answers into the form.

CREATED	IP ADDRESS
<div><div></div><div><div>PUBLIC</div><div>Mar 29th 2023, 10:17:34 am</div></div></div>	<div></div>

\* Date of Application

03/29/2023

\* Applicant's Name

Lenora Dyer

\* Applicant's Address

\* Email Address

\* What is your age range?

55 to 64

\* Which race or ethnicity do you identify with most?

White

\* Why are you interested in serving on the Library District Board of Trustees?

I am a passionate advocate of reading, literacy, and lifelong learning. I am recently retired from the nonprofit world – 28 years in executive director roles. Twelve of those years I worked for Recording for the Blind and Dyslexic, a national organization headquartered in Princeton, NJ.



**\* Do you have experience serving on a nonprofit or governmental board?**

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My experience serving and working with nonprofit boards is extensive. I served for years as a board member of Sexual Assault Nurse Examiners Board and the Child Fatality Review Board, both in Georgia. In the role of Executive Director for Prevent Child Abuse Athens (8 years), Recording for the Blind and Dyslexic (12 years), and Director of Leadership Giving at Georgia Public Broadcasting (Georgia's NPR and PBS station; 8 years), I appreciated and respected the roles and responsibilities of a nonprofit board member. I am also a member of BoardSource, a wonderful resource to support excellence in nonprofit governance and leadership.

**\* What skills do you have that you think this first board of trustees needs to get the library district up and running and set it on a path to success?**

---

The skills and experience I would bring to help get the Library District Board up and running is my extensive nonprofit experience and board training. I have been on committees to establish bylaws. I was involved with getting the 501c3 for an organization early in my career. I have been to Board Member trainings and would be able to help guide best-practices for my fellow board members.

**\* What personal characteristics make you a good fit for this initial Library District Board of Trustees? Please provide two examples.**

---

One example that makes me a good fit for the initial Library District Board is that I have strong relationship building skills that easily establish rapport and credibility with diverse groups – in my past experience I worked with community partners, volunteers, donors, and individuals who benefitted from our services...all to best meet the mission of the nonprofit I was leading. The second example would be my past work as a strategic member (Southeast Regional Executive Director, RFB&D) that streamlined a decentralized organization. Recording for the Blind and Dyslexic is a national organization that at one time had 22 recording studios (and boards) across the country. I was one of a small group of senior leadership who brought the organization to its present state of one board, one organization. As you would expect, this was trying at times. But necessary.

**\* Describe an experience with group decision making that highlights your approach to collaborating on difficult topics.**

---

My experience with group decision making is again related to my work at Recording for the Blind and Dyslexic. When we were centralizing the organization to make it more efficient and effective, I traveled up and down the east coast meeting with local RFB&D boards. My role was to share, listen, and help the local board members understand the importance of this new initiative for the organization. I stayed on message of what's best for the organization's future and the population we serve. I helped set up local advisory councils that shared the ideas and needs of each of our recording studio locations – and as expected, this dissolved much of the controversy.

**\* The library proponents envision building an equitable library system for all patrons and residents. Share examples of what you have done previously around equity work, and how you would build an equitable library system to serve the plans of the library district.**

---

We do not all start in the same place so we must acknowledge and adjust the gap. This can easily be applied to the Library District when we offer services to low-income residents, unhoused individuals, those with literacy issues, and such. Since retiring and moving to downtown Boulder in December 2022 (from Georgia), I have methodically looked at how I will spend my time. It didn't take long to see the need outside my door with the number of unhoused individuals. It is a simple act, but I collect clothing from my condo residents (1301 Canyon) and take them to the park across the street every Tuesday when Feet Forward sets up their tables. And when I saw the call for applications for the Library District Board, it felt like such a good fit and something I would be able to contribute.

(And for fun...I am in and out of the library twice a week reading everything I didn't have time for while working!)

**\* Are you or any family member employed by the City of Boulder or Boulder County, have a contract with the City of Boulder or Boulder County, or serve on any board, commission, or advisory committee for the City of Boulder or Boulder County? If so, in what department, board, commission, or committee do you or your family member(s) serve?**

---

No.

# Boulder Library District Board Application



COMPLETE

 #19

Please submit your application on later than 5pm on Wednesday, March 29, 2023

Visit [Boco.org/LibraryDistrict](https://Boco.org/LibraryDistrict) for eligibility requirements and details.

Note: Answers cannot be saved for update later. The form must be completed in one sitting. It is recommended that applicants use a program such as Microsoft Word to work on first drafts before copy/pasting final answers into the form.

CREATED	IP ADDRESS
<div><div> PUBLIC Mar 22nd 2023, 3:25:18 pm</div></div>	<div><div></div></div>

\* **Date of Application**

3/22/23

\* **Applicant's Name**

Adriana Farmer

\* **Applicant's Address**

\* **Email Address**

\* **What is your age range?**

25 to 34

\* **Which race or ethnicity do you identify with most?**

Hispanic or Latino/Latina

\* **Why are you interested in serving on the Library District Board of Trustees?**

I am a huge proponent of equal access to education and know that libraries can be a great equalizer in this regard. It is important to me that we have the right people in place to prioritize learning and development through the libraries public programs + resources.

**\* Do you have experience serving on a nonprofit or governmental board?**

---

I do not have experience at this time, but I've never been one to shy away from new opportunities to learn, grow and connect through service.

**\* What skills do you have that you think this first board of trustees needs to get the library district up and running and set it on a path to success?**

---

In my current role at Doordash, I have facilitated the strategic annual planning cycle for my business unit (\$800M revenue) and individual team. I also have experience managing to and setting OKRs on a quarterly basis to help drive towards expected outcomes. My core strength is execution - and as an inaugural board member getting things done and setting the library and its beneficiaries up for success should be our top priority.

**\* What personal characteristics make you a good fit for this initial Library District Board of Trustees? Please provide two examples.**

---

Tongue in cheek, I actually use the library resources on an almost weekly basis - I wouldn't apply to be a part of an organization I had no personal connection to. Tactically speaking however, I have experience in the following:

Budget/Fiscal Management: I serve as co-chair of the Unidos @ Doordash ERG, which serves Hispanic community members with the opportunity to foster connection with one another and share in professional and personal development opportunities. In my first year as a co-chair, I am managing the budget for all initiatives, working through multiple layers of red tape to get approvals - something I'm sure we'll likely need to do in setting our policies, budget and plans for the year as BoT members.

Defining Strategic Vision: Over the past 2+ years, I have been focused on developing and executing Doordash's evolution in the Pizza delivery space. I work across a team of 50+ cross functional stakeholders, spanning all levels from senior leadership to analysts. In the last year I have successfully launched a business line within Doordash from idea to nationwide adoption which was recently featured across multiple industry media channels. Coverage here: [https://www.linkedin.com/posts/adrianajenings\\_introducing-cash-on-delivery-enabling-restaurateurs-activity-7043963846209769472-VTUX?utm\\_source=share&utm\\_medium=member\\_desktop](https://www.linkedin.com/posts/adrianajenings_introducing-cash-on-delivery-enabling-restaurateurs-activity-7043963846209769472-VTUX?utm_source=share&utm_medium=member_desktop)

**\* Describe an experience with group decision making that highlights your approach to collaborating on difficult topics.**

---

So much of what I work on daily is trying to reach group consensus or buy in on a decision. One example that comes to mind is that recently my team was trying to lobby for additional engineering resources to support improvements to one of our products. The product manager (PM) in charge of resourcing was obstinate and digging their heels in to their position that the product was "fine as is". Using data and merchant feedback, we were able to come back to the PM and substantiate our claim that no, in fact, the product was not fine as is and by investing in it we would see an outsized rate of return.

**\* The library proponents envision building an equitable library system for all patrons and residents. Share examples of what you have done previously around equity work, and how you would build an equitable library system to serve the plans of the library district.**

---

I mentioned in an earlier response that I serve as a co-chair on the Doordash Unidos@ ERG (employee resource group). The primary purpose of the ERG is to provide resources for personal and professional development as well as create opportunities for members to build community. Of the 700 members in this community, many of these individuals are operating in support/customer service roles and have not been made aware of opportunities outside of this career path. I am proud that through the initiatives we ran in the last year (i.e., career panel, internal mobility resume workshops), several members have reached out indicating they were able to secure more stable jobs and feel much more in control of their career. Like I said, knowledge is power!!

Our library district should serve as a hub for thought leadership, connection and community - we have a world class university right in the center of the district! Let's establish partnership programs and resources for Boulder County to educate themselves and enrich their minds and lives. Example programs that come to mind: skills fairs (connecting people who want to learn about X with those who have experience and a passion to teach), author readings, book studies, resume building workshops, tax prep workshops. Libraries are for learning and community building.

**\* Are you or any family member employed by the City of Boulder or Boulder County, have a contract with the City of Boulder or Boulder County, or serve on any board, commission, or advisory committee for the City of Boulder or Boulder County? If so, in what department, board, commission, or committee do you or your family member(s) serve?**

---

No

# Boulder Library District Board Application



COMPLETE

 #24

Please submit your application on later than 5pm on Wednesday, March 29, 2023

Visit [Boco.org/LibraryDistrict](https://Boco.org/LibraryDistrict) for eligibility requirements and details.

Note: Answers cannot be saved for update later. The form must be completed in one sitting. It is recommended that applicants use a program such as Microsoft Word to work on first drafts before copy/pasting final answers into the form.

CREATED	IP ADDRESS
<div><div> PUBLIC Mar 28th 2023, 6:37:40 am</div></div>	<div><div></div></div>

\* Date of Application

3-28-23

\* Applicant's Name

Sam Fuqua

\* Applicant's Address

Boulder  
Colorado  
80304  
United States

\* Phone Number

\* Email Address

\* What is your age range?

55 to 64

\* Which race or ethnicity do you identify with most?

White

**\* Why are you interested in serving on the Library District Board of Trustees?**

---

I think of my interest in the Board of Trustees as an extension of three interconnected areas:

1. Personal. I'm a lifelong library lover. I remember frequent childhood visits with my mom to the local library in the Michigan town where I grew up. Later, I worked there three summers during high school and college. Not long after coming to Boulder in the early '90's, our family became regular users of the Boulder libraries. As a family of five living on one modest nonprofit salary, the library was an accessible and enriching part of our lives together. We were frequent attendees to free public programs in the Canyon Gallery and our kids were devoted participants in the excellent summer reading program for many years. Although the empty nest and COVID has reduced my usage, I still go to the library often as a free, quiet place to work. And I am a huge fan of the Building 61 maker space! I've attended the U Fix It Clinics and last summer when I had a home improvement project that needed a little welding, I took a free welding class there.

2. Public. I focus my public service on helping local institutions that advance educational equity and where I feel a personal connection. I served on the Boulder Library Commission from 2007 to 2012 and was the commission representative to the Boulder Library Foundation during part of that term. I advocated for a community center/branch library in North Boulder (where I've lived since 1992) and for sustainable library funding, including the library district model. I was an elected member of the Boulder Valley Board of Education from 2011 to 2019, including a two-year term as the board president. I advocated for strengthening the partnerships between the Boulder libraries, the BVSD and individual Boulder public schools.

3. Societal. Public libraries, like public schools, are among the best ideas humans have ever had and it's important that we not take them for granted. Libraries and librarians remain trusted sources of information, according to the Pew Research Center. 78% of respondents in Pew's survey felt libraries helped them find trustworthy and reliable information and 76% said libraries help them learn new things. A free and open place to learn, meet, celebrate and grow has never been more important.

**\* Do you have experience serving on a nonprofit or governmental board?**

---

Yes. I worked in non-profit organizations for almost 30 years, including over ten years in the top management positions. As stated above, I served as a Boulder Library Commissioner (2007-2012) and an elected member of the Boulder Valley Board of Education (2011-2019). I've also served on the boards of the Boulder Library Foundation, Open Media Foundation and the Boulder Municipal Employees Federal Credit Union. I am currently a member of the Bolder County Cultural Council.

**\* What skills do you have that you think this first board of trustees needs to get the library district up and running and set it on a path to success?**

---

Top skills needed on the first board:  
Contract and lease negotiation  
Meeting management  
Public communications  
Consensus-based decision making  
Implementation of good governance best practices  
Budget planning and oversight

**\* What personal characteristics make you a good fit for this initial Library District Board of Trustees? Please provide two examples.**

---

I'm collaborative--I would rather take the time necessary to involve and listen to all interested parties and perspectives, instead of moving forward faster with less input and engagement. I understand the importance of making timely decisions but, in my experience, process matters and good collaborative process builds trust.

I'm strategic in my thinking and my advocacy. In addition to the nuts and bolts of the library district transition, I think trustees will need to understand how our plans, policies and programs both serve the community and position the district for future success.

**\* Describe an experience with group decision making that highlights your approach to collaborating on difficult topics.**

---

When I was BVSD Board President, an organized group of parents of children with dyslexia began campaigning for major changes to the school district's approach to assessing and addressing dyslexia. While not unsympathetic, district administration opposed many of the parent group's recommendations. Board members were divided. I was able to bring the administration, board members and parents together in working group conversations that included listening to personal stories, reviewing district data, exploring evidence-based best practices and consensus-based decisions on how improve our service to children with dyslexia. The outcome was an expanded dyslexia screening program and a significant shift in the district's methods of supporting children with dyslexia.

**\* The library proponents envision building an equitable library system for all patrons and residents. Share examples of what you have done previously around equity work, and how you would build an equitable library system to serve the plans of the library district.**

---

My current professional work includes producing and co-hosting a podcast (Well, That Went Sideways) that addresses topics related to conflict and conflict resolution, often related to equity and racial justice. I'll be attending the 2023 White Privilege Conference next month with our podcast team. A primary intention of this work is to present ideas, tools, strategies and language that listeners can use both in their personal lives and in their efforts to create a more just and equitable world.

As a BVSD board member, I was a board representative at trainings of PARITY (Parents Advocating Responsibly in the Interest of Their Youngsters), a program for Latino parents aimed at helping them engage with the school system and advocate for their children. I was also one of several advocates on the board for increased funding to programs targeted at students living in poverty but not attending Title I schools. A Title I school is defined by a certain threshold of students receiving Free or Reduced Lunch (FRL) and those schools receive important and necessary additional state and federal funds. But there are low income kids in every school and we wanted ensure that those students received needed support and opportunities as well.

One critical piece of building an equitable library system involves strengthening partnerships with Boulder area organizations that work with low-income people and non-native English speakers as well as listening to those communities about how the library can best serve them. I would also prioritize hiring diverse staff with an emphasis on native Spanish speakers. I would advocate for specific targeted programs with partners such as the BVSD and EL PASO (Engaged Latino Parents Advancing Student Outcomes). For example, coordinating individual family visits to the library. A culturally appropriate outreach specialist—from the library or a partner organization—would facilitate an introductory library visit for one or two families at a time.

**\* Are you or any family member employed by the City of Boulder or Boulder County, have a contract with the City of Boulder or Boulder County, or serve on any board, commission, or advisory committee for the City of Boulder or Boulder County? If so, in what department, board, commission, or committee do you or your family member(s) serve?**

---

I currently serve on the Boulder County Cultural Council. My term ends later this year and I do not intend to seek reappointment.



Boulder Library District Board Application

COMPLETE #10

Please submit your application on later than 5pm on Wednesday, March 29, 2023

Visit [Boco.org/LibraryDistrict](https://Boco.org/LibraryDistrict) for eligibility requirements and details.

Note: Answers cannot be saved for update later. The form must be completed in one sitting. It is recommended that applicants use a program such as Microsoft Word to work on first drafts before copy/pasting final answers into the form.

CREATED	IP ADDRESS
<div><div></div><div><div>PUBLIC</div><div>Mar 14th 2023, 12:47:50 pm</div></div></div>	<div></div>

\* Date of Application

March 14, 2023

\* Applicant's Name

Stanley M. Guralnick, PhD

\* Applicant's Address

\* Email Address

\* What is your age range?

65 or older

\* Which race or ethnicity do you identify with most?

White

\* Why are you interested in serving on the Library District Board of Trustees?

As a well educated former academic, I have had a lifetime of interest in libraries and books; my own publications are in libraries around the world.

My wife, Elissa S. Guralnick, PhD, who once served as President of the Boulder Library Foundation, would probably consider divorce if I did not apply; thus, I have no choice.



**\* Do you have experience serving on a nonprofit or governmental board?**

---

Many: Boulder Bach Festival; Boulder College of Massage Therapy, Rocky Mountain Center for Musical Arts; Pro Musica Colorado Chamber Orchestra.

**\* What skills do you have that you think this first board of trustees needs to get the library district up and running and set it on a path to success?**

---

As a longtime user of libraries (Including the Library of Congress, when I was a postdoctoral fellow at the Smithsonian Institution in Science and American Civilization) I have a profound appreciation for the value of a library in civilized communities.

In addition to my academic career of 15 years, I spent 30 years at major financial institutions in problem debt restructuring, and have a knowledge of all financial instruments, including those related to real estate. For instance, in 2006 as a member of the Board of the Boulder College of Massage Therapy (one of only two non-profit schools in the country), I arranged for the purchase of its building with Industrial Revenue Bonds, which lowered occupancy costs by \$137, 000 per year, enabling the school to survive until 2013.

**\* What personal characteristics make you a good fit for this initial Library District Board of Trustees? Please provide two examples.**

---

With advanced degrees from Yale University in physical chemistry and from the University of Pennsylvania in history and business, I have a broad understanding of many topics and am old enough to have witnessed many issues in community life.

Because I can have no effect upon the nation, I am always looking for ways to serve the local community. At present, I am the Rotary Club advisor to the Rotaract Club at CU; a tutor for I Have a Dream Foundation; a member of the AIN (Audio Information Network) real estate search committee.

**\* Describe an experience with group decision making that highlights your approach to collaborating on difficult topics.**

---

A Federal judge in Newark, N.J. once praised me in open court for finding a solution between international financial actors that had eluded many others for many years.

I have a certificate in Mediation and once served at Jefferson County Mediation Services.

One day, every spring, I conduct mediations at the University of Denver Law school for the law student competition. {I have also served as community member for both the CU Restorative Justice Program and the Longmont Restorative Justice Center}

Thus, my approach is always first to understand other approaches.

**\* The library proponents envision building an equitable library system for all patrons and residents. Share examples of what you have done previously around equity work, and how you would build an equitable library system to serve the plans of the library district.**

---

When I was a workout officer at Hypovereinsbank in New York, where there were no female officers, there was a female support analyst who, as was common in the 1990's, was much more competent than most of the men she supported. When I left to head up a restructure team at GMAC Commercial Finance team, she was my first hire.

In the spring of 1969, when I was finishing my doctoral dissertation at Penn, I was a long term (two month) math substitute at an inner city, all-black, junior high. There was one quiet girl, who was clearly at the top of the class, who had never been told that the all city Girls High academic magnet school was only a mile away; so I told her and urged her to apply.

**\* Are you or any family member employed by the City of Boulder or Boulder County, have a contract with the City of Boulder or Boulder County, or serve on any board, commission, or advisory committee for the City of Boulder or Boulder County? If so, in what department, board, commission, or committee do you or your family member(s) serve?**

---

No!

But as stated above, my wife Elissa Guralnick was on the Boulder Library Foundation Board (2004-2013; President, 2007-2010)



# Boulder Library District Board Application



COMPLETE

#5

Please submit your application on later than 5pm on Wednesday, March 29, 2023

Visit [Boco.org/LibraryDistrict](https://Boco.org/LibraryDistrict) for eligibility requirements and details.

Note: Answers cannot be saved for update later. The form must be completed in one sitting. It is recommended that applicants use a program such as Microsoft Word to work on first drafts before copy/pasting final answers into the form.

CREATED	IP ADDRESS
<div><div></div><div><div>PUBLIC</div><div>Mar 9th 2023, 9:28:38 am</div></div></div>	<div></div>

\* Date of Application

03/09/2023

\* Applicant's Name

Douglas Hamilton

\* Applicant's Address

\* Email Address

\* What is your age range?

35 to 54

\* Which race or ethnicity do you identify with most?

White

**\* Why are you interested in serving on the Library District Board of Trustees?**

---

I was one of the named petitioners for the 6C ballot measure that voter approved in November of 2022. I was also a co-chair of the Library Champions campaign and worked to organize the community to, ultimately, pass 6C.

As an organizer and petitioner have spoke to thousands of people about the Boulder Library District, and. I have a good understanding of Colorado's Library Law.

Because of my history with the campaign and the Library Law, I am interested in becoming a Trustee in order to carry out the will of the people of the district who voted on 6C. That is, expand library services to Gunbarrel (where I reside), restore library hours, and reopen the Maker Space. I want the library district to be a strong, vibrant community asset that enriches our community for the next 100 years and beyond.

Furthermore, I have a drive to expand and maintain access to our entire community to our public spaces. A place for our community to gather, celebrate, grieve, start businesses, research, and communicate that is free and open to all.

Additionally, I am interested in safely and securely, transitioning library staff from city of Boulder employees to library district employees.

Finally, as the petitioner, I understood the immense amount of trust the people of the library district (both supporters and not) ceded to the district for the care and stewardship of the district assets and property tax revenue. I want to insure that the district responsibly spends tax revenues for the benefit of all in the community.

**\* Do you have experience serving on a nonprofit or governmental board?**

---

I have served and do serve as a corporate secretary for several privately held corporations. I have also served on the board of my HOA for the past 3 years as the secretary.

**\* What skills do you have that you think this first board of trustees needs to get the library district up and running and set it on a path to success?**

---

I have a deep understanding of the library law. I created the first draft of the ballot measure language.

I am also a lawyer versed in corporate practices necessary for the formation of a district.

**\* What personal characteristics make you a good fit for this initial Library District Board of Trustees? Please provide two examples.**

---

I am good at organizing and working well others. As co-chair of the campaign, I helped inspire hundreds of volunteers to write articles, talk with their neighbors, donate money, and successfully pass the 6C measure.

I love our public library and I am fully committed to seeing it as a successful institution that serves the entire community. I am committed to integrity.

**\* Describe an experience with group decision making that highlights your approach to collaborating on difficult topics.**

---

I come to groups with two, sort of, philosophies about decision making processes. The first, i believe in consensus driven decisions where a majority or, in some cases, a super majority of the group reaches a consensus about a particular decision. The second, people should have a say in the decisions that effect them, to the extent that the decision effects them. Both of these philosophies, require longer deliberative processes, but produce better results.

**\* The library proponents envision building an equitable library system for all patrons and residents. Share examples of what you have done previously around equity work, and how you would build an equitable library system to serve the plans of the library district.**

---

I continue to work on myself, my internal oppressor. I am an avid reader and have read countless books by Bell Hooks, Roxanne Dubar Ortiz, Angela Davis, Mikki Kendal, Naomi Klein, Tressie McMillan-Cotton, Brittney Cooper, Damon Young, Tony Morrison, Jack Halberstam, and many, many more. I am also taking a course around Anti-Racism and local Indigenous nations. I am not perfect, I am constantly learning, and my greatest strength is to listen to feedback and endeavor to not make the same mistake twice.

As part of the campaign, we worked hard to listen and seek input from voices all over our community - these include NAACP of Boulder County, El Centro Armistad, El Paso, and outreach work to Boulder's mobile home communities. With each of these endorsements were conversations and questions and investments in relationships - they weren't easily gained.

Finally, I volunteer with the Veterans Community Project. we are building a tiny home community in Longmont for unhoused vets.

**\* Are you or any family member employed by the City of Boulder or Boulder County, have a contract with the City of Boulder or Boulder County, or serve on any board, commission, or advisory committee for the City of Boulder or Boulder County? If so, in what department, board, commission, or committee do you or your family member(s) serve?**

---

No

# Boulder Library District Board Application



COMPLETE

#8

Please submit your application on later than 5pm on Wednesday, March 29, 2023

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Note: Answers cannot be saved for update later. The form must be completed in one sitting. It is recommended that applicants use a program such as Microsoft Word to work on first drafts before copy/pasting final answers into the form.

CREATED	IP ADDRESS
<div><div>PUBLIC Mar 10th 2023, 10:50:20 am</div></div>	<div></div>

\* **Date of Application**

3/10/2023

\* **Applicant's Name**

Mindy Kittay

\* **Applicant's Address**

\* **Email Address**

\* **What is your age range?**

55 to 64

\* **Which race or ethnicity do you identify with most?**

White

\* **Why are you interested in serving on the Library District Board of Trustees?**

I love Libraries and what they stand for. I have been a long term patron of the Boulder Library and have some experience that I think would make me an asset for the new District. I would like to be of assistance and give back to my community. Libraries are an essential service and I would be greatly honored to be able to assist with the upcoming transformation.

**\* Do you have experience serving on a nonprofit or governmental board?**

---

Yes. I have been a part of numerous board over the years, mostly in relation to Libraries or the communities in which I was a library director. These include the Finance Committee of the Southern California Library Consortium and I have been on the Board of the Altadena Chamber of Commerce, Rotary and on select committees for the Colorado State Library. I was also the Director of Organizational Development for a social justice non-profit, Pasadenans Organizing for Progress. I have helped to create and been a part of Friends and Foundation Organizations for Libraries including being on the Board of the Joshua Tree Friends of the Library.

**\* What skills do you have that you think this first board of trustees needs to get the library district up and running and set it on a path to success?**

---

I have been either a Library Director or Library Finance Director for three different Library Districts, two in Colorado. I helped to make the transition for two Colorado Libraries from Local Government to Independent Library Districts - Garfield County Library District (Acting Library Director) and Adams County Library District (Anythink Libraries) as the Finance Director. I have also played an integral part of design, budget and finance for over \$43 Million in new Library Construction here in Colorado and in California. I am very familiar with the processes that are necessary for this transition and have worked with Libraries Boards and local government extensively in the creation of Library Districts in Colorado from start to finish.

**\* What personal characteristics make you a good fit for this initial Library District Board of Trustees? Please provide two examples.**

---

What comes to mind are hard-working, reliable, creative, resourceful and dedicated.

It is because of my love and dedication for Libraries that I believe I have been successful in playing a part in the creation and/or operation of innovative, cost effective and responsive Library Districts such as Anythink Libraries (Adams County), Garfield County Library District, and Altadena Library District.

I have done this through being a part of numerous strategic and operational initiatives. These include everything from Policy Creation, Strategic Planning, Fundraising, Operational Planning, Budgeting, Facility Operations and Creation, Technology Projects (this includes creating staff training, contracting and purchasing technology and overseeing installation), Grant Writing, Annual Reporting, Statistical Analysis, etc.

I have been a part of projects for Library support organizations such as the Public Library Association, and the Colorado State Library. In these roles I worked on the PLA PLDS Statistical Report Advisory Committee and on the CSL State Library Standards by being the lead on the Finance Section.

**\* Describe an experience with group decision making that highlights your approach to collaborating on difficult topics.**

---

As a Library Director and/or Leader I have used group decision making formats for everything from Strategic to Operational Planning. This includes creating policies, staff manifestos, and budgets. I have worked with staff, board, friends/foundation, community organizations and members to gather information and collaborate on multiple projects.

One that I am most proud of happened in 2017 when the Altadena Library District led the way for California libraries looking to “turn outward” to their communities and to revolutionize the role of the modern library by undertaking an innovative initiative called “Community Conversations.” Our team met with hundreds of neighbors in homes, local businesses, and organizations across Altadena to discuss aspirations for the community, challenges it faces, and practical action steps toward change. We shared our feedback in the form of a comprehensive report at a Town Hall meeting with Altadena stakeholders and all interested community members as well as Los Angeles County, non-profits, schools, businesses and many more.  
<https://www.altadenalibrary.org/community-conversations/>

**\* The library proponents envision building an equitable library system for all patrons and residents. Share examples of what you have done previously around equity work, and how you would build an equitable library system to serve the plans of the library district.**

---

All Libraries I have worked for have a core value of equal access to information and intellectual freedom. We have always strived to create service delivery models that will make sure that community members have the resources they need and we recognize these needs are different not only as the result of race and ethnicity but also owing to religious beliefs, sexual orientation, gender identification, socioeconomic status, or physical ability.

This work starts with the policies and procedures of the Library but extends to every area from the physical structure to the on-line services and beyond. It is through thoughtful and inclusive decision making processes that an equitable library is created. I have been a part of this collaborative creative process for every library I have worked for.

The example above (Community Conversations in Altadena) was just one way that I worked with all stakeholders to provide a library that was equitable and responsive to the needs and aspirations of the community.

I also worked almost exclusively on equity for our community as the Director of Organizational Development for a social justice non-profit, Pasadenans Organizing for Progress. Some of the projects we focused on during my time were raising the minimum wage and other workers' rights, affordable housing, tenants rights, and police reform.

**\* Are you or any family member employed by the City of Boulder or Boulder County, have a contract with the City of Boulder or Boulder County, or serve on any board, commission, or advisory committee for the City of Boulder or Boulder County? If so, in what department, board, commission, or committee do you or your family member(s) serve?**

---

No



Boulder Library District Board Application

COMPLETE #18

Please submit your application on later than 5pm on Wednesday, March 29, 2023

Visit [Boco.org/LibraryDistrict](https://Boco.org/LibraryDistrict) for eligibility requirements and details.

Note: Answers cannot be saved for update later. The form must be completed in one sitting. It is recommended that applicants use a program such as Microsoft Word to work on first drafts before copy/pasting final answers into the form.

CREATED	IP ADDRESS
<div><div></div><div><div>PUBLIC</div><div>Mar 22nd 2023, 2:37:24 pm</div></div></div>	<div></div>

\* Date of Application

3/22/23

\* Applicant's Name

Kenneth Ronald Laughery

\* Applicant's Address

\* Email Address

\* What is your age range?

65 or older

\* Which race or ethnicity do you identify with most?

White

\* Why are you interested in serving on the Library District Board of Trustees?

I am an avid reader and a long time user of the Boulder library. I would like to be part of the decision making with respect to both facilities and book selection. I am also committed to ensuring that our libraries are uncensored and reflect the reading interests of all Boulder residents.

**\* Do you have experience serving on a nonprofit or governmental board?**

---

I have served as an elected representative on the Board of the professional society (the Human Factors and Ergonomics Society) that I have belonged to for 45 years. I have also served on several National Academy of Sciences panels.

**\* What skills do you have that you think this first board of trustees needs to get the library district up and running and set it on a path to success?**

---

I have a doctorate in Systems Engineering, so I appreciate the educational value of library resources. I am a good communicator as evidenced by my success in founding and growing a technology company in Boulder over a 25 year period. I am also a good writer as evidenced by my list of over 100 technical publications as well as a 12 year history in being a community columnist for the Boulder Daily Camera.

**\* What personal characteristics make you a good fit for this initial Library District Board of Trustees? Please provide two examples.**

---

I am open-minded and seek to influence by first developing an understanding of all sides of a problem and then seeking to fully appreciate and understand the opposing arguments to whatever position I may adopt. Perhaps the best demonstration of this is the columns I wrote during my tenure with the Daily Camera, which can be viewed at [www.bikeandsail.net](http://www.bikeandsail.net).

I have a sense of humor that facilitates enlightened conversation and debate. Again, a good example of how I have put this to use can be seen through the body of work I have done with the Daily Camera.

**\* Describe an experience with group decision making that highlights your approach to collaborating on difficult topics.**

---

In building and running my company, I was often confronted with internal conflicts that needed to be resolved. The first key to resolving these conflicts was to facilitate a climate of open and honest discussion in all interactions with the staff and managers I worked with. Second, when specific issues arose, I sought to deal with these issues in a timely manner rather than avoiding the conflicts when they occurred. Third, I insisted on civil debate without personal attacks nor favoritism. Finally, I sought to build consensus whenever possible and, when not possible, make decisions in a manner consistent with established management research on corporate decision making (e.g., Vroom and Jago, 1974).

**\* The library proponents envision building an equitable library system for all patrons and residents. Share examples of what you have done previously around equity work, and how you would build an equitable library system to serve the plans of the library district.**

---

My company's board included a majority of women.

My company's staff, including engineers and managers, was always approximately 50% women.

My family is racially mixed.

I will work to serve the interests of the community by building a library system that equally serves the interests of everyone in the community.

**\* Are you or any family member employed by the City of Boulder or Boulder County, have a contract with the City of Boulder or Boulder County, or serve on any board, commission, or advisory committee for the City of Boulder or Boulder County? If so, in what department, board, commission, or committee do you or your family member(s) serve?**

---

No



Boulder Library District Board Application

COMPLETE #4


Please submit your application on later than 5pm on Wednesday, March 29, 2023


Visit [Boco.org/LibraryDistrict](https://Boco.org/LibraryDistrict) for eligibility requirements and details.

Note: Answers cannot be saved for update later. The form must be completed in one sitting. It is recommended that applicants use a program such as Microsoft Word to work on first drafts before copy/pasting final answers into the form.

CREATED

IP ADDRESS

PUBLIC  
Mar 9th 2023, 7:34:02 am



\* Date of Application

03/09/2023

\* Applicant's Name

VICTORIA MARSCHNER

\* Applicant's Address

\* Email Address

\* What is your age range?

65 or older

\* Which race or ethnicity do you identify with most?

White

\* Why are you interested in serving on the Library District Board of Trustees?

i believe that a robust library is essential for a strong democracy, successful education system and an informed community. I served as Treasurer on the Boulder Library Foundation for a number of years. And I read a lot so I need to have books to read.

---

**\* Do you have experience serving on a nonprofit or governmental board?**

---

I have served on the Board of Directors of a number of Nonprofits in the various roles from Board member to President. I served for six years for the City of Boulder Committee for allocating funds to health and education non profits.

---

**\* What skills do you have that you think this first board of trustees needs to get the library district up and running and set it on a path to success?**

---

I have a strong financial and accounting background as I am a CPA. I am also very familiar with the structure and financial requirements of special districts. I was a partner for a firm that did the accounting and auditing for a number of Special Districts.

---

**\* What personal characteristics make you a good fit for this initial Library District Board of Trustees? Please provide two examples.**

---

The best personal characteristics that I have for being on any board is that I am easy going and am able to work with almost everyone. I am also very organized and able to keep tasks and meetings focused on the long term goals.

---

**\* Describe an experience with group decision making that highlights your approach to collaborating on difficult topics.**

---

I was the President of the Colorado Music Festival during the time that it merged with another non profit. The merger was a solution for the two organization however, both sides were invested in keeping their ways the same. I facilitated the compromise on almost everything while still accomplishing a successful merger.

---

**\* The library proponents envision building an equitable library system for all patrons and residents. Share examples of what you have done previously around equity work, and how you would build an equitable library system to serve the plans of the library district.**

---

Working on the City of Boulder Health and Education committee that distributed city funds, I visited many of the non profits and saw the various demands for services and funds. I also served on the United Way Board and the committee that awarded funds to various applicants. Again, I visited many of the organizations and became more familiar with the groups of Boulder county that are striving to answer the needs of our community. While on the Boulder Library Foundation Board, the goal was to to provide wide range of experiences and services to the community at no or low cost.

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**\* Are you or any family member employed by the City of Boulder or Boulder County, have a contract with the City of Boulder or Boulder County, or serve on any board, commission, or advisory committee for the City of Boulder or Boulder County? If so, in what department, board, commission, or committee do you or your family member(s) serve?**

---

I am not employed by the City of Boulder or Boulder County in any capacity.



Boulder Library District Board Application

COMPLETE #27

Please submit your application on later than 5pm on Wednesday, March 29, 2023

Visit [Boco.org/LibraryDistrict](https://Boco.org/LibraryDistrict) for eligibility requirements and details.

Note: Answers cannot be saved for update later. The form must be completed in one sitting. It is recommended that applicants use a program such as Microsoft Word to work on first drafts before copy/pasting final answers into the form.

CREATED	IP ADDRESS
<div><div></div><div><div>PUBLIC</div><div>Mar 28th 2023, 3:13:30 pm</div></div></div>	<div></div>

\* Date of Application

03/28/2023

\* Applicant's Name

Cara O'Brien (formerly Schenkel)

\* Applicant's Address

Boulder  
CO  
80302  
United States

\* Phone Number

\* Email Address

\* What is your age range?

35 to 54

\* Which race or ethnicity do you identify with most?

White

**\* Why are you interested in serving on the Library District Board of Trustees?**

---

I have always loved libraries and would welcome the opportunity to help guide the Boulder Public Library system into its next chapter. I learned to read when I was three and ever since have sought both books and haven in libraries. When I was a child, I frequently maxed out the allowed number of checked out books. When I was a law student I virtually lived in the library; I studied there, I rested there, and I wrote there. As an adult, I continue to have a constant rotation of library books, both hard copy and electronic, checked out from the library. As important as the library is to me, I know it's even more important to people who utilize it for English-language and technology education, children's programs, and other resources. I think libraries tell you a lot about the communities they support, and I want to ensure the Boulder Library remains as vibrant and resource-full as it is today as it grows and evolves in the future. I was delighted to have the opportunity to work with the LDAC in 2021 and 2022 and would love to continue to help with the process now that the library district is becoming a reality.

**\* Do you have experience serving on a nonprofit or governmental board?**

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In 2021 and 2022 I served on the Library District Advisory Committee (LDAC)

**\* What skills do you have that you think this first board of trustees needs to get the library district up and running and set it on a path to success?**

---

I understand that many of the first steps in setting up the library district will involve the negotiation of contracts, with the city of Boulder and library employees, among others. I have been practicing law since 2012 and in the last six years have focused my practice on negotiating contracts as part of a wide array of transactions involving the companies for which I have worked as in-house counsel. As such, I have developed both the practical and legal skills associated with negotiating contracts as well as skill in the collaboration and cooperation needed to successfully negotiate and close a contract.

**\* What personal characteristics make you a good fit for this initial Library District Board of Trustees? Please provide two examples.**

---

The two personal characteristics that make me most suited for the Library District Board of Trustees are, first, my ability to collaborate with other people and facilitate collaboration among a group and, second, my unflappable nature when working through difficult issues.

On the first characteristic, over the years I have developed strong skills working with people from all walks of life, listening to people's needs, and making sure people are heard and understood and that a group is then able to work together toward solutions. This is a skill that has served me well both professionally – first as a journalist and then as a lawyer – and personally, in that I have been able to provide a safe space for friends and family when they needed to work through problems.

On the second characteristic, I am frequently praised for my ability to stay calm under pressure and remain unflappable when I deal with stressful situations. This characteristic, too, has served me in both my personal and professional lives, whether it was supporting family through illness or floods or guiding business and legal teams through complex deal negotiations under tight deadlines.

**\* Describe an experience with group decision making that highlights your approach to collaborating on difficult topics.**

---

I have many years of experience negotiating complex business transactions for large corporations. In those situations, the tension lies in meeting the needs and priorities of everyone involved in the deal, whether they be the cost-consciousness of the customer, the procurement restrictions on either company, or the pressures on sales teams to close deals. I have found that coming to the table first with the goal of hearing out each of the parties to fully understand their needs, concerns, and priorities allows for smoother conversations and negotiations as the group moves forward. This approach allows everyone involved to feel they are working toward a common goal and has the added benefit of narrowing the scope of issues at the outset to those that actually matter to the parties involved.

**\* The library proponents envision building an equitable library system for all patrons and residents. Share examples of what you have done previously around equity work, and how you would build an equitable library system to serve the plans of the library district.**

---

Equity was a strong theme that drove the decision-making of the LDAC. Additionally, in my professional capacity, I have frequently participated in internal discussions and groups associated when assuring that the voices of women were heard in the typically male-dominated spaces of both law and technology. I believe a strong library is one that supports the development of every member of a community and this ethos would be a fundamental driver in the work I would do as part of the Library District Board of Trustees.

**\* Are you or any family member employed by the City of Boulder or Boulder County, have a contract with the City of Boulder or Boulder County, or serve on any board, commission, or advisory committee for the City of Boulder or Boulder County? If so, in what department, board, commission, or committee do you or your family member(s) serve?**

---

N/A

# Boulder Library District Board Application



COMPLETE

 #28

Please submit your application on later than 5pm on Wednesday, March 29, 2023

Visit [Boco.org/LibraryDistrict](https://Boco.org/LibraryDistrict) for eligibility requirements and details.

Note: Answers cannot be saved for update later. The form must be completed in one sitting. It is recommended that applicants use a program such as Microsoft Word to work on first drafts before copy/pasting final answers into the form.

CREATED	IP ADDRESS
<div><div></div><div><div>PUBLIC</div><div>Mar 28th 2023, 4:06:52 pm</div></div></div>	<div></div>

\* **Date of Application**

3/28/2023

\* **Applicant's Name**

Joseph “Joe” Pezzillo

\* **Applicant's Address**

Boulder  
CO  
80304  
United States

\* **Phone Number**

\* **Email Address**

\* **What is your age range?**

35 to 54

\* **Which race or ethnicity do you identify with most?**

White

**\* Why are you interested in serving on the Library District Board of Trustees?**

---

I am a 35 year resident of Boulder who seeks to find ways to give back to the community that has been so good to me for so long. Of all the many parts of the city that I care about, the Library and this opportunity feel perfectly suited to my personal interests and professional experience.

Professionally, I have worked in information technology since the early 90s, including: three years at the Apple Electronic Media Lab here in Boulder; I started one of the earliest internet radio companies; worked for an internet radio search engine company; built software to collect large volumes of information from the internet that was used by government information publishers, universities and forensic accountants; developed one of the first iPhone applications for a major U.S. bank; and most recently built a company that powered push notifications for news broadcasters and sports leagues that we ultimately sold to Oracle.

Personally, I have many interests that intersect with the library, as a parent, as an amateur book, music and art collector, as a fan of the maker movement, live performances, movies and eclectic exhibitions, and as an autodidactic lover of history.

**\* Do you have experience serving on a nonprofit or governmental board?**

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Yes, for the last 15 years I have been a board member of the Denver Area Educational Telecommunications Consortium (DAETC), skills from which I'll detail in the skills question that follows. I also served on the City Counsel special committee on the future of community access TV in the mid-2000s.

**\* What skills do you have that you think this first board of trustees needs to get the library district up and running and set it on a path to success?**

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In my role on the board of DAETC I have worked extensively on governance and operational matters including work on bylaws, operating agreements, budgets and philanthropy. I believe those are some of the foundational skills that are needed to help structure and guide the new library district and position it for success. While not a lawyer, I have worked with lawyers over the years and am comfortable reading/revising all manner of governing documents, agreements and contracts and work comfortably alongside counsel to ensure such matters are handled competently and completely. I also generally consider myself a "people person" who gets along with people from all walks of life which I'll share more about in the next section.

**\* What personal characteristics make you a good fit for this initial Library District Board of Trustees? Please provide two examples.**

---

As mentioned, I consider myself an outgoing, gregarious person who is able to interact with and enjoy the company of all types of people.

As a parent, citizen and volunteer (not to mention as an employer and manager) I have worked and interacted with a wide range of people and personalities.

As one example, I was a regular volunteer at KGNU for more than 20 years in both on- and off-air capacities that required engaging with hundreds of people on a weekly basis.

As another, I was an organizer and chosen spokesperson and for a local group that championed the use of paper ballots in Boulder County and the state of Colorado, Citizens for Verifiable Voting. In this role I had to balance requirements and input from opposing viewpoints to present a unified message to local and state political leaders and the press and public at large.

**\* Describe an experience with group decision making that highlights your approach to collaborating on difficult topics.**

---

I can think of many examples from the business world where these types of decisions need to be made constantly and in such a way that teams can and will rally behind the decisions to achieve success, but I think a better example comes from my time as a volunteer at KGNU.

As you may know, KGNU started in Boulder with a limited FM signal. I was part of the committee at the station involved in the decision to purchase an AM frequency in Denver to help the station expand to serve both a larger geographic region but also new community groups.

The decision to purchase the AM signal was not universally supported for several reasons, including the cost, which greatly exceeded the station's annual budget with unclear returns, and the desire of some to limit the station's audience to the historical boundaries of the Boulder community.

Ultimately the station decided to buy the AM signal and I think it was the right decision (for both Boulder and Denver audiences), but it was not without a great amount of collaboration among the different internal factions and making a strong case for the potential upsides of the expansion and making sure that the concerns of everyone were articulated and heard by all.



**\* The library proponents envision building an equitable library system for all patrons and residents. Share examples of what you have done previously around equity work, and how you would build an equitable library system to serve the plans of the library district.**

---

I have participated in multiple trainings in DEI initiatives over the years in both corporate and non-profit contexts, but I believe what's important is to think about not just the standard meaning of the term, but its practical application in the library environment and community at large, the diversity of the types of library users across age, socio-economic status, ability, parental status and more.

These issues affect not only the physical library facilities but the "future of libraries" aspects including digital divide issues, and as shown by the pandemic and other recent events, how the community interacts with meeting spaces, performance/exhibit spaces and maker spaces in addition to the core collections and at-home digital services such as Kanopy.

I am also very concerned about the rise of attacks on libraries and freedom of speech issues that seem to be growing nationwide and would want Boulder to be a strong champion for equity and representation of all voices in these issues as well.

**\* Are you or any family member employed by the City of Boulder or Boulder County, have a contract with the City of Boulder or Boulder County, or serve on any board, commission, or advisory committee for the City of Boulder or Boulder County? If so, in what department, board, commission, or committee do you or your family member(s) serve?**

---

No/none



Boulder Library District Board Application

COMPLETE #15

Please submit your application on later than 5pm on Wednesday, March 29, 2023

Visit [Boco.org/LibraryDistrict](https://Boco.org/LibraryDistrict) for eligibility requirements and details.

Note: Answers cannot be saved for update later. The form must be completed in one sitting. It is recommended that applicants use a program such as Microsoft Word to work on first drafts before copy/pasting final answers into the form.

CREATED	IP ADDRESS
<div><div></div><div><div>PUBLIC</div><div>Mar 20th 2023, 9:12:35 am</div></div></div>	<div></div>

\* Date of Application

March 20, 2023

\* Applicant's Name

Peter L Pollock

\* Applicant's Address

\* Email Address

\* What is your age range?

65 or older

\* Which race or ethnicity do you identify with most?

White

**\* Why are you interested in serving on the Library District Board of Trustees?**

---

I want to help realize the opportunities and help face the challenges that will come with the birthing of the Boulder Library District. I believe I have a skill set that could be very helpful in setting the library district up for long-term success.

The question of whether a library district should be formed has been answered. But given the relative closeness of the election, at least by Boulder standards, it is also clear that there are still many skeptics. As we transition from campaigning to governance, it will be important to get the details right, and build community confidence. As Mario Cuomo famously observed: “You campaign in poetry. You govern in prose.”

I served on the Library District Advisory Committee (LDAC) the latter part of 2021 and early 2022, and I got a good look at the specific issues that will need to be resolved through the intergovernmental agreement (IGA) negotiation. I was helpful in dealing with questions regarding district boundaries and relationships with surrounding communities; the property, buildings, and land at play; and the importance of the policy framework as laid out in the Boulder Valley Comprehensive Plan.

In addition to dealing with the particulars of the IGA, the Trustees will need to engage the community. This means building trust, perhaps especially with those who opposed district formation, by opening lines of communication and dealing fairly with any concerns. The district’s by-laws will be important in documenting the processes of the district, and also its values. The budget, and the process by which it is developed, must reflect those values, and be transparent to all. And the Library’s 2018 master plan goals, initiatives, and associated timelines will need to be updated.

I see libraries as an essential part of our civic “architecture.” Doing the work, building trust, sharing successes, and working through problems: I am ready to do those things.

**\* Do you have experience serving on a nonprofit or governmental board?**

---

I have extensive experience with nonprofit and governmental boards, but primarily from the perspective of professional staff.

- In the late 1970’s I was appointed to Boulder’s energy task force as a citizen member.
- As a member of the city of Boulder planning staff, I directly served as the staff liaison to the Landmarks Board and its design review committee for about five years; and over my 25-year career with the city I presented often to other city boards, the City Council, and the Board of County Commissioners. As Boulder’s planning director for about 7 years, I oversaw the functioning of the Landmarks Board and its design review committee, the board of zoning adjustment, the design advisory board, and of course the planning board. As defined in the Charter, the planning director serves as the secretary to the planning board, a role I took seriously, attending all of their meetings.
- As manager of western programs for the Lincoln Institute of Land Policy, I helped found, fund, and lead three networks: the Intermountain West Funders’ Network; the Consortium for Scenario Planning, and the Network for Landscape Conservation.
- As mentioned before, I was a member of the Library District Advisory Committee, appointed by Boulder City Council in 2021.

**\* What skills do you have that you think this first board of trustees needs to get the library district up and running and set it on a path to success?**

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- I am an accomplished urban and environmental planner. After my graduate education in environmental design at UC Berkeley, I came to Colorado in 1978 and was the first urban planner at the National Renewable Energy Lab. For three years I promoted the use of energy conservation and renewable energy in communities across the country. Starting in 1981, I served 25 years with the city of Boulder planning department, the last seven as director of the department. From 2006 to 2018 I managed western programs for the Lincoln Institute of Land Policy, where I worked on climate resilience, collaborative landscape conservation, scenario planning tools, and peer to peer learning for planning directors.
- I am personally familiar with the library system. When I arrived in town in 1978, the library system consisted of the main library, the Carnegie library, and the George Reynolds branch. I was in the planning department in 1988 when the question of whether to expand the main library downtown or expand in the Boulder Valley regional center was debated and voted upon. I was involved in securing space for the Meadows Branch Library, opened in 1989. For both the North Boulder branch and the potential Gunbarrel corner library, I was involved in the subcommunity and area planning that laid the groundwork for these improvements.
- I am a good communicator, including writing and speaking. I also have the ability to listen closely to conversations at a range of scales and offer up helpful summations of interests and positions.
- I am good at building relationships because I look beyond any contentious issue at hand and assume the best of intentions. I respect the right of anyone to disagree with me, and don't think any less of them for it.
- I have deep knowledge of civics and its "architecture." This is particularly true of our local context, but also nationally. This includes governance and organizational structures, budgeting and funding, taxation, regulation, planning, and the roles and inter-relationships between cities, counties, districts, and the state and federal government
- I have hands-on experience with the planning, financing, regulation, construction, and operations and maintenance of buildings and infrastructure.
- I am an experienced facilitator and negotiator. In particular, I have been involved in intergovernmental negotiations between the city of Boulder and Boulder County on the Boulder Valley Comprehensive Plan, and with property owners and developers for annexation and development agreements.

**\* What personal characteristics make you a good fit for this initial Library District Board of Trustees? Please provide two examples.**

---

I act with integrity.

In public life I think it's critical to always act with integrity; to be honest, transparent, and consistent with the expressed values of the government you serve. This is also called out as a value in the library master plan, where the library acts as stewards of the public's trust, committed to service that is transparent and consistent with law and policy.

Many times public servants are put in a position where no one is satisfied. City planners are asked to review developments for consistency with community standards. That can be personally challenging because rarely is anyone pleased: the neighborhood often doesn't want change, the developer doesn't really want to be in the review process, and the decisionmakers may hope for something that doesn't just meet our standards, but exceeds them. I have found that I need to keep my eyes on the values of the community as expressed in its plans, policies, and laws, and to act with honesty and transparency.

I solve problems.

Government has to continually meet new challenges. Often our means to deal with these challenges can be outmoded. This can sometimes lead to a failed effort to meet the challenge, but should also be seen as an opportunity to improve.

One example for me was the challenge of siting a homeless shelter in Boulder. The original application for the use of a building along Broadway (adjacent to the site where New Vista High School sits) ran into a political buzzstorm of outraged parents of students from Baseline Middle School and was denied. A major contributor to the problem was a land use code that was ill equipped to deal with the compatibility questions that were raised, and the general lack of zoning districts where a shelter could even be contemplated. We proceeded to fix the broken code with an inclusive community process that started with the premise that there must be somewhere in Boulder where a homeless shelter is allowed. It sometimes takes more effort to achieve community goals than simply asking others to solve the problem.

**\* Describe an experience with group decision making that highlights your approach to collaborating on difficult topics.**

---

I have been involved in many, sometimes contentious, projects here in Boulder. For example: creating a local wetlands protection law, reviewing and then developing new land use regulations for the siting of a homeless shelter, and deciding whether to proceed with a solid waste composting facility and fire training facility on Valmont Butte.

I conceived of my role as helping the community achieve important goals by taking action, (which sometimes means no action, as was the case for Valmont Butte.) Because people in Boulder care so deeply, and are very smart, we can sometimes get caught in analysis paralysis and spin unproductively.

I find that a well-designed, deliberative process helps bring people to solutions. The process outlined below isn't taken from any one project, but based on my cumulative experience:

1. Pre-brief (What is the problem we are trying to solve. What are the important precedents? What policies and laws apply? Who are the important voices to consult?)
2. Get direction from the decision makers.
3. Break the problem into pieces if you can.
4. Be clear about the process: What are the steps? Who will make the decision, and how? Where does the public come in?
5. Identify options and analyze them against important criteria.
6. Along the way, actively seek input from many perspectives to determine important areas of agreement and disagreement.
7. Decide, and revisit as necessary.
8. Debrief

**\* The library proponents envision building an equitable library system for all patrons and residents. Share examples of what you have done previously around equity work, and how you would build an equitable library system to serve the plans of the library district.**

---

The library is one of our best avenues for creating a more equitable community. The 2018 library master plan emphasizes the need for the library to focus on people: showing respect, welcoming diversity, and creating inclusive access to its resources. Specific groups of people, who have been marginalized in the past, are called out for special treatment: low-income, youth, seniors, community members with special needs, and Latinx community members. The library district must continue along this path.

Expanding the geography of library services will give us an opportunity to further broaden community equity goals. The district will need to assess how the addition of diverse new areas, like unincorporated Gunbarrel, Eldorado Springs, Marshall, Lake of the Pines, and mountain communities like Gold Hill and Sugarloaf, will affect its service goals.

In my professional life I have worked on creating opportunities for the inclusion of diverse groups of people in long range planning efforts. From the award winning 1993 integrated planning project, to area planning efforts, such as the North Boulder Subcommunity Plan, to regulatory reform projects, I led teams who explicitly worked to expand community engagement in our planning efforts.

The Valmont Butte project, where the City's proposed solid waste composting facility and fire training center were under review, included a Tribal consultation as a key element of our community engagement. After leaving the city of Boulder, I continued to include the tribes in networks built by the Lincoln Institute, including for large landscape conservation and the future of water in the Colorado River Basin.

**\* Are you or any family member employed by the City of Boulder or Boulder County, have a contract with the City of Boulder or Boulder County, or serve on any board, commission, or advisory committee for the City of Boulder or Boulder County? If so, in what department, board, commission, or committee do you or your family member(s) serve?**

---

No



Boulder Library District Board Application

COMPLETE #12

Please submit your application on later than 5pm on Wednesday, March 29, 2023

Visit [Boco.org/LibraryDistrict](https://Boco.org/LibraryDistrict) for eligibility requirements and details.

Note: Answers cannot be saved for update later. The form must be completed in one sitting. It is recommended that applicants use a program such as Microsoft Word to work on first drafts before copy/pasting final answers into the form.

CREATED	IP ADDRESS
<div> PUBLIC Mar 16th 2023, 2:17:36 pm</div>	<div></div>

\* **Date of Application**

03/16/2023

\* **Applicant's Name**

M. Sue Pullin-Black

\* **Applicant's Address**

\* **Email Address**

\* **What is your age range?**

65 or older

\* **Which race or ethnicity do you identify with most?**

White

\* **Why are you interested in serving on the Library District Board of Trustees?**

Libraries have been my favorite places, since I was a child. I volunteered in High School. worked in the Pharmacy Library in College, volunteered at Foothill Elementary, in Boulder, when our son attended school, there. The future of the Boulder Library is very great importance, and I hope that it will continue to be the valuable asset to our community that I have enjoyed since I moved her from MS in 1973. Libraries are necessary for the mental health of any town.

**\* Do you have experience serving on a nonprofit or governmental board?**

---

My life, since High School, has always included volunteer organizations, in elected positions of service. They have included National Cancer Society, Red Cross, Student Pharmacy Assoc., Hospital Pharmacy Assoc., Women of the Church, P.E.O., D.O.K, and other volunteer organizations. My work on the Organ Donor Bank in Denver, while I was a member of Junior League was most fulfilling; I gave presentations to many civic groups, with informative speeches and slide presentation.

Yes, I have had leadership positions in several nonprofits.

**\* What skills do you have that you think this first board of trustees needs to get the library district up and running and set it on a path to success?**

---

The major skill that I would bring to the board is an enthusiasm for the positive future of our library system. As a retired pharmacist, I have scientific knowledge, and am very detail oriented. As a community volunteer, I have organized many projects: fund-raising, service and management of funds to benefit the appropriate causes.

Boulder is my home, and I want our library to reflect the population of my beloved city. We are many parts: old Boulder, campus Boulder, diverse Boulder, caring Boulder, and so many others.

**\* What personal characteristics make you a good fit for this initial Library District Board of Trustees? Please provide two examples.**

---

My personality is outgoing, but, I can be reserved, if needed.

I enjoy public speaking, and feel very strongly about the success and future of our library system.

**\* Describe an experience with group decision making that highlights your approach to collaborating on difficult topics.**

---

When faced with decision in a group, (unnamed), of which I was President, we decided on projects that fit the desires and needs of the group, as a whole. I was able to put my desires aside, and convince members to choose project(s) that fit the mission of our group.

**\* The library proponents envision building an equitable library system for all patrons and residents. Share examples of what you have done previously around equity work, and how you would build an equitable library system to serve the plans of the library district.**

---

The mission of groups in which I have volunteered have included all ethnic groups, and we have been especially aware of the needs of the diverse population.

In my career as a pharmacist, equity among employees was always my goal. While I did not serve in management, I often was the training pharmacist. So, it was part of my job to welcome and help persons of all background to feel comfortable in their new job.

**\* Are you or any family member employed by the City of Boulder or Boulder County, have a contract with the City of Boulder or Boulder County, or serve on any board, commission, or advisory committee for the City of Boulder or Boulder County? If so, in what department, board, commission, or committee do you or your family member(s) serve?**

---

No



# Boulder Library District Board Application



COMPLETE

 #22

Please submit your application on later than 5pm on Wednesday, March 29, 2023

Visit [Boco.org/LibraryDistrict](https://Boco.org/LibraryDistrict) for eligibility requirements and details.

Note: Answers cannot be saved for update later. The form must be completed in one sitting. It is recommended that applicants use a program such as Microsoft Word to work on first drafts before copy/pasting final answers into the form.

CREATED	IP ADDRESS
<div><div></div><div><div>PUBLIC</div><div>Mar 26th 2023, 4:28:21 pm</div></div></div>	<div></div>

\* **Date of Application**

3/26/2023

\* **Applicant's Name**

Joanna Rosenblum

\* **Applicant's Address**

Boulder  
CO  
80304  
United States

\* **Phone Number**

\* **Email Address**

\* **What is your age range?**

65 or older

\* **Which race or ethnicity do you identify with most?**

White

**\* Why are you interested in serving on the Library District Board of Trustees?**

---

I am a big believer in the value of vibrant libraries. My main interest in serving as a Trustee is to roll up my sleeves and do the work needed to set this new district up for success. I want to ensure that it has effective governance mechanisms, a meaningful mission and vision, dynamic community engagement and outreach, and the processes to help balance the launching of new initiatives with investments that keep the foundation of the library strong and resilient. I certainly don't have the answers of what all of this looks like, but I have dealt with these issues both in my professional career and my volunteer activities, and I believe that I have tools and processes to help the Board get there. I am hoping that you will consider me for one of the shorter terms. Ideally, I'd like to be on the Board for a couple of years to help get it up and running, and then cede my seat to another member of the community.

**\* Do you have experience serving on a nonprofit or governmental board?**

---

I retired from a Corporate 50 company as a General Manager and Vice President in charge of one of its divisions. In that capacity, I was exposed to a multitude of governance issues and trained extensively on how to approach them. In my post-retirement life, I have served on multiple Boards including:  
 Colorado Public Radio: Board Vice Chair, Strategy Committee Chair, Finance Committee, DEI Committee, Community Advisory Board Chair, volunteer  
 Boulder Ensemble Theater Company: Board Vice Chair, Development Committee Chair, Finance Committee  
 SCORE Denver (non-profit small business consulting): Board Vice Chair, Finance Committee, Consultant  
 Boulder Library Foundation: Board Member  
 I was also a member of the Library District Advisory Board

**\* What skills do you have that you think this first board of trustees needs to get the library district up and running and set it on a path to success?**

---

The skills I have that would be most valuable to launching the Library Districts include:

- Knowledge of Governance Models, Tools and Best Practices
- Budgeting
- Strategic Planning
- Benchmarking
- Metric Setting
- Finance
- Community Engagement
- Contract Negotiation

**\* What personal characteristics make you a good fit for this initial Library District Board of Trustees? Please provide two examples.**

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The first characteristics that come to mind is my ability to transfer experience and learnings from one situation to other seemingly unrelated situations. An example is in 2021, the management team of an organization I was affiliated with received very bad feedback on the organization's DEI culture from the employees. The feedback was so swift and candid, and at such odds with management's perception of the organization, that the feedback felt like a personal rebuke to the management team. They called an emergency session with the Board to get some coaching on what to do. As I listened to their account of the feedback, I recognized similarities to how I felt the first time I was called on the carpet by a large corporate account for messing up a service delivery. It felt pretty awful. I also remembered that over time, I discovered that if we responded quickly and effectively to a customer complaint, the customer's trust in our service actually improved. In fact, they became some of our most loyal customers because they trusted that we would make it right if something went wrong, as it inevitably would from time to time. I shared this observation on the call with the management team and it changed the focus of the meeting. Instead of getting stuck on how surprised they were to get the feedback, we started brainstorming on how to respond and meaningfully engage the employees. We ended the session with the commitment to organize an empowered, cross-organizational task force to put together an action plan to address the employee issues and the funding to hire an outside consultant steeped in equity issues to guide the team and educate the organization. That task force has now been elevated to a standing committee and they continue to hammer away at the issues. The changes that have been implemented over the last couple of years have been meaningful and progress has been made. So while I have minimal experience with government entities and my knowledge of libraries is mostly based on my experience as a patron, I am confident that there will be times that I can apply my experiences from the tech industry and from the non-profit boards on which I've served and glean best (and worst) practices that are relevant to the new Library District.

Another personal characteristic that will be helpful is that I have a high attention to detail. By nature, I come to meetings having reviewed the material and documented my questions. In my career, I spent four years working on the Mergers and Acquisition team where this trait was very valuable. We always went into a negotiation wanting to make the deal work. I learned how to read contracts, how to work with lawyers and how to listen carefully to the other party so we could find satisfactory compromises and keep our forward momentum. I learned how to separate the really important details from the ones that were interesting but not really consequential to the deal structure. I think that some of the activities during the first years of launching the Library District will involve working through a variety of issues at a level of mind-numbing detail, and I would happily sign up to be on that team.

**\* Describe an experience with group decision making that highlights your approach to collaborating on difficult topics.**

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Four years ago, one of the Boards I served on was presented with the opportunity to acquire another organization that was tangentially in the same market as our organization. As I listened to management's presentation, I could see a number of reasons to move forward with the acquisition. The organization in play had a solid base in a demographic with which we struggled to make inroads. They had a much stronger digital platform than we did. They had a small but very talented and diverse staff that we could leverage. To me, the deal presented an opportunity to quickly and cost-effectively address some of the things that needed to be done to meet our long-term goals. As we went around the table giving our opinions about the deal, I was surprised to find myself very much in the minority. Most of my colleagues felt that the acquisition would be a distraction for our management team which already had its hands full executing our strategic plan. From their perspective, it was a highly risky move with the potential to leave us in a worse position over the long term.

The Board got through this issue when we stopped promoting our individual perspectives and started discussing why we were evaluating the risk so differently. That led us to a discussion about what it would take to make the deal work. Was it possible to mitigate the short-term risks of making the acquisition and shore up the potential to reap the long-term benefits? We came up a list of things we'd like management to address before we approved the deal. For example, how would they retain and leverage the new staff? Would they rebrand the acquired organization or keep the brands separate? How would they ensure that the acquired digital platform would be successfully leveraged post-acquisition? We came up with about ten big questions which we turned over to the management team to answer. The next month management came back with a much better thought-out integration plan and more clarity on how the new organization could enhance the existing organization.

The Board conflict dissipated as we were given additional data and a plan that made success seem much more likely than failure. If the management team had failed to come up with a solid plan, the Board would have had consensus on turning the deal down. This exercise also identified critical terms that needed to be included in the deal that hadn't been identified in the initial discussion. The key in bringing the Board back together was identifying how differing assumptions were driving different conclusions about the deal and then getting information to test and ultimately align the assumptions.

**\* The library proponents envision building an equitable library system for all patrons and residents. Share examples of what you have done previously around equity work, and how you would build an equitable library system to serve the plans of the library district.**

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I haven't been in an organization where inclusiveness wasn't a core value, but it wasn't until 2021 that it got real. I was on two Boards at the time, and both organizations required Board training and encouraged participation in community sessions on EDI, both of which I did. However, I quickly realized that I was way behind the line in terms of really understanding the issue and it honestly made me very uneasy. As a result, I invested a significant amount of time reading and listening to other people's experiences of what it's like to live in our country when you're not white. It took a lot of work, but I started to recognize a multitude of systemic biases that had been clearly visible but easily ignored. I became very comfortable with the voices of people demanding change and the way they expressed their reality.

As my organizations started to tackle the issues, I pretty much kept in listening mode and took more of a support role. I was on the Finance Committee in both organizations and as plans emerged, I worked on shuffling the budget so the new plans could be implemented and worked on fundraising when the budget couldn't accommodate new expenses. I wasn't in the mix on putting together the plans – that was rightfully led by others. I was, however, able to help figure out how to operationalize those plans.

This experience has got me thinking about EDI goals may necessitate flattening hierarchical organizational structures. Here are a few thoughts I've been kicking around for the Library District based upon this experience:

- Giving community members a voice in what services the Library provides and how it operates is critical. Ultimately, I believe that the Trustees are accountable to the taxpayers and the Trustees should make sure that they understand what the taxpayers want. This means that the Library can't just tell the community about what it's doing, but must listen and internalize what different parts of the community want.
- One of the biggest governance challenges for the Trustees is that there are only seven members. This makes it difficult to form Board Committees to work with staff in key operational areas such as Finance. It also makes it virtually impossible to have a Board that reflects the community as there are more community segments than there are Trustee slots. It is probably not realistic that the Board of Trustees can get adequate community representation through the composition of the Board alone.
- A potential vehicle to address this challenge is to supplement the Board with non-Trustee committee members and to establish both standing and ad hoc Community Advisory Boards (CABs) to give input on specific projects or activities, such as the Gunbarrel branch or a major revamp of a key service like the literacy program.
- While the Board Committees are pretty straightforward, CABs can be tricky. Well run ones are extremely effective, but they often take years to build. The CAB members need to be truly engaged with the Library in order to be motivated to volunteer their time. However, if you want to include voices from different parts of the community, you can't count on members from that community to spontaneously volunteer. Often you have to develop relationships within the community and then recruit members to join your CAB. That takes resources and time. Given the magnitude of this effort, recruiting volunteers would need to be a joint effort between the Trustees and Library Staff so the Library could cast as wide of a net as possible. In other words, it would be a core activity of the entire organization, with a funnel and metrics.
- To supplement this, the Library needs to continue to invest in community engagement. My impression is that the Library is dedicated to inclusiveness and actively seeks partnerships to reach various segments of the community. To make this investment as fruitful as possible, the Library might benefit from benchmarking with other libraries to glean best practices in community engagement.
- The Library must be thoughtful in how it defines its "diversity". It might encompass race, socioeconomic status, age, geographical location, etc., and some strategic decisions may also need to include things like degrees of fiscal conservatism as not all of the taxpayers will support an expansive Library. At the end of the day, the goal should be to give voice to all community members so the Library reflects the values of the community to the best of its ability. No one group gets everything it wants but each member should be able to see where their perspectives impacted the final outcome.
- If the Library embraced the CAB concept, I would want to ensure that mechanisms are in place to ensure that the CAB inputs actually impact what is implemented. This has implications for staffing that may ultimately limit the number of CABs that are launched and the number of projects that are pursued. However, a toothless Advisory Board is not a good use of the members' time. While the CABs will be defined and organized by staff, the CABs should have regular face time with the Board of Trustees so the Trustees can hear their thoughts unfiltered.
- If the Library were successful in bringing non-Trustees onto Board Committees and Advisory Boards, it would have the additional benefit of building a diverse pipeline for future Trustee candidates who would be highly qualified to join the Board.

These are just ideas, not definitive proposals. It is an ambitious vision not at all easy to pull off and the time, effort and risk may be too much for the new District. However, if I'm a Trustee, I would definitely want to put them on the table and see where the discussion takes us.

**\* Are you or any family member employed by the City of Boulder or Boulder County, have a contract with the City of Boulder or Boulder County, or serve on any board, commission, or advisory committee for the City of Boulder or Boulder County? If so, in what department, board, commission, or committee do you or your family member(s) serve?**

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No

Boulder Library District Board Application

COMPLETE #21


Please submit your application on later than 5pm on Wednesday, March 29, 2023


Visit [Boco.org/LibraryDistrict](https://Boco.org/LibraryDistrict) for eligibility requirements and details.

Note: Answers cannot be saved for update later. The form must be completed in one sitting. It is recommended that applicants use a program such as Microsoft Word to work on first drafts before copy/pasting final answers into the form.

CREATED

IP ADDRESS

 PUBLIC  
Mar 24th 2023, 2:18:59 pm



\* Date of Application

2023-03-24

\* Applicant's Name

Andy Sayler

\* Applicant's Address

Boulder  
CO  
80304  
United States

\* Phone Number

\* Email Address

\* What is your age range?

25 to 34

\* Which race or ethnicity do you identify with most?

White

\* Why are you interested in serving on the Library District Board of Trustees?

I've been a user of the Boulder library system for many years and live near the planned North Boulder library branch. I was active in the campaign to form the Library District, and would welcome an opportunity to join the inaugural Board of Trustees to assist with the transition to the library district model. My professional background is in technology, information security, and privacy, and as libraries continue to transform to provide a wide range of digital resources to their patrons, I believe my skill set would be well suited to assist the new district. I am excited to see what the library can do to serve all facets of our community as it transitions to the district model, and would be honored to lend my skills and expertise to assist with this transition.



**\* Do you have experience serving on a nonprofit or governmental board?**

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I am currently a member of the Silicon Flatirons Community Advisory Board (a CU Law-based organization that focuses on the future of law, policy, and entrepreneurship in the digital age). I am also a member of the Boulder Xcel Community Advisory Panel. In both of these roles, I have experience working with a diversity of board members to deliberate and advise on topics of interest to the group. I was previously the general manager of a non-profit radio station (WMFO) and have volunteered with a range of nonprofit efforts over the years.

**\* What skills do you have that you think this first board of trustees needs to get the library district up and running and set it on a path to success?**

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Having been involved with the library district campaign since the beginning of that effort, I am already fairly familiar with the goals and mechanics of how library districts operate. I also was responsible for all bookkeeping and digital operations of the campaign, skills that would serve the board of trustees well. In my professional career, I've led large teams (25+) to oversee major projects that impact thousands of employees and millions of users across the globe. I am also an expert in information technology, digital security and privacy, and would be happy to lend these skills to support the board as it considers the growing digital mission of our libraries. As an example of this sort of work, I assisted the Boulder Public Library in supporting a pandemic-era program to provide free wifi hotspots to families and individuals who lacked sufficient internet access, helping to enable these folks to stay connected to friends, work, and school during the early years of the pandemic.

**\* What personal characteristics make you a good fit for this initial Library District Board of Trustees? Please provide two examples.**

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I am a strong communicator and writer, and like to use that skill to distill complex topics to be approachable by a wide audience. As an example of these skills, please see this blog post I authored while serving as a security engineer at Twitter: [https://blog.twitter.com/en\\_us/topics/product/2020/stronger-security-for-your-twitter-account](https://blog.twitter.com/en_us/topics/product/2020/stronger-security-for-your-twitter-account). I also like to leverage these skills to teach, and have led open-to-the-public digital security courses at the Boulder Public Library in the past, as well as having taught a range of complex course topics during my time at CU Boulder.

**\* Describe an experience with group decision making that highlights your approach to collaborating on difficult topics.**

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When making decisions as a group, I value building consensus across a diverse range of stakeholders. As an example of this skill, in my professional job I routinely am asked to represent the interests and security of end users in discussions with other stakeholders about how we designed and architected digital systems. These discussions often involve competing equities (including monetization-driven business interests and the privacy rights of users), and I value my ability to work with other stakeholders to balance these equities in a way that also ensures the safety and security of platform end users.

**\* The library proponents envision building an equitable library system for all patrons and residents. Share examples of what you have done previously around equity work, and how you would build an equitable library system to serve the plans of the library district.**

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In my professional role, I have long worked to promote diversity in hiring and team composition. Given the tech sector's historic struggles in this space (and especially the diversity challenges within the security community), I have undertaken efforts to overhaul our interview and advancement process to better accommodate a wider range of backgrounds and experiences. These efforts successfully led to a significant increase in the diversity of our team over a multi-year period.

I have also advocated for equity concerns in my work as a member of the Boulder-Xcel Community Advisory Panel. This panel is focused on ensuring the city's partnership with Xcel aligns with the city's climate and energy goals. These decisions often involve tension between these goals and the costs of achieving them. We have taken an equity-focused approach to these discussions, and strive to ensure the costs of solutions we're pursuing do not fall disproportionately on those least able to pay.

Similarly, the library is a critical resource to the wider community, and we must ensure that it is setup to serve the entire community, from families, to retirees, to professionals, to those living in poverty or without stable homes. Ensuring the library can effectively serve all of these populations will be a critical task facing the district. I'd like to see the Trustees receive a wide range of input from different library users, and consider the needs of those users, when seeking to make equitable decisions in this space.

**\* Are you or any family member employed by the City of Boulder or Boulder County, have a contract with the City of Boulder or Boulder County, or serve on any board, commission, or advisory committee for the City of Boulder or Boulder County? If so, in what department, board, commission, or committee do you or your family member(s) serve?**

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I am a member of the Boulder/Xcel Community Advisory Panel.

# Boulder Library District Board Application

COMPLETE

#17


Please submit your application on later than 5pm on Wednesday, March 29, 2023


Visit [Boco.org/LibraryDistrict](https://Boco.org/LibraryDistrict) for eligibility requirements and details.

Note: Answers cannot be saved for update later. The form must be completed in one sitting. It is recommended that applicants use a program such as Microsoft Word to work on first drafts before copy/pasting final answers into the form.

CREATED

IP ADDRESS

PUBLIC  
Mar 20th 2023, 12:39:42 pm



\* Date of Application

03/20/23

\* Applicant's Name

Allison C Schwartz

\* Applicant's Address

\* Email Address

\* What is your age range?

35 to 54

\* Which race or ethnicity do you identify with most?

White

\* Why are you interested in serving on the Library District Board of Trustees?

My family and I are devoted BPL users. We live a few blocks from the Main Branch of BPL and visit multiple times per week. My children know the librarians, my middle schooler calls the teen room his favorite place and I personally am a current One Book, One Boulder Book Circle leader. The Boulder Public Library is deeply embedded in my life and the life of my family. I am thoroughly committed to making sure that the new Library District makes the Boulder Public Library even better than it is now.



**\* Do you have experience serving on a nonprofit or governmental board?**

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I am currently the Co-Chair of the Boulder JCC's women's programming board. We create and host dozens of community events per year, everything from hiking groups, book clubs, speaker series and community-building dinners. These events are open to the public and generally very well attended.

I've also been an active member of our local BVSD neighborhood school Parent Teacher Organization, including being on the interview committee for hiring a new school principal.

**\* What skills do you have that you think this first board of trustees needs to get the library district up and running and set it on a path to success?**

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I have an undergraduate degree in Writing & Rhetoric, so I have a keen eye for detail and the written word. I also have a J.D., and while I am not a member of the Colorado Bar, I do have a deep understanding of legal issues. I worked for a time at the 20th Judicial District in Boulder and have experience with Boulder County Judicial programs.

**\* What personal characteristics make you a good fit for this initial Library District Board of Trustees? Please provide two examples.**

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I'm a people-person. I genuinely enjoy getting to know people and work well with others. I'm generally easy-going, but not a push-over when it matters.

I'm confident. I'm not afraid to ask questions if I don't understand something. I feel equally comfortable in a room full of professors or a room of teenagers.

**\* Describe an experience with group decision making that highlights your approach to collaborating on difficult topics.**

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My JCC programming board recently hosted a speaker discussing her recovery from trauma and family mental illness. As a board, we had to carefully balance being protective of the speaker herself against the curiosity of the audience. Many in the audience wanted the speaker to answer questions about herself and her family that the speaker was not comfortable discussing. Rather than having a traditional Q&A, we asked audience members to write their questions on index cards and then screened out inappropriate questions before giving them to the speaker. We were able to protect the speaker and answer most of the audience's questions.

**\* The library proponents envision building an equitable library system for all patrons and residents. Share examples of what you have done previously around equity work, and how you would build an equitable library system to serve the plans of the library district.**

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As the co-chair of the women's programming board at the Boulder JCC, I've strived to create diverse programming. I understand that different people are comfortable in different settings, so I've made sure we offer some programming both outside and in small groups, as well as traditional larger events.

For the new Library District, a mobile library truck to bring access to underserved neighborhoods would be a great place to start.

**\* Are you or any family member employed by the City of Boulder or Boulder County, have a contract with the City of Boulder or Boulder County, or serve on any board, commission, or advisory committee for the City of Boulder or Boulder County? If so, in what department, board, commission, or committee do you or your family member(s) serve?**

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No.



Boulder Library District Board Application

COMPLETE #26

Please submit your application on later than 5pm on Wednesday, March 29, 2023

Visit [Boco.org/LibraryDistrict](https://Boco.org/LibraryDistrict) for eligibility requirements and details.

Note: Answers cannot be saved for update later. The form must be completed in one sitting. It is recommended that applicants use a program such as Microsoft Word to work on first drafts before copy/pasting final answers into the form.

CREATED	IP ADDRESS
<div><div></div><div><div>PUBLIC</div><div>Mar 28th 2023, 12:06:45 pm</div></div></div>	<div></div>

\* Date of Application

March 28, 2023

\* Applicant's Name

Daniella Shoshan

\* Applicant's Address

Boulder  
CO  
80304  
United States

\* Phone Number

\* Email Address

\* What is your age range?

35 to 54

\* Which race or ethnicity do you identify with most?

White

**\* Why are you interested in serving on the Library District Board of Trustees?**

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I'm interested in serving on the Library District Board of Trustees because reading and loving books has been the most impactful influence on who I am. My earliest memories are of my grandmother taking me to the library; watching her scour shelves of everything from novels to newspapers; her encouraging me to find favorite genres but always aim to borrow one outside-my-usual book. The libraries at my high school, college and graduate school were havens to me throughout my life, as well as how I got myself out into the neighborhood when I moved to new cities. Perhaps most significantly, my passion for being a reader is what led me to become a writer, and identifying as both has fueled my educational and professional pursuits, as well as my connection to and understanding of myself.

Besides this more personal affinity for and conviction of the power of reading, I'm drawn to the Library District Board of Trustees because I believe access to libraries and the services they provide is vital and transformative. I consider the library one of a rapidly dwindling number of public spaces that truly serves, connects and revitalizes, and establishes common ground. I would appreciate and enjoy the opportunity to support the city of Boulder, to collaborate with fellow trustees, and to apply my skills and spirit to the tasks at hand.

Lastly, I'm interested in serving on the Board because of the opportunity it presents to learn from those around me and to potentially grow with it, so that I might continue to add value over time and in meaningful ways. I do have more of a programmatic than a financial or acquisitions background, but I think my contributions to the collective could be additive and adaptive.

**\* Do you have experience serving on a nonprofit or governmental board?**

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I don't yet have experience serving on a nonprofit or governmental board, but I do have many years of experience working in nonprofits. As a Program Manager at an arts education nonprofit, and later as a Program Director at an education nonprofit, I gained various perspectives on how board members and trustees guide and govern quarter-to-quarter and year-to-year goals, and in turn, how this affects the day-to-day experience of employees and the population served. I also come from a theater background, in which small or emerging artistic companies I worked with were shaped and steered (some for better, some for worse) by the contributions and counsel of nonprofit board members.

**\* What skills do you have that you think this first board of trustees needs to get the library district up and running and set it on a path to success?**

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I have experience leading, creating and administering programming in a range of educational and artistic spaces, both in the nonprofit and for-profit sectors. Prior to managing and directing programs for young learners and adults alike, I assisted with or implemented them directly, having been everything from a volunteer in public school literacy initiatives, to an intern in theater companies, to a teaching artist and tutor designing curriculum.

In two previous professional roles I've held, I was responsible for leading rigorous, high-volume national recruitment efforts. While Program Director at a STEM-education nonprofit, I had to interview, select and onboard applicants for positions in a diverse array of under-resourced schools and learning spaces across the country. In this effort I had to pay particular attention to dynamics, team-building and "match-making" strengths and challenges so that I could ensure the educational partners' needs were appropriately met, and that I was pairing compatible team members who could effectively and beneficially work together. Years later, in my role as Director of an alternative arts and education day camp, I had to recruit, train and manage a staff of over 25 counselors, many of whom were working for the first time. Executing these initiatives with success while also cultivating positive relationships in the process required interpersonal and organizational skills which I think would be useful as the Library District Board seeks to hire and develop the necessary role-players to fulfill its obligations.

A particular charge of the previously mentioned nonprofit program was building capacity, an emphasis on establishing or redesigning infrastructures at urban schools and small organizations with the end-goal that they'd eventually evolve past the need for our program and governmental aid. To do this effectively, I had to problem-solve through a sustainable and adaptive lens, to look several steps ahead while still maintaining a keyed-in awareness of the immediate, and balance maximizing impact with the least amount of strain on resources. The demographics served by these programs were often differently abled, culturally diverse, or traditionally underrepresented. All of this experience feels applicable to the charges and landscape of the Library District.

Along with experience managing and tracking a large-scale budget; direct and considered communication skills; and aptitude in note-taking, summarizing information and maintaining consistency in messaging, I believe myself to have high emotional intelligence. I lead with empathy, and strive to be a sensitive and astute listener. I think these skills, too, have worth and relevance in the early stages of development for this new form of governance.

**\* What personal characteristics make you a good fit for this initial Library District Board of Trustees?  
Please provide two examples.**

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As a writer, I have a dramaturgical instinct and ability for identifying and remaining consistent to a narrative arc. I'm drawn to seeking out and defining beginnings, middles, and ends; discerning and then tracking, tracing and fine-tuning through-lines of thought; to weighing the roles and strengths of lead and supporting figures, and attuning to nuances of character. Viewing situations through a story lens – considering backstory and exposition, dot-connecting key catalysts for and contributions to the rising action, keeping the super-objective along with the conclusion in mind – aids in organizing and prioritizing necessary steps, and strengthens the dexterity and creativity of my thoughts. My innate sense for remaining true to a core narrative acts as a compass. I find that it also expands my perspective and allows me to toggle between chronological or more structured thinking, and remaining open to the potential for tangential discoveries or nonlinear approaches.

My academic and artistic background in theater arts has also equipped me with a “both/and” set of tools and traits for collaboration. At first, a playwright works in isolation or some form of solitude; later, a cooperative team is needed to realize the vision, further the story, and bring it to life. It's both an independently generative and creative venture, and a group effort; it's both carefully scripted and planned, and a product of spontaneous adjustments, adaptation, even improvisation. A playwright has to be able to discern when to hold firm and when to be more malleable; when an edit or rewrite is enriching and additive, and when it risks the integrity of the whole. My experiences in writing and rehearsal rooms, cross-discipline workshops, and behind-the-scenes of productions (some well-funded, some bare bones, a few conflict-fraught) mean that I'm able to give and receive feedback, navigate through differences of opinion or vision, and share the work of getting a project on its feet.

**\* Describe an experience with group decision making that highlights your approach to collaborating on difficult topics.**

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During my tenure with an alternative day camp, a group of regional Directors in the Silicon Valley and South Bay Area had to convene and make decisions about how to fairly share resources, collaborate on marketing events, and divide seasonal employee recruitment “territories” or pipelines. Each Director had their own set of priorities and preferences for what best benefited their individual site, not to mention different leadership styles and approaches to managing budget. Group discussions often involved contributing factors that make any collective decision-making tricky: ambition, self-interest, financial implications, communication mishaps, and unseen or underlying concerns that may not be expressed. In these meetings, I tried to rely on a personal practice of weighing and balancing needs and outcomes – sort of an internal costs/benefits analysis. What did I want out of that meeting or given discussion topic, specifically? What and who would that outcome serve, and to what end? Was it needed, beyond being wanted? Could there be opportunities for partnership or mutual gain? By doing some of this work within myself first, I gave time and space to listen to those around me, avoided (most times) reacting too quickly, and laid the groundwork for establishing the kind of working environment wherein when I did make a request, take the lead, or advocate more strongly, my colleagues took my input seriously, assumed positive intent, and trusted my intuition. Likewise, if I knew I wasn't the best voice to speak on something or that I had less “skin in the game,” I learned to step back or speak less, reserving energy and emphasis for matters that mattered more.

**\* The library proponents envision building an equitable library system for all patrons and residents. Share examples of what you have done previously around equity work, and how you would build an equitable library system to serve the plans of the library district.**

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Three examples of my experience with equity work come to mind:

The first involves an initiative I helped spearhead and launch while working part-time at a career services center during graduate school. It was called Clothing Closet, and was essentially a lending library of professional wear – slacks and skirts, blazers, ties, even dress shoes – so that job seekers who didn't have the means for or access to that kind of attire could borrow outfits in which they could interview. I wrote grant letters to obtain funding that could be used for dry-cleaning between returns and reservations, so that all borrowers could have access to the Closet at no personal cost. This experience taught me that creating an opportunity to level even one corner of the playing field is not only necessary but, sometimes, surprisingly doable; a "small" effort, the impact of Clothing Closet illustrated a simple and straightforward exemplification of equitable opportunity. Bolstering confidence, reflecting self-worth, and seeing and receiving others for their inherent potential and value costs very little, and shouldn't be afforded to only some.

A second instance involves the aforementioned STEM-education nonprofit program I directed, which partnered with AmeriCorps to increase the equity of access to STEM learning in under-resourced settings with the overarching aim of eradicating poverty through education reform. This meant not only securing grants for tools and tech, but also setting up systems, professional development training, and resource generation for sustainable and ongoing development of programs that could grow with the needs and populations of a teeming middle school in the San Fernando Valley, or a small rural library in Salmon, Idaho, or an after-school clubhouse in Baltimore. My work with these and other partners in this program, and the AmeriCorps organization on a governmental level, taught me that deeply entrenched issues of equity and disparity are not magically solved by a one-time donation, a shallow or temporary injection of "charity" or attention, but by authentic, immersive understandings of need, of values, of culturally relevant problem-solving and agency-building that community members are bought-into and legitimately served by.

A final example is just to briefly share my experience working for a for-profit corporation and serving on a team of colleagues seeking to establish company-wide DEI norms and practices. The process was painstaking, charged, and despite the task force's original good intentions, a frequently demoralizing undertaking. I wanted to include this because I think it's difficult but imperative to acknowledge that addressing, engaging with, unpacking and dismantling barriers to equity is often slow, sticky, stubborn and struggle-y. But we can't shy away from that, or use that as justification for shortcuts or glossings-over. And, I humbly but assuredly offer that I wouldn't.

I don't yet have a specific or strategic vision for exactly how the Board would build an equitable system, but it's crucial that it does and that's part of why I am interested in the role and invested in the Board's charges. In today's world/climate/culture, people in varying positions of power are quick to say they're sure they know The Way; or, they're at least convinced of The Absolute Wrong Way. It feels more rare for people to say, hey, I'm not sure, but I'm Absolutely Committed to Trying. And, importantly, I'll keep trying and learning, because the likelihood is that any Way forward is going to involve mistakes and return trips to the drawing board. That, too, is more rare: to not get distracted or immediately dismissive of an effort when progress is slow.

I don't want to speculate or pretend I know The Way towards equity in the library system, but my instinct is that it involves an initial stage of debrief, identification and same-paging around what is meant by equity, the obstacles to it, and the commitments going forward; early-stage listening to the library branches' day-to-day workers and/or voices from people directly engaging with the gamut of library users; an audit and examination of practices that have and have not worked in the past, challenges that have occurred or recur, previous successes, feedback from the community and/or relevant relationship stakeholders; an articulation of what's urgent and a corresponding timeline of whens and who's-needed-s in order to work towards deliverables or benchmarks; then, clear and considered alignment on longer-term goals around equity, and shorter or more medium term equity attainables; a communication and messaging blueprint, so that both internal and community audiences are appropriately informed and engaged; and throughout, a smaller sub-team or appointed Board member who regularly pauses and prompts check-ins tying back to the goals and intentions around equity agreed upon at the outset, as means of accountability and maintaining a mindful and meaningful pulse or temperature check.

**\* Are you or any family member employed by the City of Boulder or Boulder County, have a contract with the City of Boulder or Boulder County, or serve on any board, commission, or advisory committee for the City of Boulder or Boulder County? If so, in what department, board, commission, or committee do you or your family member(s) serve?**

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N/A



Boulder Library District Board Application

COMPLETE #30

Please submit your application on later than 5pm on Wednesday, March 29, 2023

Visit [Boco.org/LibraryDistrict](https://Boco.org/LibraryDistrict) for eligibility requirements and details.

Note: Answers cannot be saved for update later. The form must be completed in one sitting. It is recommended that applicants use a program such as Microsoft Word to work on first drafts before copy/pasting final answers into the form.

CREATED	IP ADDRESS
<div><div></div><div><div>PUBLIC</div><div>Mar 28th 2023, 10:09:41 pm</div></div></div>	<div></div>

\* Date of Application

March 28, 2023

\* Applicant's Name

Scott Steinbrecher

\* Applicant's Address

\* Email Address

\* What is your age range?

55 to 64

\* Which race or ethnicity do you identify with most?

White



**\* Why are you interested in serving on the Library District Board of Trustees?**

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I currently serve as a Library Commissioner, and the transition to a District means some significant changes that require strong people, especially in this transition stage, as many important policies will be determined that will impact the Library District for years into the future. Those policies and activities have to be done right the first time. I'm a very good Library Commissioner, and a positive force on all the boards that I've participated in the past.

I'd also put a plug in for the three other continuing Library Commissioners, if they have applied- Steven Frost, Benita Duran, and Sylvia Wierba. The four of us already have a working relationship with each other and with the Library Director and staff and we bring varying aspects of "diversity" to the Library Commission. In my case, I'm a "senior" and have a congenital hearing condition. We also understand the library and this familiarity will be important for the new Board of Trustees to coalesce quickly and get into those meaty discussions the new district will engage.

**\* Do you have experience serving on a nonprofit or governmental board?**

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Yes, I have a great deal of experience serving in such capacities. I served for seven years on the City of Lafayette Library Board, including two years as chair. I also was a City of Lafayette Planning Commissioner for ten years. Currently I serve on the Board of Directors of the University of Colorado Buffalo Bicycle Classic, the largest scholarship fund raising program in the state of Colorado and have just started my third year on the City of Boulder Library Commission. For the past two years I've served as one of two Commission Liaisons to the Boulder Library Foundation.

**\* What skills do you have that you think this first board of trustees needs to get the library district up and running and set it on a path to success?**

---

The Library District is a different animal than the Library Commission and many other appointed boards given the fiduciary, policy making and personnel responsibilities of District Trustees. Some of the skills necessary will be program evaluation, policy analysis, budget and finance, the capacity to ask good questions and project into the future. Some real estate background may be also useful given the questions related to the transfer of building assets to the Library District. The District trustees will be counted upon to work closely with the Library Director and library staff on the district budget, evaluate and approve personnel and other operational policies.

I possess many of those attributes from various work and volunteer experiences. I have reviewed library budgets while in Lafayette and from participating on a HOA Board of Directors. I teach public administration and policy concepts to international students. I've developed a strong capacity to listen, ask questions, and make projections from work on various boards and as a Planning Commissioner.

**\* What personal characteristics make you a good fit for this initial Library District Board of Trustees? Please provide two examples.**

---

I have vision and am pragmatic. I also am a good listener simply because I have to work harder at hearing things. Years ago, when studying to be a school administrator, the director of the program looked at me and said, "you are a scary person", upon hearing this I asked the director what she meant. She responded with, "you have something that most people don't have, you have vision, you see things". But along with this vision, which I bring to every board and group that I am involved, I bring pragmatism. This pragmatism stems from my policy background where one has to consider how to implement something and how it may be perceived by various constituent groups.

As the Chair of the Lafayette Library Commission the City Manager at that time called me about two internal candidates for our vacant Library Director position. I told him what I thought: one was better for the job as the Library Director, and the other, their passions were better aligned with Arts related work. The City Manager hired them both: the first as the Library Director, and the other as the City Public Art Director. It worked well as both had successful careers in those positions.

Both of these personal characteristics (vision and pragmatism) are highly important and relevant to the skills question above. One needs to have sort of a crystal ball to look into the future in determining these first sets of policies and programs the district will embark upon and then seeing how those should/could be implemented.



**\* Describe an experience with group decision making that highlights your approach to collaborating on difficult topics.**

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This sounds like many planning commission meetings. One time we had a development review for a project that was essentially “affordable housing”. The only neighbors to the east of the project were adamant that the project was going to negatively impact them. The development team was a consortium of non-profits, and part of their urgency to get the project approved was that they planned on applying for some grant funding to assist in building the project. The project was not perfect, and various members of the commission had different issues with the project, and at one point during the hearing I said, no, this is not a perfect project, but it is something that benefits the community as a whole, and something that we need to approve. A few days after the hearing, the Planning Director pulled me aside and said that I had it absolutely right, this is a project that has a community benefit.

Over the years I’ve developed a habit of starting off listening- a lot of listening. This does not mean that I don’t have an opinion, but I want to see where my thinking fits with the others.

When on the Planning Commission I always read the staff report and before nearly every meeting I would talk with staff about questions/concerns that I had about the proposal as I did not want to surprise the staff with questions. This also gave me some insights into staff, applicant, and sometimes other commissioners views, so that once the hearing rolled along, I had some idea of the various positions.

A long time ago as a graduate student, when enrolled in a class on Political Advocacy, the instructor, a lobbyist, told the class that there are no enemies, just positions. Meaning that someone may have a different position on X issue, but on Y issue that same person has the same thinking that I have. The lesson is that we have to play for a different “game” sometimes.

**\* The library proponents envision building an equitable library system for all patrons and residents. Share examples of what you have done previously around equity work, and how you would build an equitable library system to serve the plans of the library district.**

---

I live “equity” every single day. As someone with a significant hearing impairment, I am a forgotten member of the most forgotten aspect of “diversity”, individuals with disabilities and more specifically, the deaf and hearing impaired. In short, I like to say that I am the ultimate outsider, because research shows that the deaf and hearing impaired are the most socially members of society.

Many people believe that the District will be adequately funded and have a more stable budget than under the current Library set-up. I’m not so certain of that given inflation, possible changes involving property taxes, and other factors. Under the District set-up the Library will be better able to project their financial needs and revenues more accurately than currently, but still, there will be some degree of uncertainty to this financial model.

The meth situation at the Library has made them essentially insurable, or at a greater premium cost. All of these factors will impact the Library District Budget, and as I like to tell my students, “one can have the best program in the world, but if there is no budget, there is no program”. So, I would start by making sure that the Library District has a stable budget so that good services can be provided to all users- in short, the fundamentals of the library. Are the book collections fully stocked with books that patrons want? Can they be checked out in a timely manner without waiting months and months? Are the buildings clean? That sort of thing. Many of these things are happening at present, but the goal is to continue and expand upon them. If these basic, fundamental pieces of the library are not fully addressed, it is difficult to get into things like “equity” or what one might call the shiny new toy of library programs and services.

One problem with the concept of “equity” is that it is ill-defined, hard to measure, and it depends upon where one sits if something is “equitable” or not.

**\* Are you or any family member employed by the City of Boulder or Boulder County, have a contract with the City of Boulder or Boulder County, or serve on any board, commission, or advisory committee for the City of Boulder or Boulder County? If so, in what department, board, commission, or committee do you or your family member(s) serve?**

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Yes, I currently serve on the City of Boulder Library Commission.



Boulder Library District Board Application

COMPLETE #14

Please submit your application on later than 5pm on Wednesday, March 29, 2023

Visit [Boco.org/LibraryDistrict](https://Boco.org/LibraryDistrict) for eligibility requirements and details.

Note: Answers cannot be saved for update later. The form must be completed in one sitting. It is recommended that applicants use a program such as Microsoft Word to work on first drafts before copy/pasting final answers into the form.

CREATED	IP ADDRESS
<div><div></div><div><div>PUBLIC</div><div>Mar 18th 2023, 4:30:20 pm</div></div></div>	<div></div>

\* Date of Application

March 18, 2023

\* Applicant's Name

Katharine (Joni) Teter

\* Applicant's Address

\* Email Address

\* What is your age range?

65 or older

\* Which race or ethnicity do you identify with most?

White

**\* Why are you interested in serving on the Library District Board of Trustees?**

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I believe strongly in the mission of the public library, expressed by our Boulder Public Library as “Connecting people, ideas, and information to transform lives and strengthen our community.” Public libraries are a critical part of our shared social infrastructure, providing people with safe spaces and free and equal access to knowledge, resources and services regardless of who they are or how much they have. As income inequality grows and cultural divides deepen in our community and beyond, strong public libraries are needed now more than ever to level the playing field across these economic and social divides.

Libraries must be financially sustainable to meet their communities’ needs. For the last ten years, I have worked with others to develop a path to financial sustainability for our Boulder Public Library, and the library district is the culmination of that work. I have knowledge, skills and experience that can be useful in setting up the library district for long term success. I’d like to put those skills to use during the district’s transition and start up period, then step back to let other community members take leadership roles in building our library’s future. For this reason, I would prefer to serve a one year, or at most two year, term as trustee.

**\* Do you have experience serving on a nonprofit or governmental board?**

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I have extensive experience serving on both governmental and non profit boards. Governmental boards include:

Boulder Planning Board, 1996-1991, including terms as chair and vice chair. Primary work items included the first major update to the Boulder Valley Comprehensive Plan, transforming it from a collection of aspirational policies to an enforceable planning document; and a major overhaul of the city’s land use regulations with the aim of simplifying and providing more certainty in the planning process.

Boulder Urban Renewal Authority, 1997-2002, including 2 years as vice chair. Primary work items included development of a sub-community level plan for the commercial area between 28th and 30th streets, and development of a collaborative plan (including a financial prospectus) with the primary landowner to redevelop the Crossroads Mall (now 29th Street.)

Boulder Library Commission, 2014-2019, including 3 years as chair and 1 year as vice chair. Primary work items included updates to almost all library policies and rules; updates to the library commission’s bylaws and handbook; development of a charter amendment clarifying the role of the library commission; and development of the 2018 Library Master Plan, which stands as the library’s current long range business plan.

Non-profit boards include:

EcoCycle, 1992-1996. At this time, EcoCycle was transitioning from a volunteer driven recycling collection service to a professional recycling materials management organization.

Shadowcliff, 2003-2013, including 3 years as chair. Shadowcliff is a Colorado based mountain lodge and training center located in Grand Lake. Over these ten years, the organization transitioned from an informal, loosely organized operation to a professional management model. In addition to developing bylaws, budget procedures and operational policies, the board addressed ongoing and long term financial stability and developed a facilities master plan to address long-deferred building maintenance needs in the context of green building upgrades.

Boulder Library Foundation, 2014-2015 (Library Commissioner seat). I worked as part of a 3 person team to modernize Foundation internal operations and establish clearly defined working relationship with Boulder Public Library. This work included benchmarking other library foundations; updating articles of incorporation; revising bylaws; developing an annual budget cycle and timeline with associated procedures, and developing a signed agreement with BPL, outlining expectations and responsibilities of both parties with respect to BPL grant requests and BLF board decisions.

**\* What skills do you have that you think this first board of trustees needs to get the library district up and running and set it on a path to success?**

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1. I am a trained facilitator with broad experience in framing presentations and discussions to effectively solicit individual and group input from diverse perspectives, and to then move the group towards consensus.

2. I am an interest-based negotiator with two decades experience in negotiating complex and often contentious matters, on Superfund sites and in wetlands enforcement. Success hinged on working effectively with community members, responsible parties and partner governmental agencies to achieve positive outcomes.

3. My experience with real and personal property acquisition and disposition is in the context of green building construction/renovation and includes:

As Move Coordinator for EPA Region 8, I oversaw decision-making around retention, disposition and acquisition of office fittings and equipment for an 800 person workforce moving from one facility to a new building, and served as a member of the team managing building construction in the context of a performance based contract.

As Sustainability and Green Buildings Program Advisor, Office of Federal High Performance Green Buildings, U.S. General Services Administration (Washington, D.C.), I developed and coordinated green buildings projects and programs across the Federal Government's real estate portfolio, including in depth review of green building certification systems; development of a high performance green building research demonstration program; and coordinated development of a sub metering initiative aimed at developing guidance & best practices for use of sub-metering to reduce energy use.

4. As a library commissioner, I took particular interest in the library's budget and I am very knowledgeable about the interplay between library funding and the library's programs and services. I have been an interested observer of the city's budget process since my days on planning board, and am very well versed in the city's budget and budget process.

5. As noted in the discussion of governmental and non-profit boards, I have substantial experience in the development of bylaws and procedures to ensure smoothly functioning organizations.

6. I have experience as both a manager and a union representative (chief steward) working in a public sector, union-based work environment.

**\* What personal characteristics make you a good fit for this initial Library District Board of Trustees? Please provide two examples.**

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I am an active listener and collaborative problems solver who has spent almost all of my career (professional and volunteer) working in teams. When serving on each of the boards of which I was a member, I began with a focus on building open and respectful relationships among board members and staff. For example, when I joined the Boulder Library Foundation Board, there were varying - and conflicting - opinions about how the organization should move forward after years of relative inactivity. After getting to know fellow members, I proposed establishing a subcommittee to explore alternatives and bring ideas and options to the full board. Over a period of several months, our subcommittee facilitated productive discussions centered around evidence-based proposals, and moved the board towards consensus on next steps.

I am skilled at asking hard questions in a non-confrontational way, then working with staff and fellow board members to develop and analyze information that will address everyone's concerns. For example, as a planning board member, I developed a personal practice of reviewing packets, writing down questions, then sending those questions in to staff at least 2 days before the meeting so staff had adequate time to prepare responses. I've continued this practice on all my boards (and recommended it to fellow board members), since, in my experience, airing issues early helps everyone become better informed and better engages everyone in problem solving.

**\* Describe an experience with group decision making that highlights your approach to collaborating on difficult topics.**

---

In December 2015, the Boulder Library Commission was addressed by a patron who stated that she felt unsafe in the Main library when armed guards were present. She asked that the library disarm its security guards. We asked staff to add this question to next month's agenda and, in January, we voted to recommend that security guards be disarmed, without a lot of discussion.

Thereafter, I was approached by some library staff and patrons who were unhappy with the decision to disarm guards. These people (some of whom had long history with our library) felt safer with armed security guards on the premises. I realized that there were multiple perspectives around this issue, and that we commissioners had acted without taking these multiple perspectives into account. At our February meeting, I asked that the commission reconsider our January vote and reopen discussion on whether to eliminate or retain armed guards, taking into account other points of view and the nature of the safety threats occurring in the Main library. After considerable discussion, all commissioners agreed to suspend our January vote and reopen consideration of the question. We asked staff to bring us information on the nature and volume of behavioral incidents in Main; how other Colorado libraries were handling this question; and what options were available around unarmed guards, including kinds of training and alternatives to use of force.

In March we learned that "serious incidents" in the library (the highest level, resulting in suspension of library privileges) were almost all a result of verbal disruptive behavior. For the handful of incidents involving physical behavior or illegal acts, the Boulder Police Department was immediately called and promptly responded. We also learned that Boulder's library was alone among Colorado libraries in having armed guards, and that there were several alternatives available to address incidents without armed force. The commission reaffirmed our January vote, with the following additional recommendations:

That library security guards be trained in de-escalation;

That the partnership with the Boulder Police Department be strengthened;

And that BPL's rules of behavior be tightened with more "bright lines" around unacceptable behavior.

I found that the additional information and "next steps" underlying our March recommendation provided a more clear rationale - and a broader degree of comfort - for staff and patrons around the decision to disarm guards.

**\* The library proponents envision building an equitable library system for all patrons and residents. Share examples of what you have done previously around equity work, and how you would build an equitable library system to serve the plans of the library district.**

---

As a negotiator in EPA's Superfund program, I worked on several environmental justice sites (where disadvantaged communities disproportionately bear the burden of environmental impacts). Our approach was to begin by building strong relationships with local officials and thought leaders - people who served as touch-points in the community - to build a table where multiple voices and interests could be heard. Our teams then worked with the community to develop remediation plans that, to the extent possible, addressed local economic and social needs in the context of protecting public health and environment. (The Midvale Slag Superfund Site in Utah is an example <https://www.kuer.org/energy-environment/2015-04-20/midvale-superfund-site-praised-as-model-redevelopment>) I also served a co-manager of EPA's Federal Women's Program at a time when women were being mainstreamed into the professional and managerial workforce. In that role, I provided support to individual women and worked with teams to develop education and support for women in the workplace. I also volunteered with Community Table for several years when it was operating in Boulder.

I believe our library is already a leader in addressing equity within the Boulder community, and that the predictability in funding provided by the library district will provide the means for our library to accelerate its equity approach. Our library's approach to achieving equity is straightforward: the first step is outreach and listening, followed by building relationships and, ultimately, creating partnerships with organizations that represent and reflect the interests of those underserved. Library staff have learned that it is most effective to meet people where they, rather than assuming that people will come to library facilities to use programs and services or to attend meetings to share their views. Our library has developed a number of successful outreach pilot programs that can be scaled up, once it has the ability to add staff and resources to its partnerships and programs teams.

The 2018 Library Master Plan was a good example of outreach focused on learning community needs to develop an equitable system. Outreach examples included focus groups held for geographic areas, for teens and for Spanish speakers; interviews at events like Book Rich Environments (where free books are offered to underserved families, held in Boulder Housing Partners spaces), in the maker space (which has featured apprenticeship programs for underserved youth), and in Canyon Gallery events; dialogues with community thought leaders representing a broad diversity of views; and a broad-based community survey.

Most of the adopted equity-related goals in the 2018 Master Plan (many of which were also adopted in the 2007 Master Plan) remain unfunded or underfunded today. A predictable revenue stream, dedicated to library purposes, will allow our library to finally address these long-standing community goals. Examples include:

Provide resources and facilities to encourage civil civic dialogue and create a forum of ideas to address local, regional and national issues.

Increase branch library and youth services personnel and non-personnel budget to address recent growth in demand.

Develop an outreach plan that includes a policy definition of underserved communities, identifies and prioritizes strategies to expand outreach. (Plan completed, but not implemented.)

Strengthen relationships with Latinx community members.

Create a forum for Latinx community members to directly provide input on library programs.

Initiate an outreach campaign through the neighborhood branch libraries and youth services partners to share information about the library, identify needs, and gather input from Latinx community members about overcoming barriers to access.

Continue to focus on recruiting new staff members in public service and outreach roles that are bilingual and/or bicultural.

Provide adequate resources for library collections and their maintenance (including growing the Spanish language collection).

Expand opportunities for patrons to gain technical skills and practice speaking other languages, and to educate and demonstrate climate, resiliency, and sustainability goals to test community interest.

Increase personnel and non-personnel budget to expand the holds service. (Seniors are heavy users of the holds system, and many rely heavily on these materials, and on the volunteer-driven homebound program for both materials and social interaction.)

Expand maker program offerings. (The maker space provides free access to technology, resources and hands-on learning that is otherwise only available to people and families of means.)

Expand WiFi infrastructure at select branch facilities to provide no-cost WiFi access to residents of adjacent low-income neighborhoods.

Conduct an analysis of need and peak times to provide appropriate level of security personnel and equipment at all facilities.

Fund additional security personnel who are trained to de-escalate disruptive situations.

For details on all of our library's adopted goals and the status of funding, see the memo provided to the Library District Advisory Committee at its first meeting, Appendix A. <https://boulderlibrary.org/wp-content/uploads/2021/10/10.13.21-LDAC-Meeting-Materials-1.pdf>



**\* Are you or any family member employed by the City of Boulder or Boulder County, have a contract with the City of Boulder or Boulder County, or serve on any board, commission, or advisory committee for the City of Boulder or Boulder County? If so, in what department, board, commission, or committee do you or your family member(s) serve?**

---

No.



# Boulder Library District Board Application



COMPLETE

 #6

Please submit your application on later than 5pm on Wednesday, March 29, 2023

Visit [Boco.org/LibraryDistrict](https://Boco.org/LibraryDistrict) for eligibility requirements and details.

Note: Answers cannot be saved for update later. The form must be completed in one sitting. It is recommended that applicants use a program such as Microsoft Word to work on first drafts before copy/pasting final answers into the form.

CREATED	IP ADDRESS
<div><div></div><div><div>PUBLIC</div><div>Mar 9th 2023, 11:45:52 am</div></div></div>	<div></div>

\* **Date of Application**

3/9/2023

\* **Applicant's Name**

Max R.Weller

\* **Applicant's Address**

Boulder  
Colorado  
80304  
United States

\* **Phone Number**

\* **Email Address**

\* **What is your age range?**

65 or older

\* **Which race or ethnicity do you identify with most?**

White

\* **Why are you interested in serving on the Library District Board of Trustees?**

I can see the need to improve Boulder Public Library administration to further the best interest of patrons.

---

**\* Do you have experience serving on a nonprofit or governmental board?**

---

Thirty years ago, I served as an elected member of Lexington, MO City Council.

---

**\* What skills do you have that you think this first board of trustees needs to get the library district up and running and set it on a path to success?**

---

I can fairly consider all perspectives related to creating a new library district, and have no difficulty speaking up in a polite but firm way.

---

**\* What personal characteristics make you a good fit for this initial Library District Board of Trustees? Please provide two examples.**

---

I possess intelligence and patience.

- 1) As a homeless camper in Boulder, CO for a decade after moving here in 2008, I learned how to survive challenging conditions year-round with people from all walks of life;
- 2) I understand the need to question certain assumptions held by many citizens regarding the behavior of homeless people.

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**\* Describe an experience with group decision making that highlights your approach to collaborating on difficult topics.**

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During my time as a city councilman in Lexington, MO I took the lead in stopping the condemnation proceedings against a private utility company and cooperated with the FBI in their investigation related to this scheme.

---

**\* The library proponents envision building an equitable library system for all patrons and residents. Share examples of what you have done previously around equity work, and how you would build an equitable library system to serve the plans of the library district.**

---

As a long-time homeless camper I always behaved with respect for myself, respect for others, and respect for the community. I would expect library patrons to live up to the same standards, and would work to create a more comprehensive Code of Conduct applicable to every library patron.

---

**\* Are you or any family member employed by the City of Boulder or Boulder County, have a contract with the City of Boulder or Boulder County, or serve on any board, commission, or advisory committee for the City of Boulder or Boulder County? If so, in what department, board, commission, or committee do you or your family member(s) serve?**

---

No.

# Boulder Library District Board Application



COMPLETE

#20

Please submit your application on later than 5pm on Wednesday, March 29, 2023

Visit [Boco.org/LibraryDistrict](https://Boco.org/LibraryDistrict) for eligibility requirements and details.

Note: Answers cannot be saved for update later. The form must be completed in one sitting. It is recommended that applicants use a program such as Microsoft Word to work on first drafts before copy/pasting final answers into the form.

CREATED	IP ADDRESS
<div><div></div><div><div>PUBLIC</div><div>Mar 24th 2023, 9:46:58 am</div></div></div>	<div></div>

\* Date of Application

3/24/2023

\* Applicant's Name

Teddy Weverka

\* Applicant's Address

\* Email Address

\* What is your age range?

55 to 64

\* Which race or ethnicity do you identify with most?

White

\* Why are you interested in serving on the Library District Board of Trustees?

I want to serve the people of Boulder to insure we get value, and have a broad array of services that address everyone in the community regardless of means. The library is providing more than books and I want to make sure we provide for everyone. I want to be prudent with our resources so that we can have uninterrupted service to all.

**\* Do you have experience serving on a nonprofit or governmental board?**

---

I have served on the board of nonprofit journals and on the boards of a number of for profit companies. My board experience is detailed here: <https://www.linkedin.com/in/weverka/>

**\* What skills do you have that you think this first board of trustees needs to get the library district up and running and set it on a path to success?**

---

The board needs to understand the current services the library provides as well as the community needs. The library is so much more than it was when my mother was head librarian where we grew up. We have paper books, ebooks, video, maker spaces and theater. In the broader array of provisions, It is important to differentiate how the library serves, from how the public and private space outside the library provide. The library can host where for profits do not see the return and the library can explore topics outside the mainstream.

The first board needs to set up these principles:

We've established the library to serve all.

The library will be a reliable resource.

We encourage children's curiosity to flourish. And we encourage all indulge their curiosity.

The library can enable media which is out of the ordinary and avant garde.

The library is welcoming to all.

**\* What personal characteristics make you a good fit for this initial Library District Board of Trustees? Please provide two examples.**

---

I have a strong business sense that I can bring to overseeing the management of the Library.

I am gentle, curious and inviting with others so that we can make sure all are heard and we can meld ideas best directions.

**\* Describe an experience with group decision making that highlights your approach to collaborating on difficult topics.**

---

I reach out to people to understand the root motivations and in finding common motivation we find mutually agreeable paths.

I helped organize an army of volunteers to deliver voter registration materials to the doorsteps of 40,000 renters in Boulder. One of the difficulties was bringing together a lot of people who have different ideas on how to make it work. The solutions involved granting autonomy to many to solve problems they see. In many organizations, the front line workers can help find the best methods since they are closest to the problems.

**\* The library proponents envision building an equitable library system for all patrons and residents. Share examples of what you have done previously around equity work, and how you would build an equitable library system to serve the plans of the library district.**

---

I have established hiring practices at two companies that work to level the playing field and work to remove biases in hiring. This requires diligence in maintaining standards of processes that apply to all applicants and enforcing these practices requires continued attention prevent bias from creeping in.

**\* Are you or any family member employed by the City of Boulder or Boulder County, have a contract with the City of Boulder or Boulder County, or serve on any board, commission, or advisory committee for the City of Boulder or Boulder County? If so, in what department, board, commission, or committee do you or your family member(s) serve?**

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No.



Boulder Library District Board Application

COMPLETE #11

Please submit your application on later than 5pm on Wednesday, March 29, 2023

Visit [Boco.org/LibraryDistrict](https://Boco.org/LibraryDistrict) for eligibility requirements and details.

Note: Answers cannot be saved for update later. The form must be completed in one sitting. It is recommended that applicants use a program such as Microsoft Word to work on first drafts before copy/pasting final answers into the form.

CREATED	IP ADDRESS
<div><div></div><div><div>PUBLIC</div><div>Mar 14th 2023, 4:48:20 pm</div></div></div>	<div></div>

\* Date of Application

March 14, 2023

\* Applicant's Name

Sylvia Wirba

\* Applicant's Address

\* Email Address

\* What is your age range?

35 to 54

\* Which race or ethnicity do you identify with most?

Other

\* Why are you interested in serving on the Library District Board of Trustees?

I am a current member of the Boulder Library Commission. I was appointed in the summer of 2022, which means that I have not yet had the opportunity to serve for the time period I intended when I applied for that Commission. I am very passionate about libraries and I believe they are an important part of each community. Like many others, I have my own personal story of how libraries have had a significant positive impact on my life. I believe this is an exciting time for the creation of a library district and I hope that I can continue to contribute both my skills and enthusiasm.

**\* Do you have experience serving on a nonprofit or governmental board?**

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In addition to serving on the current Boulder Library Commission, I am also a member of the Board of Directors for the Colorado Housing and Finance Authority (CHFA). I was appointed by Governor Polis in 2021. As an attorney I also regularly advise the boards of the entities I represent.

**\* What skills do you have that you think this first board of trustees needs to get the library district up and running and set it on a path to success?**

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I am an attorney and partner at a small law firm located in Denver. I am very detailed and organized. As part of my work I also have experience advising and representing small governmental entities for both public housing authorities in the metro area, tribal housing entities, and Tribes across the western part of the country.

**\* What personal characteristics make you a good fit for this initial Library District Board of Trustees? Please provide two examples.**

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- 1) As a current member of the Boulder Library Commission, I am familiar with recent issues and challenges that are impacting the Boulder Public Library. I believe it will be beneficial for the new Board of Trustees to have some members who have knowledge of recent events as well as knowledge of the how the organization operates currently.
- 2) I have a lifelong love of libraries which I am able to combine with many practical skills I have developed as an attorney.

**\* Describe an experience with group decision making that highlights your approach to collaborating on difficult topics.**

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In my professional life, I regularly work with numerous stakeholders who often have conflicting wants and needs to attempt to achieve settlement or agreement to resolve conflicts. I am generally responsible for helping others to navigate collaboration on difficult topics. In my experience, it is always best to proceed in a manner that is respectful to all participants and to refrain from jumping to conclusions to ensure that decisions are not made before facts have been gathered.

**\* The library proponents envision building an equitable library system for all patrons and residents. Share examples of what you have done previously around equity work, and how you would build an equitable library system to serve the plans of the library district.**

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I am an enrolled member of the Navajo Nation, and I primarily work with Native Americans to achieve equity in housing and other related tribal sovereignty matters. I believe that libraries should remain open and accessible to all and that people from all walks of life should be involved in decision making. In my limited experience to date, I have observed that the Boulder Public Library is continually working to build and maintain an equitable library system. It is my hope that the Boulder Library District will carry on this commitment.

**\* Are you or any family member employed by the City of Boulder or Boulder County, have a contract with the City of Boulder or Boulder County, or serve on any board, commission, or advisory committee for the City of Boulder or Boulder County? If so, in what department, board, commission, or committee do you or your family member(s) serve?**

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I am a current member of the Boulder Library Commission.



Boulder Library District Board Application

COMPLETE #23

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Visit [Boco.org/LibraryDistrict](https://Boco.org/LibraryDistrict) for eligibility requirements and details.

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CREATED	IP ADDRESS
<div><div></div><div><div>PUBLIC</div><div>Mar 27th 2023, 12:54:55 pm</div></div></div>	<div></div>

\* Date of Application

3/27/2023

\* Applicant's Name

Jennifer Yee

\* Applicant's Address

\* Email Address

\* What is your age range?

35 to 54

\* Which race or ethnicity do you identify with most?

East Asian



**\* Why are you interested in serving on the Library District Board of Trustees?**

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I care deeply about the library and the library system as a reader, a mother, a community member, a business owner, and an HR professional. I have visited various Boulder's library branches hundreds of times: borrowing and buying books; attending storytime, musical programs and art exhibits; meeting friends; or enjoying a snack at the formerly-Seeds-now-Tonantzin cafe.

I also represent two constituencies newly impacted by the formation of the library district: residents of unincorporated Boulder County who fall within the district boundaries; and business owners whose taxes will increase as they are passed down from our landlord. (I co-own the "Waxing The City" location on Walnut and 28th Streets.) I would like to be a part of the transition from a city department to a library district and help ensure its success with these new constituencies as well as other stakeholders such as the city, the district and its staff, and the community.

**\* Do you have experience serving on a nonprofit or governmental board?**

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I am currently serving in my second year on the Board of Directors at the Boulder Library Foundation. I have also served on the Board of Advisors for The Chewonki Foundation, an environmental education nonprofit located in Wiscasset, Maine.

**\* What skills do you have that you think this first board of trustees needs to get the library district up and running and set it on a path to success?**

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I am an HR professional focused on change management, employee engagement and retention efforts. I believe I could support specifically with insights on supporting employee morale and reducing turnover, and have worked in a professional capacity with a national nonprofit facing change due to unionization, and hybrid/remote work.

I also have a background in strategy and management consulting, including with civic sector and nonprofit clients. I have developed financial models and additional revenue streams for nonprofits in the sustainability sector.

**\* What personal characteristics make you a good fit for this initial Library District Board of Trustees? Please provide two examples.**

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I approach challenges with a lens of curiosity, often intently listening before making a judgment, recommendation or decision. This served me well when I led all employee engagement initiatives at a job where I needed to understand the needs of workers making an hourly wage in our distribution centers, as well as those of our engineers and marketing professionals in the corporate office, making six-figure salaries in major metropolitan areas.

I persist by building good relationships of trust. I believe that each individual has a unique perspective and value to add to a conversation or a collaboration, understanding that this can lead to conflict but often, better outcomes.

I provide a millennial perspective on issues facing the city and county. As a working professional, I collaborate with all ages in the startup and high-growth private sectors, and I am uniquely positioned to bridge communication challenges between different generations.

**\* Describe an experience with group decision making that highlights your approach to collaborating on difficult topics.**

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I try to work by understanding the needs of various stakeholders - often meeting 1:1 or in small groups - and trying to understand how a decision or compromise can add value for all parties involved.

One example: during the resurgence of Black Lives Matter movement in the wake of George Floyd's murder - we had many debates at the leadership level of HelloFresh on how to message our care and concern to our employees, as well as to our customer base. There was a wide variety of opinions on what support we could show to the movement without alienating various stakeholders, including private partners. As head of internal communications, I canvassed the leadership across the organization to understand concerns, needs, and emotions - and presented back and gained alignment on a communications and community service strategy that we ultimately delivered both internally and externally.

**\* The library proponents envision building an equitable library system for all patrons and residents. Share examples of what you have done previously around equity work, and how you would build an equitable library system to serve the plans of the library district.**

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In my current role as an HR consultant, I have co-facilitated DEIB workshops such as “Exploring Biases” and “Advancing Allyship.”

While leading the Learning & Organizational Development team as a Senior Director at HelloFresh (2017-2021), I launched several initiatives that supported our Diversity, Equity, Inclusion, and Belonging (DEIB) efforts.

- My team and I created the first internal mentoring program, pairing senior leaders and executives with more junior employees based on career interests, giving an underrepresented subset of employees a better chance at internal sponsorship, and professional development success.

- I spearheaded the formation of our first employee resource group, FreshParents, to raise awareness in the organization of the unique issues for parents and caretakers.

- I designed a pilot to train and hire formerly incarcerated/justice-involved individuals in our distribution center in Newark, NJ.

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No.

Thanks for your consideration!