




**SAN RAFAEL CITY COUNCIL STAFF REPORT**

**Department: City Clerk**

**Prepared by: Lindsay Lara, City Clerk**                      **City Manager Approval:** 

**TOPIC: BOARD OF LIBRARY TRUSTEES INTERVIEWS**

**SUBJECT: INTERVIEW APPLICANTS AND MAKE APPOINTMENT TO FILL ONE UNEXPIRED FOUR-YEAR TERM ON THE BOARD OF LIBRARY TRUSTEES TO THE END OF APRIL 2023 DUE TO THE RESIGNATION OF CLAUDIA FROMM**

**RECOMMENDATION:**  
Interview the following applicants and make an appointment to fill one unexpired four-year term on the Board of Library Trustees to the end of April 2023.

Name
Ava Farab
Costi Quffa
Eric Han
Natalie Long

**BACKGROUND:**  
The term of Claudia Fromm was set to expire at the end of April 2023, but staff received a resignation by email on October 17, 2020. On October 27, 2020, the City Clerk’s Office called for applications to fill one vacancy on the Board of Library Trustees. Eighteen (18) applications were received in the City Clerk’s Office by the deadline of Tuesday, November 10, 2020; however, three of the applicants lived outside of City limits and were ineligible. Due to the volume of applications received, a subcommittee of the City Council carried out an initial review of the fifteen applications and selected four to be interviewed by the full City Council.

The [Board of Library Trustees](#) is an advisory board that meets monthly with responsibility to provide support to library administration, work to support the process for a new library, serve as advocates for the Library to the City Council, and help increase the visibility of the Library in the community. [Meetings](#) are held on the second Tuesday of each month at 6:00 p.m. at the Downtown San Rafael Library, Library Meeting Room, San Rafael, California 94901; however, due to COVID-19, the Board of Library Trustees will meet virtually until in-person meetings resume.

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**FOR CITY CLERK ONLY**

**Council Meeting:**

**Disposition:**

**ANALYSIS:**

The deadline for submitting applications was November 10, 2020, and the City Clerk's Office received eligible 15 applications; however, due to the volume of applications received, a subcommittee of the City Council carried out an initial review of the fifteen applications and selected four to be interviewed by the full City Council. Staff recommends the City Council interview the four eligible applicants and make an appointment to fill the unexpired term of Claudia Fromm to the end of April 2023.

**FISCAL IMPACT:** There is no fiscal impact associated with this action.

**COMMUNITY OUTREACH:**

The call for applications for the Board of Library Trustees was advertised through mass email notification, Canal Alliance, the City website, Nextdoor and Facebook social media platforms.

**RECOMMENDED ACTION:**

Interview the four applicants and make appointment to fill one unexpired four-year term on the Board of Library Trustees to the end of April 2023.

**ATTACHMENT:**

1. Four (4) applications
2. Resignation Letter
3. Board of Library Trustees Municipal Code Section 2.16.030

#1

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
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**Time Spent:** 00:29:40  
**IP Address:** 70.36.195.35

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**Q1**

Contact Information

First and Last Name	Ava Rahimi Farab, Assoc.AIA, M.Arch, LEED AP BD+C
Address	██████████
Address 2	██████████
City/Town	San Rafael
State/Province	CA
ZIP/Postal Code	94901
Email Address	██
Phone Number	██████████

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**Q2**

**Board of Library Trustees**

What Board would you like to apply to?

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**Q6**

How long have you lived in San Rafael?

4.5 Years

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**Q7**

Business Information

Company	Dorman Associates, Inc.
Address	229 Flamingo Road
City/Town	Mill Valley
ZIP/Postal Code	94941

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**Q8**

**City Manager's Newsletter**

How did you hear about this vacant position?

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**Q9**

Do you participate in any civic activities? If so, what are they?

As a member of AIA, USGBI, and NAEYC, I am involved in design and construction of many non-profit childcare centers & educational facilities throughout the Bay Area.

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**Q10**

List any civic organizations of which you are a member:

- NAEYC
  - AIA
  - USGBI
- 

**Q11**

Education:

Master of Architecture (M.Arch)  
University of Michigan,  
Taubman College of Architecture & Urban Planning, Ann Arbor,MI

Bachelor of Science in Architecture  
IKIU, School of Architecture & Urban Planning, Qazvin, Iran

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**Q12**

Why are you interested in serving on a board or commission?

I have a passion for books and libraries, and have always been involved with libraries in one way or another. I have worked for three years at my undergraduate University's central library and started two smaller libraries later after graduation. I believe in the transformational power of libraries, especially the role that early engagement with books and developing reading habits play in the lives of young children and teens. That is one focus of my work for non-profit childcare centers, where creating engaging and inviting reading spaces is a priority. I am also a believer in civic engagement and how having more people with diverse backgrounds could bring attention to issues of access for less advantaged demographics in our city. Our current situation with the Covid-19 pandemic could be a catalyst to bring more access to the library resources for different groups.

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**Q13**

Describe possible areas in which you may have a conflict of interest with the City:

I cannot think of any at the moment.

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**Q14**

Upload your resume.

AVA FARAB \_ CV.pdf (176.7KB)

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Page 4: Demographics

**Q15**

Ethnicity

Other (please specify):

██████████

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**Q16**

To which gender do you most identify?

██████

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**Q17**

How old are you?

████

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# AVA RAHIMI FARAB

Assoc.AIA, LEED AP BD+C

## PROFILE

### NAME

Ava Rahimi Farab

### ADDRESS

[Redacted]  
San Rafael,  
CA, 94901

### PHONE

[Redacted]

### EMAIL

[Redacted]

### LinkedIn

[www.linkedin.com/in/avarahimifarab/](http://www.linkedin.com/in/avarahimifarab/)

## MEMBERSHIPS/ INVOLVEMENTS

**NAEYC** - National Association for the Education of Young Children

**AIA** - American Institute of Architects

**USGBI** - U.S. Green Building Council

## LOVER OF BOOKS

- Avid Reader
- Libby User
- Former University Library Employee
- Started Hope Children's Library
- Started Harmony Company's Library
- Believer in The Role of Books & Forming Early Reading Habits in The Lives of Young Children & Teens

## LANGUAGES


## EDUCATION

- 2014-2016 **Master of Architecture**  
**University of Michigan,**  
**Taubman College of Architecture & Urban Planning,** Ann Arbor,MI  
Thesis Advisor: Keith Mitnick
- 2008-2012 **Bachelor of Science in Architecture**  
**IKIU, School of Architecture & Urban Planning,** Qazvin, Iran  
International University of Imam Khomeini (IKIU)  
Summa Cum Laude  
Thesis Advisor: Dr. Gorji Mahlabani

## EXPERIENCE

- 2016 August- (Ongoing) **Dorman Associates, Mill Valley, CA**  
**Project Manager & Children's Spaces Lead:** Project manager & lead designer on multiple educational and learning center projects including two child development centers for Stanford University and other educational architecture for children.
- 2016 March **Lundberg Design, San Francisco, CA**  
Spring externship - as part of the University of Michigan's program
- 2015- April 2016 **University of Michigan, Ann Arbor, MI**  
**Research Assistant:** Collaborated with Professor Sean Ahlquist with his research through the use of a large-scale CNC knitting machine for the design & fabrication of pre-stressed lightweight structures and innovations in textile-reinforced composite materials & sensory-responsive environments addressing challenges which face children with learning difficulties & autism.
- 2015 Summer **Harmony, Furniture & Interior Design, Tehran, Iran**  
**Designer:** Worked on the design and interior decoration, produced plans, digital drawings and construction documents of company's new main showroom with more than 20,000 square meter retail space, and other spaces .
- 2012-2014 **Designer:** worked at the company's architecture office responsible for design of the company's retail stores, factories, and other related buildings. Worked as the main architect on "Harmony central office building" (2013) which won many national awards for the best workspace design of the year.
- 2015 March **Dimella Shaffer Architects, Boston, MA**  
Spring externship - as part of the University of Michigan's program
- 2009-2012 **IKIU Central Library, Qazvin, Iran**  
**Archives Project + Front Desk:** After working at the front desk, initiated the Archives Project, which involved a group of trained volunteers to scan valuable books and old documents to be available online throughout the university's library system. The project made tens of books available online, where previously only authorized personnel & select students had access to the old books archive.

## VOLUNTEERING

- 2013 **• Hope Children's Library**  
Started a local children's library for migrant Afghan children in Karaj, Iran. The library was established with small funds relying on volunteers & continues to grow with book donations.
- 2014 **•Harmony Library**  
Started a decentralized workplace library for Harmony Co. in Karaj, Iran. The library was brought online with a rotating inventory traveling between the company's different departments, factories, and showrooms.

## TECHNICAL SKILLS

GRAPHIC DESIGN	Adobe Photoshop	●●●●●●●●	FILM/EDITING	Revit	●●●●●●●●
	Adobe InDesign	●●●●●●●●		Maya	●●●●●●●●
	Adobe Illustrator	●●●●●●●●		V-ray	●●●●●●●●
	Adobe Lightroom	●●●●●●●●		Maxwell	●●●●●●●●
	CorelDraw	●●●●●●●●		T-Splines	●●●●●●●●
	Corel Photo-Paint	●●●●●●●●		Grasshopper	●●●●●●●●
	Microsoft Project	●●●●●●●●		TopMod	●●●●●●●●
	3ds Max	●●●●●●●●		Premiere Pro	●●●●●●●●
	AutoCAD	●●●●●●●●		After effects	●●●●●●●●
	Rhinoceros	●●●●●●●●		Microsoft Office	●●●●●●●●
PROJECT MANAGEMENT ARCHITECTURAL	ArchiCAD	●●●●●●●●	CNC KNITTING	M1-Plus	●●●●●●●●
	SketchUp	●●●●●●●●	PROGRAMMING	Processing	●●●●●●●●

#6

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
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**Time Spent:** 00:36:49  
**IP Address:** 160.34.93.172

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Page 1

**Q1**

Contact Information

First and Last Name	Costi Quffa
Address	[REDACTED]
City/Town	San Rafael
State/Province	CA
ZIP/Postal Code	94901
Email Address	[REDACTED]
Phone Number	[REDACTED]

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**Q2**

**Board of Library Trustees**

What Board would you like to apply to?

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**Q6**

How long have you lived in San Rafael?

2 years

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**Q7**

Business Information

Company	NA
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**Q8**

How did you hear about this vacant position?

Other (please specify):  
My wife who works for the city of San Rafael

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**Q9**

Do you participate in any civic activities? If so, what are they?

I was on the board of Sharon Art Studio in San Francisco for more than 2 years. I have also volunteered to do work at various parks mostly pick up trash or doing other manual labor.

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**Q10**

List any civic organizations of which you are a member:

City of San Rafael volunteer program

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**Q11**

Education:

BS in mechanical engineering from Columbia University  
BA in general studies from Earlham College

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**Q12**

Why are you interested in serving on a board or commission?

I want to be more involved in the San Rafael community. I want to volunteer more of my time to help the community. I would also like the experience of being on the board and learning from process.

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**Q13**

Describe possible areas in which you may have a conflict of interest with the City:

My wife (Catherine Quffa) works for the city of San Rafael, but she checked with work and there is no conflict of interest ther. I also work for Oralce as technical project manager, but I work with Utility companies on energy efficiency IT projects. I do not work with government.

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**Q14**

Upload your resume.

**Costi Quffa- Resume-11-10-2020.pdf (131.4KB)**

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Page 4: Demographics

**Q15**

Ethnicity



**Q16**

To which gender do you most identify?





**Q17**



How old are you?

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# COSTI H. QUFFA

San Rafael, CA 94901

## PROFESSIONAL EXPERIENCE

**Oracle-Opower**, San Francisco, CA, January 2016-Present

*PG&E Senior Client Success Manager – Enterprise Software*

- Lead a cross-functional software delivery team dedicated to PG&E, managing a number of software implementation projects with strict timelines.
- Serve as a trusted advisor working with PG&E to achieve their program objectives, ensure contractual compliance, track energy savings progress, present results, and make recommendations to achieve program success.
- Successfully implemented multiple PG&E/Opower software deliveries including PG&E's new electric vehicle (EV2A) rate and enabling CCA customers to access PG&E's Opower products.
- Assign resources and prioritize work to ensure focus on details while maintaining larger scope and ensuring project implementation to client contractual specifications and deadlines.
- Foster effective decision-making and operational excellence by building relationships and helping internal teams understand client priorities.
- Maintain consistent and frequent communication with PG&E stakeholders and teams to ensure efficient project implementation, review ongoing needs, provide timely solutions to help achieve success, and drive adoption of Opower products.

**Vigilent**, Oakland, CA, 2014-2015

*Solutions Engineer*

- Built innovative energy efficiency and business case models utilizing Vigilent's dynamic cooling control product and securing sales to five data centers with annual energy savings of over 1 million kWh and \$800,000 in revenue.
- Managed projects for a large telecom customer with over 30 Vigilent systems throughout the United States. Assessed additional customer sites and generated sales quotes and proposals for over \$2 million worth of new equipment, software, and value-added upgrades.
- Secured Vigilent's first project in South America, worth \$364,000 in revenue. Overcame client's initial concerns about the suitability of the technology by taking a user-based approach to identify the client's needs and by tailoring the sales pitch to specifically showcase the technology's strengths, long-term value, and ability to meet the needs of the facility versus a competitive product.
- Generated over \$4 million in sales, making up 26% of the total 2015 sales target. Increased sales to revenue speed by leveraging my mechanical engineering experience to quickly identify and survey whether mission critical facilities were suited for Vigilent's technology.

**EnerNOC**, San Francisco, CA, 2012-2014

*Energy Engineer / Program Administrator*

- Administered three industrial energy efficiency rebate programs for two utility companies (Southern California Edison and Duquesne Light). Implemented various energy efficiency measures involving different industrial process, including paper production, metal recycling, plastic blow molding, mineral extraction, and fractional distillation resulting in 24.3 million kWh of energy savings and over \$1.5 million in revenue.

- Identified over 50 potential energy efficiency measures in client facilities. These included lighting controls, efficient lighting technology, compressed air leak remediation, compressed air retrofits, over sizing condensers, and retrofitting equipment with variable frequency drives. Collected site data and produced feasibility studies for each identified efficiency measure, securing over \$2 million dollars of client incentives which were verified using the International Performance Measurement and Verification Protocol.
- Lead a team of engineers to successfully complete the company's largest NYC LL87 building portfolio energy audit in 2014. The team completed over 50 multifamily building energy audits covering over 2.5 million sq.ft. Identified energy, water, and air quality measures to improve the efficiency of the surveyed buildings. The reports provided benchmarks for each building using Energy Star's portfolio manager as well as cost analysis and implementation guidance.
- Secured more than 15 new clients and over \$200,000 in additional revenue by creating a complementary compressed air leak detection service. This service was designed to meet a client need and helped EnerNOC attract new business. Identified additional energy efficiency opportunities during the leak detection service.

**Altanova Energy and Sustainability, Long Island City, NY, 2009-2012**

*Energy Engineer*

- Managed LEED implementation for five new construction projects, including a data center, a multifamily building, two hotels, and a light manufacturing facility. Focused on measures that increased occupant and employee health such as increasing lighting quality, daylighting, and avoiding the use of materials with high amounts of VOCs and formaldehyde. One data center achieved LEED Gold and a PUE of 1.28; the remaining buildings achieved LEED Silver.
- Used simulation software (eQUEST) to build over 15 whole-building energy models of new multifamily, commercial, industrial, and data center construction projects, providing data driven guidance to multidisciplinary construction design and LEED teams. The models were also used to obtain New York MPP and New Jersey P4P certifications. Achieved incentives totaling over \$500,000 from an approximate 30% reduction in energy use as compared to an ASHRAE 90.1 2007 Appendix G baseline.
- Simulated six photovoltaic systems, each over 50 kW of power, to guide clients through various technologies available on the US market. Conducted analysis to investigate a number of efficiency parameters, system installation costs, and utility incentives. The guidance led to the purchase of two photovoltaic systems resulting in a 100 kW roof top system.

**EDUCATION**

**Columbia University, Fu Foundation School of Science and Engineering, New York, NY**  
BS in Mechanical Engineering, 2007- 2009

**Earlham College, Richmond, IN**  
BA in Pre-Engineering Studies, 2004- 2007

**SKILLS**

Language: native English and Arabic speaker.

Computer skills: MS office, Salesforce, PRO/E, Air Master +, eQUEST DOE-2, and RET-Screen.

Certifications: Engineer in Training (EIT), LEED GA, Certified Energy Manager (C.E.M.).

# #10

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
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Page 1

## Q1

### Contact Information

First and Last Name	Eric Han
Address	[REDACTED]
City/Town	San Rafael
State/Province	CA
ZIP/Postal Code	94901
Email Address	[REDACTED]
Phone Number	[REDACTED]

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## Q2

**Board of Library Trustees**

What Board would you like to apply to?

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Page 3

## Q6

How long have you lived in San Rafael?

14 months

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## Q7

### Business Information

Company	Federal Reserve Bank of San Francisco
Address	101 Market St
City/Town	San Francisco
ZIP/Postal Code	94102

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**Q8**

**Community Center / Library**

How did you hear about this vacant position?

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**Q9**

Do you participate in any civic activities? If so, what are they?

Volunteer reading buddy at the Pickleweed Library. And as most, voting. In previous communities I have been a part of, I have volunteered with Big Brothers programs, mentored students, and fundraised for causes.

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**Q10**

List any civic organizations of which you are a member:

Not currently, unless you count my volunteering as a civic organization.

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**Q11**

Education:

Highest level education is two Masters degrees: 1) an MBA from the University of Texas - Austin and 2) an MSE in Engineering Management from the University of Southern California.

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**Q12**

Why are you interested in serving on a board or commission?

While my motivations are multi-faceted, there are three key reasons I have a deep interest in serving on the Library Board of Trustees for the city of San Rafael:

- 1) I want to serve my local community. My wife, son, and I only recently moved into San Rafael, but we have been part of Marin and of the Bay Area for almost 8 years. We moved to San Rafael because we wanted to set roots and raise our family here. And in doing so, I'd like to help be a part of the community and be part of helping to shape its future. I have always felt a drive to serve, and have spent over half my career in public service, as well as taken part communities where I live.
  - 2) The position in particular is of interest to me. As a child as far back as I can remember, I spent evenings after school and Saturdays at the public library in my hometown. I have fond and comforting memories of getting lost in stories, reading about the world, doing homework, and even getting my basic fundamentals in numbers and organization as I pieced together the dewey decimal system to find books. An opportunity to be an advocate for this system to future generations is the least I could do for all it gave me.
  - 3) As we set roots, I also acknowledge how much of my perspective is shaped through my two year old son. As we explore the public library and other services through a customer's lens and my background in problem solving and strategy, I believe it helps me come with fresh, innovative, and practical ideas to help serve our community now and in the future.
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**Q13**

Describe possible areas in which you may have a conflict of interest with the City:

None that I am aware of.

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**Q14**

Upload your resume.

**Eric Han Resume (2).pdf (747.8KB)**

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Page 4: Demographics

**Q15**

Ethnicity

[REDACTED]

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**Q16**

To which gender do you most identify?

[REDACTED]

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**Q17**

How old are you?

[REDACTED]

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# Eric Han

Strategic Operations and Change Leader

Corte Madre, CA



[LinkedIn](#)



## CAREER PROFILE

Transformational senior business leader offering strong performance in change management, business operations, organizational development, and full life cycle project/program management in both the public and private sectors. Strong communicator with verified success in securing buy-in for critical change and continuous process improvement initiatives. Highly skilled in leading multiple simultaneous small- to large scale projects, from inception through completion, while utilizing creative cost-reduction strategies. Effectively led all hiring, staffing, and employee development efforts while building high-performance teams that consistently meet and exceed organizational objectives. Successfully works with all levels of internal and external stakeholders while driving team members to maximize their potential as top performers. Passionate about driving world-class strategies that encourage long-term business growth.

## CORE COMPETENCIES

- ▶ Strategic Business Operations Leadership
- ▶ Project and Program Development/Management
- ▶ Project Scope, Plans, Timelines, Schedule, and Delivery
- ▶ Process Reengineering and Improvement
- ▶ Recruiting, Staffing, Coaching, and Mentoring
- ▶ Training, Team Building, and Employee Development
- ▶ Metrics, Insights, and Business Growth Drivers
- ▶ Organizational Development
- ▶ Data, Financial, and Solutions Analysis
- ▶ Change Management and Cultural Transformation
- ▶ Strategic and Tactical Planning
- ▶ Business Partnerships and Relationship Management

## PROFESSIONAL EXPERIENCE

### Federal Reserve Bank of San Francisco | San Francisco, California | 12/2018—Present

*Joined 2<sup>nd</sup> largest district of US Central Bank to help lead cultural and organizational transformation of mission driven organization.*

#### Change and Strategy, Senior Manager

Lead the organization's change management team supporting major strategic and transformation initiatives with change strategy, planning, execution, and organizational readiness.

#### Key Contributions and Accomplishments:

- ▶ **Led change strategy and execution of new career management and development framework impacting entire organization**, including design and execution of leader alignment workshops, change communications, creating content and visuals, engagement program design and execution, measurement and sustainment plans, and stakeholder experience maps.
- ▶ **Designed and deployed an employee listening strategy giving organization tangible measures to improve and impact employee experience**, linking employee experience across key moments, giving capabilities to front line managers to assess survey results and take action, and set long-term vision and roadmap for organization.
- ▶ **Organized and executed nation-wide multi-day Change Practitioner conference** by developing agenda, identifying speakers, drafting talking points, coordinating graphics and content, leading support, and designing participant experience.

### Constellation Brands, Inc. | Napa, California | 11/2017—12/2018

*Joined Fortune 500 leader in total beverage alcohol to lead efforts in operations strategy, finance strategy and project management.*

#### Operations Strategy, Project Manager

Lead the project management, data/financial analysis, and business operations initiatives for a leading producer of high-end premium wine and spirits. Develop and drive a company-wide operations strategy and program management process and framework.

#### Key Contributions and Accomplishments:

- ▶ **Reduced capital spending by approximately \$4M, and overall spending by over \$1M**, by creating a data toolkit and financial management process for key winemaking materials.
- ▶ **Decreased risk on over \$200M of finished goods and WIP materials** after redeveloping, leading, and managing the annual inventory process.
- ▶ **Successfully drove approval of the IT system, with 26% 10-year IRR**, by researching and developing the business case and effectively coordinating with key stakeholders across multiple business units.
- ▶ **Delivered key insights to executive leaders**, into complex strategies and progress towards key objectives, through proactive leadership of the annual operations strategy review, resulting in improved ability to make critical long-term decisions.

## Federal Bureau of Investigation | San Francisco, California and Washington D.C. | 08/2010—11/2017

Joined premier law enforcement agency combining investigations, operations, and intelligence analysis, as a special advisor and internal management consultant. Earned multiple promotions to higher level roles due to exceptional performance.

### Administrative Officer, San Francisco, California (06/2016—11/2017)

Served on the senior leadership team, for an 800+ division across 12 locations, leading a staff of over 120 in business operations, strategy, and professional services. Entrusted to manage all day-to-day business operations. Drove organizational transformation in hiring/staffing, employee development, and process development/improvement, establishing cultural accountability and trust.

#### Key Contributions and Accomplishments:

- ▶ **Increased employee engagement over 300% per new hire**, while doubling acceptance rates, earning widespread recognition across the division. Completely reengineered the recruiting process using advanced technology solutions, a meritocratic process, and a transparent, consistent, and data-driven framework.
- ▶ **Significantly improved transparency, establishing service reliability while increasing user traffic**, by transforming an ad-hoc and almost nonexistent business and administrative process to a centralized platform of universally accessible information.
- ▶ **Reduced required bureaucratic touch points and approvals by 50% while improving insight to near real time (from a two-week lag)** after creating and implementing a budgetary procurement and financial control process for \$1.75M in funding.

### Special Assistant, San Francisco California (03/2013—06/2016)

Served as the chief of staff and strategy, entrusted to lead the day-to-day executive priorities, develop strategic business/operational initiatives, and drive the implementation and transformation of special projects.

#### Key Contributions and Accomplishments:

- ▶ **Substantially improved the employee culture**, reducing organizational risk and right-sizing/aligning the organization, by developing and executing a transformational strategy and roadmap through data analysis and collaboration with over 200 personnel.
- ▶ **Secured buy-in for a \$10M office renovation**, by driving the shift from traditional facility space to 'design thinking' methods by building partnerships with top academic programs and clearing numerous bureaucratic hurdles.
- ▶ **Finished in the top 10 every year (out of 56 divisions), including a top 3 finish in final year**, by effectively implementing and leading the program management strategy for all San Francisco division programs, operations, strategy shifts, and administrative functions.
- ▶ **Significantly reduced organizational risk** by proactively addressing key issues in collaboration/information sharing. Implemented a public-private engagement program, with seven dedicated cross-functional personnel, managing dozens of relationships with critical private sector partners. Efforts served as the premier model that FBI headquarters utilized for a nationwide rollout.

### Special Advisor, Washington D.C. (08/2010—03/2013)

Acted as the business strategy and internal management consultant for senior executives at FBI headquarters. Led key projects in enterprise software implementation, strategy development/execution, internal audits, and human resources initiatives.

#### Key Contributions and Accomplishments:

- ▶ **Eliminated \$2M in costs, from the annual telecommunications budget, and improved program management efforts** by leading comprehensive reviews in all telecommunications operations, determining critical functions and centralizing program oversight.
- ▶ **Reduced required budget by 20% in first year** by successfully leading the strategy development and system implementation for building operations and real estate portfolio management; serving over 200 users in over 500 facilities.
- ▶ **Achieved human capital goals, doubling new hires from previous year** by leading an MBA recruiting initiative for the prestigious FBI Special Advisor program. Coordinated information sessions and interviews with FBI executives.
- ▶ **Cut oversight procedures in half** after effectively reengineering the operational and business performance audit processes and aligning it with the organizations program management system.

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## ENTREPRENEURIAL EXPERIENCE

### PopScreen | Houston, Texas (2009)

#### Business Development and Operations MBA Intern

Played integral role in a web 2.0 startup to help company reach Series A funding goal. Created advanced business plan and financial statements. Developed framework and structure for financial planning

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## EDUCATION

- ▶ **Master of Business Administration**, University of Texas McCombs, Austin, Texas (2010)
- ▶ **Master of Science in Engineering**, University of Southern California, Los Angeles, California (2006)
- ▶ **Bachelor of Science in Engineering**, University of Michigan, Ann Arbor, Michigan (2003)



## EARLIER PROFESSIONAL EXPERIENCE

### **Lockheed Martin Corporation, Aeronautics | Fort Worth, Texas (08/2003—08/2008)**

*Joined company as an aeronautical engineer and was promoted to multiple roles and ultimately to Senior Consultant, Engineering. Selected as one of a few key consultants deployed to sister companies to lead, engineering operations for the aircraft programs.*

#### **Senior Consultant Engineering (03/2006—08/2008)**

Led day-to-day operations for a 10-member global engineering team, including customer and supply management. Resolved three-week reporting lag for critical engineering data, in \$6B program, through implementation of a high-level software solution.

#### **Aeronautical Engineer (08/2003—03/2006)**

Served in a series of progressive roles, ranging from engineer to deputy manager, for a 20-member engineering team. Developed and implemented advanced training curriculum, resolving the company's training deficiencies. Chosen as one of eight people (from a pool of hundreds) to join the engineering leadership development program, graduating from program in 2006.

#8

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, November 06, 2020 5:20:08 PM  
**Last Modified:** Friday, November 06, 2020 5:26:01 PM  
**Time Spent:** 00:05:52  
**IP Address:** 73.70.78.248

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Page 1

**Q1**

Contact Information

First and Last Name	Natalie Long
Address	[REDACTED]
City/Town	San Rafael
State/Province	CA
ZIP/Postal Code	94901
Email Address	[REDACTED]
Phone Number	[REDACTED]

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**Q2**

**Board of Library Trustees**

What Board would you like to apply to?

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**Q6**

How long have you lived in San Rafael?

7+ years

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**Q7**

Business Information

Company	NML Associates
Address	42 Ross Valley Dr
City/Town	San Rafael
ZIP/Postal Code	94901

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**Q8** **Community Center / Library**

How did you hear about this vacant position?

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**Q9**  
Do you participate in any civic activities? If so, what are they?

Not really (yet); am active on our school's diversity team

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**Q10**  
List any civic organizations of which you are a member:

Ross Valley Charter - Diversity & Inclusion Committee

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**Q11**  
Education:  
BS Business; MBA Kellogg Graduate School of Mgmt

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**Q12**  
Why are you interested in serving on a board or commission?  
I'm eager to gain experience on boards and I can't think of a better organization to support that our amazing Marin County Libraries. I'd like to continue to fight for racial equity.

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**Q13**  
Describe possible areas in which you may have a conflict of interest with the City:  
None.

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**Q14**  
Upload your resume.  
Resume\_NML\_2020\_SRLibraryTrustee.pdf (183KB)

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Page 4: Demographics

**Q15**  
Ethnicity 

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**Q16**



To which gender do you most identify?

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**Q17**



How old are you?

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# NATALIE LONG

GLOBAL PRODUCT LEADER

## SUMMARY

As a well-versed, strategic product manager with a passion for technology and humanity, I live to align, cultivate, and propel teams forward towards a mission-driven goal for sustainable change.

## EXPERIENCE

Product Management Consultant (Freelance work)

*NML Associates / San Rafael, CA / 2012 - Present*


- [Earn & Learn](#) – Led visioning session to re-evaluate business model & clarify go-to-market strategy. Guided enhancements to Salesforce collaboration platform which delivers cross-sector, work-based learning opportunities. Efforts helped E&L expand into Monterey & Santa Cruz counties and push E&L to over \$1M in revenue.
- [MIRA Fellowship](#) – Researched and prototyped CRM/Donor management tools for startup nonprofit. Supported fellows' "reframe" ideation process at onsite kickoff.
- [Little Lotus Baby / Embrace Innovations](#) – Forged corporate partnerships for #CompaniesGiveLove program (EY & method). Advised on marketing, growth, and channel strategies.
- *ella health* – Performed in-depth analysis, research, business case, and financial model for dermatology services as a potential new service offering.
- *Online boutique retail concept* – Defined platform requirements for a mission-driven e-commerce startup, and partnered with design on branding concepts.


Sr. Director, Product Management, International

*Snapfish by HP / San Francisco, CA / 2004 - 2012*

- Managed global product development team (15 direct reports, 5 agile teams) that built and managed Snapfish's 20 country sites and fueled Int'l revenue growth. Guided entire 65-person contract development team in Hyderabad.
- Led end-to-end design and build of scalable Int'l platform including localization, payment and fulfillment integration, and site redesign. Launched 18 countries in first 18 months contributing \$30M+ in revenue.
- Partnered with region GMs during European expat assignment to gain customer insight, ensure rapidly evolving roadmap alignment, and establish communication channels for ongoing product development.
- Conducted extensive qualitative user research in four European markets to identify cultural differences in attitudes and preferences for online photo sharing and printing, and to verify Snapfish business model applicability.

## CONTACT

 Phone  
[REDACTED]

 Email  
[REDACTED]

 [Linked In  
linkedin.com/in/natalielong](https://www.linkedin.com/in/natalielong)

## SKILLS

- Roadmap & product strategy
- Building platforms & web apps
- Integrating third-party software
- Customer journey mapping
- Business model canvas
- Managing collaborative, interdisciplinary, multicultural teams
- Project & program management
- Managing remote/offshore teams
- Partnerships & account management
- Stakeholder engagement
- Business process re-design
- E-commerce
- Internationalization [I18n]

# NATALIE LONG

GLOBAL PRODUCT LEADER

## EXPERIENCE (CONTINUED)

Senior Associate

*Pinnacle Rock Associates / Emeryville, CA / 2003 - 2004*

- Managed design, development and delivery of a custom, web-based, special order entry application for West Marine stores and catalog call center. Application built for scale to support millions of SKUs.

Senior Product Manager, BlueLight Internet Service

*BlueLight.com / San Francisco, CA / 2000 - 2002*

- Converted BlueLight Internet Service from free to paid model which reduced operational costs 70% and lowered acquisition costs to \$2 per customer (as compared to \$40-50 for AOL). Service became profitable within first year and was sold to United Online, Inc. in November 2002.
- Designed and implemented an outsourced registration, billing, and customer support platform in just two months, achieving an estimated 20% reduction in billing and customer service costs and a significant improvement in customer satisfaction due to fewer billing errors, shorter call handle time and a smoother registration process.

Product Manager (MBA Intern), Powerbook Worldwide Product Marketing

*Apple Computer, Inc. / Cupertino, CA / 1999*

- Developed marketing plan for PB G3 accessory product, which included marketing requirements, research, pricing and selecting third party vendors.

Manager

*Accenture / Atlanta, GA / 1993 - 1998*

- Functional expert in both Supply Chain and Customer Relationship Mgmt. practices. Managed project teams to select, design, and implement a variety of third party, enterprise systems in retail and CPG industries.

## EDUCATION

Master of Business Administration (MBA)

*Kellogg Graduate School of Management / Evanston, IL / 1998 - 2000*

- Pepsico Scholar; Winner 1999 HP Marketing Case Challenge

Bachelor of Science, Business (Magna Cum Laude)

*Miami University of Ohio / Oxford, OH / 1989 - 1993*

## PASSIONS

- Reinventing education
- Adolescent mental health
- User research
- Design & systems thinking
- Cross-sector collaboration
- Raising boys (post #metoo)
- Reading!
- Travel
- Independent film
- Hiking
- Tennis
- Iyengar yoga

## LANGUAGES

Spanish

Conversational

## VOLUNTEERISM

Fellow (mid-career, social impact)

[MovingWorlds Institute](#)

2019 - 2020

Events Team Co-Chair

[Conscious Capitalism Bay Area](#)

2017 - 2018

Program Manager

[The Taproot Foundation](#)

2001 - 2004

## Fwd: Board Resignation

Henry Bankhead [REDACTED]

Sat 10/17/2020 8:46 AM

To: Lindsay Lara [REDACTED]

FYI

Sent from my iPhone

Begin forwarded message:

**From:** Claudia Fromm <[REDACTED]>

**Date:** October 17, 2020 at 8:17:55 AM PDT

**To:** Henry Bankhead <[REDACTED]>, Susan Andrade-Wax

**Subject:** Fwd: Board Resignation

Dear Susan and Henry,

Due to changes in my professional and personal life during the pandemic, I am submitting my resignation from the San Rafael library board effective October 19, 2020.

I have enjoyed the experience and working with you and the board members.

Wishing you and the library board success as you move forward.

Best,

Claudia Fromm

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Claudia Fromm, MFT  
Licensed Marriage and Family Therapist

[REDACTED]

## **SAN RAFAEL CHARTER**

### **ARTICLE IX Public Library, Section 1. BOARD OF LIBRARY TRUSTEES.**

There shall be a board of *library* trustees to be appointed by the council, the exact number of which shall be set by ordinance or resolution of the council, one of whom may be a councilman. The members of the board shall serve for a term of four years and shall be subject to removal by the affirmative vote of three members of the council. The terms of office of members of the board shall be staggered in the manner provided by resolution of the council. The board of *library* trustees shall exercise such powers and perform such duties as may be prescribed or conferred in this charter or by the ordinances of the city. (Assembly Concurrent Resolution No. 121, August 20, 1973: Senate Concurrent Resolution No. 46, May 31, 1967.)

#### **2.16.030 Board of library trustees.**

A board of library trustees is created. (Ord. 889 § 6, 1967)

#### **2.16.031 Trustee membership--Compensation.**

The board of library trustees shall consist of five members appointed by the city council, one of whom may be a councilman. All members shall serve without compensation. (Ord. 889 § 7 (part), 1967)

#### **2.16.032 Trustee term of office and removal.**

The members of the board of library trustees shall serve for a term of four years and shall be subject to removal by the affirmative vote of three members of the city council. The terms of office of members of the board of library trustees shall be staggered in the manner provided by resolution of the city council. (Ord. 889 § 7 (part), 1967)

#### **2.16.033 Trustee powers and duties.**

Subject to the direction and control of the city council, as provided in Section 2.04.030 of this code, the powers and duties of the board of library trustees shall be:

To assess and evaluate current and long-range needs of the library; to formulate and adopt policies, rules and regulations with respect to programs and facilities to meet such needs of the community, including recommendations for sites and design of facilities. Such formulations and adoptions shall be made in conjunction with recommendations of the librarian;

To review, comment and make recommendations regarding the annual operating budget of the library;

To receive, and review periodic reports from the librarian concerning the general operations and functions of the library;

To recommend ways to inform the citizens of San Rafael as to the various programs, services, and assistance which the library affords all citizens;

To promote intergovernmental cooperation in the development of library services, patronage and usage;

To perform such other duties as may be prescribed by the city council.  
(Ord. 1131 § 3, 1974: Ord. 889 § 7 (part), 1967).