

Boulder Public Library District Board of Trustees

2024 Application Packet

Appoint member to expired 5-year term to replace Trustee Teter, ending in 2029

Appoint member to 4-year term to replace Trustee Yee, ending in 2028

List of Candidates

Jennifer Royal

Sarah Friend

Duncan Coker

Elisa George

Jennifer Robins

Victoria Marschner

Julie Malmberg

Tom Cosgrove

Peter Barlerin

Judith Trumpler

Lindsey Loberg

Andy Sayler

Form Name: Board of Trustee Application
Submission Time: February 7, 2024 12:03 pm
Browser: Mobile Safari 17.2 / iOS
IP Address: 174.198.143.92
Unique ID: 1192196224
Location: 39.732, -104.8633

Application Information

Applicant Contact Information

Name	Jennifer Royal
Email	[REDACTED]
Address	[REDACTED] Boulder, CO 80302
Phone	[REDACTED]

Demographic Questions

What is your age range? 65 or older

Which race or ethnicity do you identify with most? White

Application Questions

1. Why are you interested in serving on the Library District Board of Trustees? I am a huge supporter of libraries and have the time and energy to participate in this exciting opportunity. I recently moved here from California and I'm looking to volunteer. I would welcome the chance to join the board of trustees.

2. Do you have experience serving on a nonprofit or governmental board? I have served on the civic grand jury in Santa Barbara, California.

3. What skills do you have that will help the board of trustees guide the library district at this critical time in its development? I am a retired Montessori and elementary school teacher. I have a masters degree in education.

4. What personal characteristics make you a good fit to join the Library District Board of Trustees? Please provide two examples. I consider myself open-minded... A good communicator... A good listener. I complete projects and am proactive when it comes to getting information or doing research.

5. Describe an experience with group decision-making that highlights your approach to collaborating on difficult topics. I can only say that I have been involved in many classroom and school decisions and have also worked as an event planner in the Los Angeles area.

6. 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 not had any experience specifically working on equity. But I believe all people should be served equally.

Application Information

Applicant Contact Information

Name	Sarah Friend
Email	[REDACTED]
Address	[REDACTED] Boulder , CO 80304
Phone	[REDACTED]

Demographic Questions

What is your age range?	35 to 54
Which race or ethnicity do you identify with most?	White

Application Questions

- 1. Why are you interested in serving on the Library District Board of Trustees?**

I recently retired from a 22 year teaching career, spent mostly at Casey Middle School where I taught 7th and 8th grade Language Arts, Reading, a Fitness elective, and the highlight of my career, a class we called Fit-Lit that infused movement into the LA curriculum. As I transition out of my identity of educator, I am interested in finding opportunities to stay relevant in the world of books (and people!) Serving on this Board would be an honor; it is a position for which I believe I am both qualified and could offer a unique perspective.
 - 2. Do you have experience serving on a nonprofit or governmental board?**

My partner and I oversee a charitable trust called The Little Feet Fund that makes charitable contributions to non-profits locally as well as internationally. Our emphasis is on Education and the Environment, It is my most recent experience in the non-profit world, though it is quite different than a government board I imagine!
 - 3. What skills do you have that will help the board of trustees guide the library district at this critical time in its development?**

I am a bibliophile and I speak Middle School Fluently. I am a quick learner, a practiced multi-tasker, and an outside the box thinker.
-

4. What personal characteristics make you a good fit to join the Library District Board of Trustees? Please provide two examples.

I am fairly easy going Most of the time. I am also pretty competitive. If you asked Any of my former students, they would know exactly what that means. As it translated to my Fitness elective, I am proud of the way my environment of controlled chaos allowed students to feel free to be themselves and take risks. And they achieved things they didn't think they were capable of, routinely. And I credit my unique approach for bringing that out for many students.

I also think of the year I held the Book Olympics to celebrate the actual Olympics happening at the time. Working in small groups, they'd get gold laminated torches for their team when they finished a book. The walls of my classroom were quickly overtaken by torches clustered around sundry countries. It got so competitive that parents were emailing me wanting to know when the Olympics were going to be over so life could return to normal. Long live the Games!

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

Frequently, middle school staff meetings get heated over certain topics-master schedules, policies, equity issues, etc. This was especially so when we were designing the new school back in around 2009. I joined the design team. I spent a lot of time that year talking to teachers not on the committee what they thought was important. I felt that when I spoke, it wasn't just for me, but for others who had expressed similar visions. Many of us really wanted to preserve the old building any way possible. Through that core desire, the original facade of the school was preserved and remnants of the original gym floor were re-purposes as accent walls though the new building. It was the most positive collaborative effort I have ever been a part of and we designed such a gorgeous GREEN school!

6. 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 bilingual school, Casey is very committed to the Hispanic community. In my role as the Fitness teacher, it was important to me to have Hispanic students take my class. I routinely recruited students and encouraged them to sign up for it even though they were often intimidated. I helped students who needed better shoes get proper equipment, as well as comfortable clothes and jog bras. I supported the bike club, took students on full day excursions at Chautauqua, went with students to the sand dunes, and even led a trip to Moab. We took AVID students to Vail and to Garden of the Gods. The emphasis was always on equity and creating opportunities for students who had less access.

Form Name: Board of Trustee Application
Submission Time: February 12, 2024 8:11 am
Browser: Chrome 121.0.0.0 / Windows
IP Address: 97.118.92.35
Unique ID: 1193668849
Location: 39.7301, -104.9078

Application Information

Applicant Contact Information

Name	Duncan Coker
Email	[REDACTED]
Address	[REDACTED] Boulder, CO 80304
Phone	[REDACTED]

Demographic Questions

What is your age range?	55 to 64
Which race or ethnicity do you identify with most?	I prefer not to say

Application Questions

1. Why are you interested in serving on the Library District Board of Trustees?	I have served on other boards and am a passionate reader and lover of libraries.
2. Do you have experience serving on a nonprofit or governmental board?	I currently am trustee for two Charitable Remainder Trusts.
3. What skills do you have that will help the board of trustees guide the library district at this critical time in its development?	I served as CEO of an investment advisory while also involved with non-profit leadership rolls including various HOA organizations, Scouts BSA and Ignite Adaptive Ski program.
4. What personal characteristics make you a good fit to join the Library District Board of Trustees? Please provide two examples.	I am leader demonstrated in my growing several independent businesses including Rivercast Capital LLC. I am also devoted to community service and scholarship. I have served in leadership rolls at the CU Conference on World Affairs
5. Describe an experience with group decision-making that highlights your approach to collaborating on difficult topics.	I am currently in the process of negotiations with the community involving bringing a day center to the Boulder Shelter for the Homeless. This has required bringing various stakeholders from Council, City Staff, neighborhood leaders, law enforcement and BSH staff into direct dialogue to reach common solutions. It requires patience and a willingness to listen and collaborate.

6. 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 is synonymous with access and affordability. I would do all in my power to make the District available to all with "open doors". I would sponsor programs that reach out to those most in need and those groups that have been overlooked by the community in the past.

Application Information

Applicant Contact Information

Name	Sarah Friend
Email	[REDACTED]
Address	[REDACTED] Boulder , CO 80304
Phone	[REDACTED]

Demographic Questions

What is your age range?	35 to 54
Which race or ethnicity do you identify with most?	White

Application Questions

1. Why are you interested in serving on the Library District Board of Trustees?	I recently retired from a 22 year teaching career, spent mostly at Casey Middle School where I taught 7th and 8th grade Language Arts, Reading, a Fitness elective, and the highlight of my career, a class we called Fit-Lit that infused movement into the LA curriculum. As I transition out of my identity of educator, I am interested in finding opportunities to stay relevant in the world of books (and people!) Serving on this Board would be an honor; it is a position for which I believe I am both qualified and could offer a unique perspective.
2. Do you have experience serving on a nonprofit or governmental board?	My partner and I oversee a charitable trust called The Little Feet Fund that makes charitable contributions to non-profits locally as well as internationally. Our emphasis is on Education and the Environment, It is my most recent experience in the non-profit world, though it is quite different than a government board I imagine!
3. What skills do you have that will help the board of trustees guide the library district at this critical time in its development?	I am a bibliophile and I speak Middle School Fluently. I am a quick learner, a practiced multi-tasker, and an outside the box thinker.

4. What personal characteristics make you a good fit to join the Library District Board of Trustees? Please provide two examples.

I am fairly easy going Most of the time. I am also pretty competitive. If you asked Any of my former students, they would know exactly what that means. As it translated to my Fitness elective, I am proud of the way my environment of controlled chaos allowed students to feel free to be themselves and take risks. And they achieved things they didn't think they were capable of, routinely. And I credit my unique approach for bringing that out for many students.

I also think of the year I held the Book Olympics to celebrate the actual Olympics happening at the time. Working in small groups, they'd get gold laminated torches for their team when they finished a book. The walls of my classroom were quickly overtaken by torches clustered around sundry countries. It got so competitive that parents were emailing me wanting to know when the Olympics were going to be over so life could return to normal. Long live the Games!

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

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As a bilingual school, Casey is very committed to the Hispanic community. In my role as the Fitness teacher, it was important to me to have Hispanic students take my class. I routinely recruited students and encouraged them to sign up for it even though they were often intimidated. I helped students who needed better shoes get proper equipment, as well as comfortable clothes and jog bras. I supported the bike club, took students on full day excursions at Chautauqua, went with students to the sand dunes, and even led a trip to Moab. We took AVID students to Vail and to Garden of the Gods. The emphasis was always on equity and creating opportunities for students who had less access.

Form Name: Board of Trustee Application
Submission Time: February 20, 2024 11:06 am
Browser: Chrome 120.0.0.0 / OS X
IP Address: 194.124.76.23
Unique ID: 1196394083
Location: 40.7157, -74

Application Information

Applicant Contact Information

Name	Elisa George
Email	[REDACTED]
Address	[REDACTED] Boulder, CO 80305
Phone	[REDACTED]

Demographic Questions

What is your age range?	35 to 54
Which race or ethnicity do you identify with most?	White

Application Questions

1. Why are you interested in serving on the Library District Board of Trustees?

Supporting libraries is extremely crucial to me for multiple reasons - for fostering literacy, education, and community development. And supporting the Boulder Library is all of that + PERSONAL as it's my home. We live in South Boulder and visit the library very frequently as we are all big readers in the family, but especially my 9 year old daughter (my 4 year old is getting there too!). We love going to the George Reynolds Branch and playing the scavenger hunt game, as well as getting advice on the best books we should read from the incredible librarians there.

Beyond being an invaluable resource that provides access to a wide range of information, from books and digital media to educational programs, it also offers a safe and inclusive space for people of all ages and backgrounds to learn, explore, and connect with others. It empowers people through knowledge and learning opportunities, thereby promoting social equity and economic growth. It additionally helps make sure that we all have access to diverse perspectives and voices.

Thank you so much for reading through my application and I hope I'll get to meet you and answer any additional questions you may have and get the opportunity to learn more about the work we need to get done to ensure an equitable library system.

2. Do you have experience serving on a nonprofit or governmental board?

Yes, I have experience serving on non profit boards and I was most recently both on the board of the YWCA Boulder and I was a partner at Social Venture Partners Boulder County.

3. What skills do you have that will help the board of trustees guide the library district at this critical time in its development?

I'm a strategist with a lot of experience creating impactful plans, managing different personalities, and help with mentoring both within my team and in my free time. I'm very diplomatic and believe in collaboration.

I'm very analytical and able to review and help with financial documents if needed.

I'm a natural networker, I love to spend time with people and learning about them. It comes from true curiosity and passion for helping others.

I've been mentoring local businesses in Italy through a program organized by the Chamber of Commerce of Turin, my hometown, for the past 5 years.

I'm also very empathetic, nimble and creative when it comes to ideas on how to make impactful change.

Here is my resume if it helps <https://www.linkedin.com/in/elisageorge/>

4. What personal characteristics make you a good fit to join the Library District Board of Trustees? Please provide two examples.

Two personal characteristics that make me a strong candidate for joining the Library District Board of Trustees are my dedication to the local community and my ability to collaborate effectively with others. My passion for community service has driven me to actively engage in various volunteer initiatives, demonstrating my commitment to giving back and helping others. I've been on the board of the YWCA actively helping through equity work, as well as a partner at Social Venture Partners in Boulder County, helping local organizations like Community Food Share, KGNU, LCJC and more.

Secondly, my adeptness at collaboration stems from my experience working in diverse teams, where I have honed my communication and teamwork skills. I understand the importance of listening to different perspectives and finding common ground to achieve shared goals, qualities essential for effective board governance. By leveraging these personal characteristics, I am confident that I can make valuable contributions to the Board and help advance its mission for the benefit of our community.

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

As a marketing leader for CPG brands, I constantly face challenging decisions on how to grow the brand and revenue. A few times I've had push backs on how to allocate our advertising budget across various channels and justify the spend. Through data analysis and market research, my team and I evaluated each channel's performance and potential results and I presented them to the board for approval. Despite the initial concerns, this analytical and strategy approach convinced them to make the right decision. This experience highlights the importance of open communication and teamwork in achieving our objectives.

Overall, I've worked with a very diverse group of co-workers that come from different countries and different cultures. Disagreements among the bigger team were not uncommon on multiple topics and I often end up being the mediator and the one that builds consensus. Fun fact - I studied to become an ambassador and I've always had that diplomatic sense in me since I was a teenager, while still being a leader. I believe in the servant leadership approach.

6. 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.

Although it's important to constantly continue to grow, I've been learning and working a lot around equity for over 4 years being on the board of the the YWCA Boulder County, which mission is to eliminate racism and empower women.

The equity work we've done has been conducted in various ways, I'll be happy to speak about each program further.

I've helped with fundraising, marketing, with programs like RER (reading to end racism) in schools, advocacy work both at federal and state levels, and more.

On a personal level, this is a topic that's very close to my heart, especially being an immigrant. I'm originally from Italy, moved to the United States in 2009.

Boulder is in extreme need of help from organizations tp keep working on making sure that we continue to live in an equitable place.

Form Name: Board of Trustee Application
Submission Time: February 22, 2024 8:09 pm
Browser: Firefox 122.0 / OS X
IP Address: 71.237.68.121
Unique ID: 1197390238
Location: 40.05, -105.217

Application Information

Applicant Contact Information

Name Jennifer Robins

Email [REDACTED]

Address [REDACTED]
Boulder, CO 80301

Phone [REDACTED]

Demographic Questions

What is your age range? 35 to 54

Which race or ethnicity do you identify with most? White

Application Questions

1. Why are you interested in serving on the Library District Board of Trustees?

I am excited about the prospect of becoming a member of the Library Board, as I am eager to play an active role in the evolution of the library and its services. As the district continues to make a meaningful impact, I would like to be a part of the continued development. Libraries are crucial to community because they foster education, provide access to information, support community development, and contribute to the overall well-being of individuals.

The district is crucial because it can provide quality service by funding past insufficiency and address the need for facility maintenance. The board has the opportunity to focus directly on the needs of the community and long-term financial sustainability. It now has been provided the financial flexibility to maintain service levels and meet community demand. This is an exciting time for Boulder.

I believe the library is in a great position to meet the growing needs of our community, especially for young people and under-served neighborhoods. It is positioned to handle current and future demands, provide a continuum of resources, and address continued advances in digital media and technologies. In addition, the District is also uniquely positioned to provide and facilitate connections among community members.

In my opinion, communities need established safe spaces where people can socialize, while also incorporating additional services. Specifically for our youth, advocating for themselves can be challenging. By offering these safe spaces, we can extend a helping hand to many kids who feel scared, isolated, and marginalized within our society today. Our dedication should extend to protecting our community from all walks of life, regardless of their income levels or ages.

As shown in the Library Master Plan, high priorities indicated by the community include additional safe spaces and more community outreach and involvement. These involve the expansion of library services to Gunbarrel, expansion of the BLDG 61 Makerspace, public use of the Canyon Theater, development of a partnership strategy to expand BPL resources, and leveraging its space as an inclusive institution to encourage ongoing dialogue on issues that are important to the community.

By prioritizing well-being and established community gathering places, we invest in the betterment of our society. I would like to have the opportunity to use my personal and professional skills to help shape policy, innovation, community outreach, and services. I want to help foster places where everyone belongs and feels welcome.

2. Do you have experience serving on a nonprofit or governmental board?

My community involvement experience includes the following:

I was a founding member of the professional organization Women in Film Chicago which promotes the role of women in the media industry. I created by-laws, set up guidelines for membership and sponsorship opportunities, appointed the inaugural board of directors, established, and coordinated monthly events. I organized all business functions of the organization including establishment of the corporation, accounting, and the initial formation 501(c)(3) status. I also supervised financing, PR, and acted as liaison between Chicago Chapter and WIFT International Board of Directors.

I volunteered for the Chicago International Film Festival as an Associate Board Co-Chair. Duties included leading the committees for the annual Oscar Gala, Achievement Awards, associate board functions, setting profit goals for these events, and procuring annual Film Festival support.

I am currently a troop leader for the Girls Scouts of Colorado. I have led two troops for 5 years. They are now both Cadettes. Our focus is on community and environmental activism in Boulder County. We recently presented and implemented a pollution education program and storm water program to the Town of Superior.

I am currently on the board of my HOA in Country Club Estates. I served as the Shires of Inverness, IL HOA Board president from 2013-2016. Duties for these boards included running the board meetings, reviewing, and approving budgets, property management and sub-committee reports, managing the reserve fund, awarding major contracts, and managing contractors for projects including full community home roof and road replacement.

Other Boulder volunteer positions have included: Boulder Chamber of Commerce CAC (current), Boulder International Film Festival Volunteer (2017), Horses Make Miracles Volunteer (2020-2022), and Boulder Country Club Swim Team Committee (current).

3. What skills do you have that will help the board of trustees guide the library district at this critical time in its development?

I believe my professional experience, community involvement, and logic-based approach to problem solving are the most effective tools I can bring to the Board. My tenure on multiple boards lends to a good overview of overall board procedures. My experience in the telecommunications field has allowed for firsthand experience with strategic planning, contract negotiation and vendor management. I am well versed at working with and understanding property owners and local governments. My experience in production had honed my management skills including budgeting, forecasting, and timeline accountability. Several of the companies I have worked for were startup companies where I was able to utilize my business development and management skills to ensure success.

Further details about my professional history are as follows:

Telecommunication projects such as wireless carrier technology upgrades and dark fiber conversion, copper to fiber conversion for telecom sites, vendor management, supervision and negotiation of leases, amendments, and licenses with property owners and management companies. Duties also include environmental and regulatory tasks including NEPA/SHPO research and filings.

My production background includes producing broadcast commercials, corporate branding, and television shows. My experience in this role includes bidding production costs as well as supervising all film crews, locations, equipment, set design, actors, and shooting schedules. I also monitored all financial and creative intentions and ensured projects stayed on target. I served as director of PR, marketing, and client relations and as a member of the executive board of the company. I am currently a shareholder of a post-production company that has physical offices in Downtown Boulder, Chicago, and Raleigh.

4. What personal characteristics make you a good fit to join the Library District Board of Trustees? Please provide two examples.

I would bring to the Board of Trustees a genuine passion for lifelong learning coupled with a strategic vision and forward-thinking mindset. I believe these personal characteristics align with the board's objectives, emphasizing my commitment to growth and the ability to contribute to long-term goals.

Running for City Council in 2023 provided me with an in-depth understanding of local governance processes and the issues in our community. This experience exhibited my enthusiasm for continuous learning, dedication to public service, and a strong sense of civic responsibility. It also spotlighted my effective communication skills and deep commitment to the under-served. Over the past 8 years in Boulder, I have actively engaged with the community, advocating for the well-being of our youth, and working collaboratively to address their needs.

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

Generally, I believe I handle conflict well. I am a fact-based linear thinker and tend not to get emotional. I understand that people have different opinions, which may lead to conflict. As an example, when I served on my last HOA as Board President, we had several residents that were not in favor of our roof replacement project. It was a special assessment that was to be charged to each household. During our board meeting where this was announced, we listened carefully to the concerns of the residents. We then held a special board meeting where we brought in experts to inform the residents of the need for roof replacement. We also worked with multiple contractors to assure the best price. Lastly, we worked with our management company to secure possible loan terms with a bank for those who might not be able to pay the total assessment at once. In the end, all roofs were replaced with no resident pushback.

6. 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.

In my previous experiences, I have participated in equity work, particularly within Women in Film Chicago and the Girl Scouts. In addition to creating the Chicago Chapter of the organization, which at its height had nearly 1000 members under my tenure as President, I worked with minority community groups throughout the city to create economic opportunities for female businesses and individuals. We were able to address disparities in the production community and create pathways for job opportunities. With the Girl Scouts, our projects have included donations of time, goods, and services to the Boulder Valley Humane Society, EFFA, Attention Homes, A Precious Child, Hometown Hero's, Share-A-Gift Toy Drive, and the Boulder County Foster Program.

Translating this commitment and experience to equity to the library district, I would focus on several key strategies to build an equitable library system. These strategies would include inclusive and relevant programming, community outreach, and partnerships with community organizations.

Collaborating with community members and organization to design and implement programs and systems that cater to diverse interests and needs is paramount. This involves seeking feedback, hosting community forums, and tailoring library services based on direct input from residents and partners. This approach will help address specific challenges faced by different communities.

Application Information

Applicant Contact Information

Name	VICTORIA MARSCHNER
Email	[REDACTED]
Address	[REDACTED] BOULDER, CO 80305
Phone	[REDACTED]

Demographic Questions

What is your age range?	65 or older
Which race or ethnicity do you identify with most?	White

Application Questions

- 1. Why are you interested in serving on the Library District Board of Trustees?** Libraries are very important to me and to our community. Boulder Library has been an excellent library for decades and a source of pride for Boulder citizens and Boulder Library users. As the Boulder Library transitions from being governed by the City of Boulder to a separate entity as the Boulder Library District, the challenge will be to maintain and improve on the Boulder Library's reputation. I feel that I have knowledge, experience and a passion for libraries that could support and maintain Boulder Library's excellence.
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- 2. Do you have experience serving on a nonprofit or governmental board?** Yes, I have experience serving on nonprofits and governmental board. I served on the Colorado Music Festival Board for over 15 years. I was President of the Board for 2 years. I was on the Boulder United Way Board for over six year. I was Treasurer for 3 years. I was on the Colorado Society of CPA Board for 3 years. I was on the Colorado Society of CPA Education Foundation for over 6 years and served as Treasurer for 2 years. I was on the Boulder Library Foundation for a number of years. I served on the City of Boulder's Citizens Board that allocated City Funds to Non Profits for over 6 years.
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3. What skills do you have that will help the board of trustees guide the library district at this critical time in its development?

I am a CPA and have knowledge and experience in the accounting and financial requirements of Non Profits.

I was a Partner for a CPA firm in Denver that has a specialty in Special Districts and have knowledge and experience regarding the type of entity that the Boulder Library District has become.

I have served on boards and committees of many varieties and am a collaborator.

4. What personal characteristics make you a good fit to join the Library District Board of Trustees? Please provide two examples.

I have respectful persistence and the enthusiasm to engage everyone.

Respectful persistence was what I employed to get Doris Hess, who founded the Boulder Library Foundation to change accounting record keeping. The original records were kept on individual note cards. First, I became knowledgeable in how records were being kept and then I learned what information was needed to provide specific reports. I converted the information to a Quickbooks file while still keeping things on the old method. I was then able to convince Doris how much better and easier the Quickbooks system was.

I am a very enthusiastic person and get people to join in. In 2023, I was a facilitator for the One Book One Boulder program. I ended up getting my exercise class, my book group, and my neighborhood friends to read the "Book of Joy".

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

When I was the President of the Colorado Music Festival, I guided the merger with Center for Musical Arts. Both organizations had committed and passionate board members. I did not hurry the process and allowed everyone to have input. I won't say that everyone got their way but in the end both boards agreed on the merger. And the organizations are still one organization.

6. 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 believe that my contribution towards equity work was in trying to help lower income taxpayers meet their filing requirement. Low income taxpayers are at a disadvantage trying to meet the requirements to file tax returns. Many federal and state programs are tied to the income levels reported on tax returns. I started several different programs to help prepare tax returns for low income taxpayers. I set up the program at the University of Colorado School of Business for students to learn tax law and prepare tax returns for low income taxpayers. I also did the same at Front Range University at Westminster, Colorado.

Application Information

Applicant Contact Information

Name	Julie Malmberg
Email	[REDACTED]
Address	[REDACTED] Boulder, CO 80304
Phone	[REDACTED]

Demographic Questions

What is your age range?	35 to 54
Which race or ethnicity do you identify with most?	White

Application Questions

1. Why are you interested in serving on the Library District Board of Trustees? I love libraries! I think libraries are unique spaces that provide access to information, a place that doesn't require money to visit, and are truly welcome to everyone. I have been volunteering at libraries (public and school) since I was about 10 years old and have always appreciated the community that libraries and librarians create. I have been a Boulder Public Library user since we moved to Boulder in 2006 and have three daughters who have participated in story times for babies and toddlers, Spanish lessons, arts and crafts, participating in summer and winter reading events, volunteering for the summer programming, and taking many of the classes as they have grown up as patrons of the library system. I want to see our libraries creatively find ways to continue supporting the Boulder community.

2. Do you have experience serving on a nonprofit or governmental board? Yes. I have been the chair and a board member of the American Meteorological Society Board on Education, a board member for COOL Girls science club for elementary school girls, and a board member for EcoArts Connections for creating connections between art, social justice, and sciences for children. Additionally, I have been an advisory board member for a NASA-funded project about training role models for working with children who align with identities that have been systematically oppressed in the sciences.

3. What skills do you have that will help the board of trustees guide the library district at this critical time in its development?

I have skills in the following:

1. Strategic planning, goal setting, and implementation
2. Leadership
3. Diversity, equity, inclusion, and accessibility work
4. Policy development
5. Organization and time management
6. Data analysis and evaluation
7. Communication including public speaking, writing, presenting
8. Working with pre-K to grey in science and museum settings

4. What personal characteristics make you a good fit to join the Library District Board of Trustees? Please provide two examples.

1. Reading and access to the library have been integral to my life. I started going to the library as a toddler, volunteered in the library starting in elementary school, and made sure my children are active library patrons. I am committed to making sure that all people have similar access and experiences at the library.

2. I am committed and stick with what I choose to do. If selected to join the Library District Board of Trustees, I will work my hardest to serve this role as best as possible. I have a long history of staying involved in programming including leading Girl Scout troops for over a decade, serving on various boards for my term limit, or getting a PhD while working full-time and raising three children.

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

I led an international group to create a vision, mission, charter, and implementation plan for diversity, equity, inclusion, and accessibility (DEIA) for an international K-16 science education organization. The people brought all sorts of agendas, experiences, ideas, and perspectives on what DEIA is, how it mattered in their communities, and what we as a program needed to do. As you can probably imagine, this led to some tricky conversations! I led this by following multiple steps -

1. Creating a shared vocabulary: We learned that our group used different words for different things. So, we wanted to make sure we all started from the same point.
2. Dream it, decide it, do it: We dreamed big about what our program could do, decided what was logistically possible, and then created an implementation plan.
3. Consensus decision-making: Even though it was time-consuming, we wanted to make sure everyone felt like their voices were heard and that they agreed with the outcomes. We did not do majority voting since that is how we could continue to oppress minority voices. With a voting system (1 - I love this idea, 2 - This idea works for me, 3 - I would like this idea with this suggested change, or 4 - I absolutely do not agree with this idea), we iterated until we got only 1s or 2s on every component.

In the end, we accomplished our goal by our deadline and all were champions of the vision, mission, charter, and implementation plan.

6. 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 am the Assistant Director of the University Corporation for Atmospheric Research (UCAR) Center for Science Education and have spent my entire career working to bring access to the sciences to everyone - particularly people who have been historically excluded from the sciences. At UCAR, I have been part of a group that provides training about equity and inclusion for other staff (we have now had hundreds of staff members go through a 4-month training program), been part of multiple grant proposals and awards to provide access to sciences for people ranging from Latina middle school girls living in a mobile home community to undergraduates interested in science to working with USGS field employees on interacting with unhoused populations to creating programming for students with disabilities. I participate and lead with vulnerability and curiosity and seek to do research from firsthand experiences rather than relying on unpaid labor from marginalized populations.

Form Name: Board of Trustee Application
Submission Time: February 27, 2024 9:40 am
Browser: Safari 17.3.1 / OS X
IP Address: 174.63.68.192
Unique ID: 1198961880
Location: 39.9947, -105.2366

Application Information

Applicant Contact Information

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Demographic Questions

What is your age range? 65 or older

Which race or ethnicity do you identify with most? White

Application Questions

1. Why are you interested in serving on the Library District Board of Trustees? 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.

As I mentioned when I applied to be a trustee in 2023 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. I'm believe the library has a unique role to play in building and maintaining community.

2. Do you have experience serving on a nonprofit or governmental board?

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.

3. What skills do you have that will help the board of trustees guide the library district at this critical time in its development?

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 national projects that address polarization and bridge divides. In 2022-23 I created a new forum for seeking solutions to challenges facing Colorado at MSU Denver - the Solution Studio.

4. What personal characteristics make you a good fit to join the Library District Board of Trustees? Please provide two examples.

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 in 2018-19 I piloted a new means for engaging people on opposite sides of our political divide. It became the 2020 public television documentary *Divided We Fall: Unity Without Tragedy* I produced in partnership with Rocky Mountain PBS. It was broadcast in 2020-2021 on 140 PBS member stations across the country.

Our new film, again produced with RMPBS, will be released on April 10th by American Public Television. This film includes footage from an audience talk back with cast members from our film answering questions at the Dairy Arts Center in April 2022.

The key to this work was the "conversation choreography" I developed that twice allowed a dozen strangers to learn to listen to each other with curiosity. In fact that is the title of our new film *Divided We Fall: Listening With Curiosity*.

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 belonging.

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

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.

6. 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 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).

Form Name: Board of Trustee Application
Submission Time: February 27, 2024 12:34 pm
Browser: Chrome 121.0.0.0 / OS X
IP Address: 174.63.69.25
Unique ID: 1199055376
Location: 39.9947, -105.2366

Application Information

Applicant Contact Information

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Demographic Questions

What is your age range? 65 or older

Which race or ethnicity do you identify with most? White

Application Questions

1. Why are you interested in serving on the Library District Board of Trustees? From my sophomore year in high school, when our English teacher introduced us to doing research at the Library of Congress in Washington, D.C., I have had a long love affair with libraries (my term paper was on Mrs. Grundy, a fictional English character representing the stultifying censorship of conventional opinion in 19th Century Britain). At the State Department, I worked with the patient, dedicated staff at the Ralph Bunche library to access historical documents and telegram records on specific subjects having to do with U.S. policy during the 1960s and 70s. I am a lifelong reader, a faithful fan and frequent consumer of Boulder Library-provided fiction and non-fiction, both via various on-line lending platforms, Prospector when necessary, and in old-fashioned book form whenever possible, in English as well as in Spanish and French.

2. Do you have experience serving on a nonprofit or governmental board?

I currently serve as a citizen volunteer on the Boulder County Corrections Commission, which affords judges the budget to divert people convicted of felonies to a halfway house rather than sending them to prison. We also consider people transitioning from prison so that they do not parole homeless but rather are given a better chance to get back on their feet. Community corrections is proven to be a cost-effective option that reduces recidivism while keeping the community safe. I am vice-chair of the Goss-Grove Neighborhood Association here at the geographic center of the City of Boulder. I have also served on the boards of small international schools while living abroad, and volunteered on an English-language suicide prevention line in Paris, France.

3. What skills do you have that will help the board of trustees guide the library district at this critical time in its development?

At the State Department, in various roles of expanding leadership responsibility over a combined total of seven years, I supervised the annual budget and strategic planning process for 47 U.S. Embassies in sub-Saharan Africa as well as for the Bureau of African Affairs' domestic operations. I have experience turning around systems in trouble and making tough budget decisions. I am a good writer and editor. I get along with a broad variety of people. I have done a fair amount of engagement with the press and public, both domestic and international.

4. What personal characteristics make you a good fit to join the Library District Board of Trustees? Please provide two examples.

I am a good listener and have been credited with having an inclusive, collaborative style; I make it a practice of seeking to reconcile a diversity of opinions. I was a Deputy Assistant Secretary in the Obama Administration and served for a time as acting Assistant Secretary of the Africa Bureau during the transition. While I hope that it is not directly relevant here, I have a proven ability to work under pressure and in crisis situations.

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

As U.S. Ambassador to Cameroon, in Central Africa, I was confronted with an underperforming HIV/AIDS program and threats from the U.S. Global AIDS Coordinator in Washington to zero out our funding. I led a group that included the EU and Swiss Ambassadors and the head of UN agencies in Cameroon to impress upon the President and Prime Minister of Cameroon that the government needed to meet its commitment or risk losing significant counterpart funding from the United States. Ultimately, though the decision was tough for them, they came around. I also maintained throughout the support of my diplomatic counterparts, who might otherwise have seen my efforts as a zero-sum game. As a result, the State Department doubled our budget for fighting HIV/AIDS, to close to \$100 million a year.

6. 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 State Department has had a not undeserved reputation of being less representative of the melting pot that is America, but has improved significantly over the years. I was lucky enough to have incredibly generous mentors in women and African Americans, in both Democratic and Republican Administrations. I have always tried to pay it forward, and some of the people I mentored have subsequently achieved high ranking, leadership positions.

I believe the library district is on the right track. If I were to become a trustee, I would advocate for more life skill classes to help people who are in precarious living situations, and for more Spanish-language resources. I also believe recruitment, hiring, evaluations, and retention need to be carried out in ways that promote diversity.

Form Name: Board of Trustee Application
Submission Time: February 28, 2024 4:37 pm
Browser: Firefox 123.0 / OS X
IP Address: 67.173.250.173
Unique ID: 1199595282
Location: 40.05, -105.217

Application Information

Applicant Contact Information

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Demographic Questions

What is your age range? 65 or older

Which race or ethnicity do you identify with most? White

Application Questions

1. Why are you interested in serving on the Library District Board of Trustees? I am retired, and always looking for ways I can stay involved and serve my community. I have a long-time love of literature and reading, and enjoy the cooperation and teamwork that may be found serving on successful not-for-profit boards.

2. Do you have experience serving on a nonprofit or governmental board? I am currently serving on the Board of Directors of the Left Hand Water District (LHWD). I have been a board member since 2014, and board President since 2018. I also serve as one of two LHWD board members on the Haldi Ditch Company, where I am currently collaborating on improving the bylaws. Prior to this I served as board member and Secretary for the local HOA of my community, the Gunbarrel Estates Homeowners Association, for 5 years, and as an independent museum professional on the board and as Secretary for the Association of Northern Front Range Museums. Before moving to Colorado I served for 12 years as the Museum Curator for the nonprofit local history museum in my community, the Orangetown Historical Museum & Archives in Pearl River, NY.

3. What skills do you have that will help the board of trustees guide the library district at this critical time in its development?

I hold a Master's degree in Museum Studies, which included training in conservation, managing collections of various kinds, exhibitions, and museum ethics and intellectual property. As needed, I have taken additional courses in cataloging, archives management, conservation storage, and book binding.

In my career as a museum professional, I have managed many projects and portions of projects in both large and small history museums, including historic building rehabilitation, collections storage planning and moving (including archives and reference library), exhibition planning and installation, and Boy Scout Eagle projects.

4. What personal characteristics make you a good fit to join the Library District Board of Trustees? Please provide two examples.

I enjoy working as part of a team. As a theatrical costumer prior to my museum career, I worked with many stage companies in New York and regional theater over a career that spanned 15 years. A costumer/designer must coordinate with many people: work with the director to finalize designs, with the actors, to agree on the appearance, fit and special performance requirements of the costume, with the stage manager to meet scheduling demands and solve onstage costume difficulties, and as backstage planner to ensure that the performance costume changes go smoothly. The designer must work with a crew of cutters and stitchers in the shop where the costumes are created, and backstage with a wardrobe supervisor and team of dressers.

I am a detailist, excellent organizer and long-range planner; my favorite occupation is creating order. Managing a museum collection means that it must be organized so that any given object may be found and accessed without undue difficulty or delay. Museum ethics require that each object be given the best care and safest storage possible, and yet must not take up more space than is absolutely necessary, as space equals money. I have become adept at designing storage that is space efficient, organizing collections, and cataloging objects with locations in several cataloging programs for museum objects. I feel that no organization project should be undertaken without a hard look at future planning and the possible need for expansion.

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

In 1993 an historic 18th century Dutch sandstone building was donated to the Town of Orangetown, NY, to be used as a local history museum. The museum, the Orangetown Historical Museum & Archives, which I mentioned in Question #2, began with two community volunteers, myself and the Town Historian. Together we decided that she would function as the Director of the museum and I would be the Curator, in charge of the museum building, collections and exhibitions, Revolutionary War to the present.

We worked together well, always making decisions as a team. We supervised the rehabilitation of the building, and organized the sizable collection of historical objects that had already been accumulated. We made a plan for offices, storage, and public exhibition spaces, put into effect with the help of a team of other local volunteers. The museum was given a budget for operations and exhibitions (although not for staff) from the Town of Orangetown, and opened to the public three years later with a schedule of events including exhibitions, education programs and fundraising projects.

A few years later we received our 5001C3 and new budgeting for staff, now expanded to three. In addition, the Town gave the museum a second historic building, which needed extensive construction for adaptive reuse and ADA accessibility. To guide the creation of the new space, new programs, activities and an expanded volunteer program, the Director and I developed a much-needed long-range plan for the future of the museum.

The original building, meanwhile, was found to have extensive structural damage. We received a State of NY grant for \$125,000 for historic preservation, and secured a qualified historic preservation construction company to do the work. The project was completed in two years, after which the building, as planned, was furnished as the museum's present permanent 18th century living history exhibit.

In 2007 my husband and I retired and moved to Colorado to be near family. By this time the historic rehabilitation was almost finished, the new building and programming were well established, and after 12 years of rewarding work I felt I could leave the museum well set up for the future. Today the Orangetown Historical Museum & Archives is a thriving concern with four employees and a very active schedule of well-attended events.

6. 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.

A museum, like a library, has a primary obligation to provide a service for the entire community. That is its equitable goal. At the Orangetown Historical Museum & Archives, our mission was in large part community outreach, to share the rich history of the area with the people who live there. To this end we created programs and exhibitions that were free to residents, and often brought traveling versions of these exhibitions to local schools and other organizations. In the hope of reaching as many people as possible, we developed an education program, taught classes and gave demonstrations both at the museum and at other sites, and welcomed both students and other residents to come and work with us. We hosted free Holiday programs and other social events, hoping to encourage people to come and discover their history. Moving to Colorado, the various museums I worked with had a similar goal: to share their resources. One doesn't work at a museum for the money: the reward is the feeling that you are working to help your community.

In Colorado, I think that equity is often dependent on economic status. Lacking economic stability, services of many kinds are less accessible. With this in mind, an important goal for an equitable library program is to enable access to the service. I live in Gunbarrel, where there is no library access to take out books except at a distant branch library. Public transportation is limited, walking isn't a possibility, and if one has no access to a vehicle, getting to the library is difficult. This is true of many communities in the new Boulder Library district.

To help make library services more accessible, small branch libraries that would also be for pick-up of requested books would allow more users to walk/travel a shorter distance. On the same accessibility theme, a mobile library could bring books to destinations such as schools, senior resident communities, perhaps even to shelters. An outreach program for elementary schools would encourage curiosity about the world, and help develop a love for reading. Overdrive E-books and the Libby audio books app allow access for many, adults and children alike. In short, there are many programs that could be developed and/or expanded, as time and budget allow, making more books available in more ways to more people throughout our community, helping to create a more equitable library system.

Form Name: Board of Trustee Application
Submission Time: February 29, 2024 8:26 pm
Browser: Chrome 122.0.0.0 / Windows
IP Address: 174.51.151.45
Unique ID: 1200099816
Location: 40.1452, -105.1667

Application Information

Applicant Contact Information

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Demographic Questions

What is your age range?	35 to 54
Which race or ethnicity do you identify with most?	White

Application Questions

1. Why are you interested in serving on the Library District Board of Trustees?

I love libraries and the Boulder Public Library in particular. I care about Boulder and the people who live here. I think everyone should be welcome here and have no-cost places to learn, enrich their lives and wellbeing, and participate in public life. The library is one of the few institutions designed to be truly public, welcoming, inclusive, and dedicated to self-education and community wellbeing. Libraries are frequently spaces for safety, respect, and accessibility for people who might otherwise be excluded and stigmatized in public life. Library patrons get to educate themselves and connect with community resources for free. I understand the Board of Trustees works to preserve and advance the viability, sustainability, and wellbeing of the library and the Library District, and I want to be a part of that.

2. Do you have experience serving on a nonprofit or governmental board?

I served on Boulder's Human Relations Commission for 5.5 years. Locally, I've served on the board of Community Fruit Rescue. I've also served on dozens of professional working groups and funding committees in the nonprofit food access and K-12 education space. (I was a high school English teacher before I made a career change to the nonprofit world.) I've organized and participated with a number of advocacy groups and mutual aid projects in Boulder and in my hometown of Milwaukee, WI. Currently, I co-lead the Colorado chapter of the Debt Collective. I'm also a Co-Director of a local nonprofit (Boulder Food Rescue). I've worked for nonprofits and other not-for-profit institutions for about 15 years.

3. What skills do you have that will help the board of trustees guide the library district at this critical time in its development?

As a member of HRC, I became familiar with local politics, public visibility, public scrutiny, and public pressure. I learned how to navigate these while upholding my own values and the responsibilities of a public office. I'm comfortable being in disagreement with others, finding common ground, and living with the reality that people are going to criticize, pressure, and disagree with public actors.

Co-leading a nonprofit, I've become familiar with managing finances and programs. I've lead the programmatic work of Boulder Food Rescue for about a decade and have been one of the primary designers of our organization's community-led and participatory systems, which are rare in the food access and human services sectors.

I've been facilitating groups and leading meetings for about 15 years. I've learned from more experienced facilitators and organizers, educated myself, and sought out resources to practice anti-oppressive facilitation techniques. I have a lot of experience building collaborative processes, particularly for decision-making.

I've managed staff at my workplace for seven years, which has helped me develop my communication, collaboration, and leadership skills. I'm practiced at offering feedback and building systems for people to give input, feedback, and participate in systems that might otherwise exclude them. I'm practiced at managing projects, recognizing people's assets, having difficult conversations with people, asking for help, and setting and holding boundaries.

Through my personal and professional experiences, I've become a tremendously resourceful individual. Being part of a nonprofit that started from scratch, I know how to create things from scratch. I know how to move from ideas to concepts, concepts to research, research to process, and process to implementation, practice, evaluation, and iteration.

4. What personal characteristics make you a good fit to join the Library District Board of Trustees? Please provide two examples.

I consider myself collaborative and principled. For me, this means that I prioritize making conversations, processes, or decisions accessible to the appropriate people, and I aim to think more broadly and non-traditionally when considering who "the appropriate people" are. I believe it's important to focus on engaging people who are typically excluded from input and decision-making processes, and that we have to get creative to make systems of input and decision-making more accessible to everyone. This can be accomplished, to name just a few examples, with anti-oppressive facilitation tactics, clear and co-designed processes, relationship-building with community groups, and flexibility and creativity when considering how people can contribute. This isn't simply the right thing to do; it's a practice that yields more effective results.

When I think about being collaborative, I also think about cultivating my ability to consider and entertain other people's perspectives. Meanwhile, I've learned how to get comfortable being in disagreement with others. I believe we don't have to agree completely to move forward productively. Groups should actively work towards paths forward that people with different experiences and perspectives can live with, even if they don't entirely agree. This also means that we have to actively work to change dynamics in which the familiar actors wield power and influence. While it is important to compromise and consider multiple perspectives, it's important to uphold institutional and personal values of equity, inclusiveness, and community wellbeing. We actually don't need to be pulled off course by actors who don't hold those values, particularly when we're acting on behalf of institutions like the library.

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

Some years ago, in my workplace, we were struggling with decision-making. Though we were all well-intentioned people, the demands of our day-to-day business and institutional hierarchies were creating problems. Some staff members felt that they didn't have an opportunity to contribute to decisions that impacted them. Others would occasionally agree to things they weren't comfortable doing and would later not follow through on. Some people dominated decision-making spaces while others were mostly quiet. Who made decisions and how they got made was inconsistently clear.

I became aware of these problems through observing their day-to-day manifestations and because my coworkers told me about them. As a director-level staff member who had more power in the space, I worked with other director-level staff to begin the (long, ongoing, and iterative) process of correcting the issue. First, we acknowledged that these problems and power differentials were happening and we acknowledged the harm they were creating. Then, we stated our intention to adopt a shared decision-making system. We spoke with other staff to understand their experiences in our workplace and with collaborative decision-making. We asked about what features they wanted a collaborative decision-making system to have, researched systems that other groups adopted, and presented those to the group. From there, we co-built the process we would use. In the years that followed, we've been refining our system and learning how to apply it in different situations. The long-term goal is that this system of decision-making becomes more and more a part of our culture and the way we interact with one another in the day-to-day. This year, we are applying the decision-making process to adopting new projects and programs.

6. 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've been involved in several other equity advancements in my workplace, including creating and advancing an equitable salary structure, making our systems of hiring and employment more equitable (through, for example, removing barriers and unnecessary qualifications from our hiring processes) advancing language access (for example, through interpreted meetings), and learning anti-oppressive facilitation techniques. I am one of the designers of our organization's community-led and participatory systems. This includes community-led food distribution and research projects documenting how people want to be involved in their systems of food access.

I've been an organizer working to advance equity for practically all of my adult life. I've worked to advance queer and transgender equity through work with LGBTQ advocacy groups, with my friends, and on my own as a queer and trans person existing in the world. I became a public high school teacher in Milwaukee, Wisconsin in the early 2010s, which meant that I was introduced to labor organizing early in my professional life. Around this time, I also became involved in anti-racist education practice and policy. I've been involved in anti-poverty work, particularly through debt abolition, mutual aid, food access work, and housing advocacy for well over a decade.

I gather from this application that shared decision-making is important to this group and the library district has its own plans, but if the building of an equitable library system was mine to architect, I would prioritize equitable systems of feedback and participation so we could continue to build our plans to garner input from people who love the library, use the library, and are often left out of systems of feedback and input in Boulder. I would focus on building relationships with groups that hold relationships of trust with people who tend to be under-represented in or excluded from governing bodies and local political discourse.

I would also build infrastructure to support equitable programming. In my mind, this means programming focused on self-education and community-led education, particularly for people and communities who might be excluded from other educational institutions. This also means prioritizing educational experiences that may be repressed in our current political climate. Specifically, libraries might provide educational and material support relevant to LGBTQ+ and BIPOC (Black and Indigenous People of Color) individuals and communities. This might include relevant histories, celebrations, resources, speakers, multimedia, materials, tools, and community gathering spaces, particularly those relevant to youth. The library might host educational sessions on data security and media literacy or Know Your Rights trainings. The library might house a multi-cultural center that would provide space for cultural events and gatherings, and provide that for free for people of color. Further, particularly because the library tends to be a safer and more respectful space for unhoused individuals to go during the day, the library might provide services like identification and document gathering support. There would be significant

resources to support community-led and community-initiated programming.

Form Name: Board of Trustee Application
Submission Time: February 29, 2024 9:48 pm
Browser: Chrome 123.0.0.0 / Windows
IP Address: 75.148.118.217
Unique ID: 1200114048
Location: 38.8585, -104.7162

Application Information

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Phone	[REDACTED]

Demographic Questions

What is your age range?	35 to 54
Which race or ethnicity do you identify with most?	White

Application Questions

1. Why are you interested in serving on the Library District Board of Trustees?

I've been a Boulder Library patron for over a decade. The library is a critical resource for our community, and I would welcome the opportunity to support it as a Trustee. In particular, I am a Information Technology expert (and security and privacy specialist), and believe the library's technology offerings (computing resources, Internet access, digital lending, makerspace, etc) will be an increasingly critical component of its operations over the coming years. These are topics I am well equipped to advise the board on. I have long been involved with the Boulder Library, from volunteering as the treasurer and webmaster for the 2022 library district campaign, to supporting the library's WiFi hotspot project during the pandemic, to serving as a member of the Boulder Library Foundation Board, to advising the current Board of Trustees on IT-related decisions over the past year. I am interested in joining the Board of Trustees and using my expertise to continue to support our library in its mission to provide free access to information.

2. Do you have experience serving on a nonprofit or governmental board?

I am currently a member of the Boulder Library Foundation Board (a 501c3) where I sit on the Finance Committee and chair the Governance Committee. In this role, I help oversee the operation of the foundation and advise the Foundation's staff as they work to carry out our mission to support the Boulder Public Library. The Foundation has historically provided funding for the bulk of the library's community programming, and will continue to serve an important role supporting the library's growth and operation under the new district.

I also sit on the Silicon Flatirons Community Advisory Board (a CU Law-based organization that promotes discussions at the intersection of law, public policy, and technology), where I provide expert input as a computer security and privacy engineer. I have also served as a member of the inaugural Boulder Xcel Community Advisory panel. In both these roles I have experience working with my fellow board/panel members to provide constructive input and advice on a range of topics of interest to our community.

3. What skills do you have that will help the board of trustees guide the library district at this critical time in its development?

A large (and growing) set of services offered by the library relate to technology. From free Internet access, to computing access, to digital lending, to the library's BLDG 61 makerspace - providing free access to technology and digital information is one of the main ways the library serves our community. As such, I believe the library's Board of Trustees would benefit from at least one member with deep technological expertise. This need was made evident by the current board when they were looking for support vetting and selecting IT vendors to assist with the 2023 District transition (a project that involved fully separating from city networks and IT services). I had the pleasure of advising the board in that situation, but believe the library would be best served by having ongoing technology expertise on the Board.

Beyond my ability to advise the board on the range of technological offerings the library provides, I also am an expert in security and privacy. These are concerns that will be key to the library's long term operation and the safety of its patrons. Protecting the privacy of library users has been a long standing library tradition, and carrying these protections into the digital age will be critical to maintaining public trust. Similarly, ensuring we're protecting both library patrons and staff from the range of modern information security threats will be a prerequisite to the library's ongoing operations. I am well-positioned to support the Board, and through it, the library and broader community, in these areas.

4. What personal characteristics make you a good fit to join the Library District Board of Trustees? Please provide two examples.

Members of the Board of Trustees need to be able to effectively communicate their work with the public they serve. As such, I believe my communication skills would serve me well on the Board of Trustees. I am a strong writer and have authored a number of public-facing pieces over the years aimed at a general audience (for example, a blog post I authored while at Twitter educating users on ways to better secure their accounts: https://blog.twitter.com/en_us/topics/product/2020/stronger-security-for-your-twitter-account). I also enjoy teaching, have ample experience teaching Computer Science courses during my time at CU, and have taught free computer security self defense courses to the community at the Boulder Public Library.

Beyond communication, I also believe a key role of the Board of Trustees is creativity and a willingness to meet the community where they are at. I have experience in this area, having assisted the library to deploy its free Internet hotspot program during the first year of the pandemic. This program offered free WiFi hotspots to members of the community who lacked home Internet access, ensuring these individuals could remain online even though access to the library builds was closed due to COVID. The pandemic showed us all how critical Internet access can be, and this program ensured such access remained available to all in our community. As part of this effort, I organized a team of volunteers to provide tech support for the program, assisting numerous members of the community to get their hotspots working and ensuring they remained so. As this project showed, the mission of the library goes well beyond just books. As a Trustee, I would continue to look for creative ways to meet the needs of the community, whatever those may be.

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

In my day job as an information security expert, I'm often asked to reconcile the security impact of potential features with the business benefit they may provide. This role involves balancing a range of competing equities and working with a broad range of stakeholders to reach an appropriate decision. I value opportunities to build consensus, but also realize that some differences are irreconcilable, and in those cases it's important to disagree respectfully. I try to find opportunities to highlight shared goals and the fact that disagreeing parties are often working toward common ends. I believe these skills would serve me well as a member of the Board of Trustees. I may not always agree with my fellow trustees, but I recognize that we are all working to serve the community as best as we know how, and I would leverage that shared end goal to help move us toward consensus, or at least compromise.

6. 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 member of a profession historically dominated by white men, I have and continue to work toward making the computer security field more equitable and diverse. This has included leading efforts to overhaul corporate hiring systems to remove burdens on candidates that favor some individuals over others (for example, assigning candidates interview homework, which often disadvantages caregivers who may not be afforded the spare time needed to do such work). I also work to mentor and support newer members of the profession from underrepresented backgrounds in the hope that the next generation of security professionals will be far more diverse than the current generation. These efforts proved effective during my time leading the security engineering team at Twitter - a team that we successfully grew to accurately reflect the broad diversity of the wider population across gender and racial lines.

Likewise, it is critical that the library consider all the needs of our community. As a Trustee, I'd work to ensure we're consistently seeking input and considering the viewpoints of the wider community. This includes considerations along not only racial and socioeconomic lines, but also considerations such as accessibility, gender and sexuality, and family makeup. One way the board of Trustees can help recognize the diverse needs of our community is to ensure the Board itself reflects the broader community. This includes ensuring the Board has adequate representation across generational boundaries - especially as we work to envision how the library might best serve the needs of future generations. This is a viewpoint I'd welcome helping provide on the board. While the library will never be perfect, we aspire to meet the needs of our entire community. And we must actively work to consider diversity and equity in order to successfully do that.

Applicant Demographics

