

QUESTIONNAIRE FOR U.S. SENATE  
COMMERCE, SCIENCE & TRANSPORTATION COMMITTEE

**A. BIOGRAPHICAL INFORMATION AND QUALIFICATIONS**

1. Name (Include any former names or nicknames used):

Ruby Dee Bebout  
Rubydee Calvert  
Ruby Calvert

2. Position to which nominated:

Board of Directors, Corporation for Public Broadcasting

3. Date of Nomination:

April 12, 2018

4. Address (List current place of residence and office addresses):

[REDACTED]

Business: Not applicable

5. Date and Place of Birth:

November 25, 1947, Rawlins, Wyoming

6. Provide the name, position, and place of employment for your spouse (if married) and the names and ages of your children (including stepchildren and children by a previous marriage).

Spouse: Edward Duane Calvert, Deceased on August 28, 2007, formerly employed as Vice President, Nucor Oil & Gas, Riverton, Wyoming

Children: Chad David Calvert, 48, Kara Nicole Campbell, 39, Christopher Paul Calvert, 39

7. List all college and graduate degrees. Provide year and school attended.

Bachelor of Arts/Secondary Education, 1970, University of Wyoming  
23 hours completed in Radio/TV Broadcasting, 1982, Central Wyoming College  
21 hours completed toward Masters of Public Administration, 1994, University of Wyoming

8. List all post-undergraduate employment, and highlight all management-level jobs held and any non-managerial jobs that relate to the position for which you are nominated.

Legal Secretary and Para-legal, Smith, Todd & Ball, Attorneys at Law (1971-1974)

Para-legal, Wehrli & Williams, Attorneys at Law (1974-1978)

Grant Writer and Conference Organizer, Central Wyoming College (1980-1981)

Programming & Production Manager, KCWC-TV/Central Wyoming College (1982-2006)

Executive Producer, KCWC-TV/Central Wyoming College (1982-2006)

Interim General Manager, KCWC-TV (Wyoming PBS) (2006)

General Manager, Wyoming PBS (2007-2015)

9. Attach a copy of your resume.

Attached.

10. List any advisory, consultative, honorary, or other part-time service or positions with Federal, State, or local governments, other than those listed above, within the last ten years.

Member, Wyoming State Board of Education (2000-2006, Chair 2005-2006)

11. List all positions held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, company, firm, partnership, or other business, enterprise, educational, or other institution within the last ten years.

Business:

Director, Secretary, Assist. Treasurer, B-2 Wyoming, Inc., family corporation (1976-present)

Director and Secretary, Svilar, Inc., family corporation (1992-present)

Director and Secretary, Nucor Oil & Gas, family corporation (2006-present)

Secretary, Elk Ridge Estates (2007-present)

Investor, B2F2, LLC (2014-present)

Sole Proprietor, Sage Investments, real estate and rental business (1995-present)

Sole Trustee, Ed Calvert Irrevocable Family Trust (2007-present)

Sole Trustee, Rubydee Calvert Living Trust (2006-present)

President and Director, Wyoming PBS Foundation (2006-2015)



Professional and Civic positions:

Director, America's Public Television Stations (2017-present)  
Trustee, Buffalo Bill Center of the West (2013-present)  
Board Member, Riverton Police Foundation (2009-Present)  
Council Member, P-16 Education Council (2013-2015)  
Vice Chair and Chair, University Licensee Association (2010-2015)  
Director and Chair, Organization of State Broadcast Executives (2008-2015)  
Board Member, Riverton Rotary (2005-2015), served as Secretary  
(2007- 2010), Program Chair (2011-2013), Membership Chair (2013-2015)  
Director, PBS National Board of Directors (2008-2014)  
Director, National Telecommunications Education Assn. (2007-2015)  
Officer and Director, Pacific Mountain Network (2007-2014)  
Advisor, Wyoming Land Trust (2010-2013)

12. Please list each membership you have had during the past ten years or currently hold with any civic, social, charitable, educational, political, professional, fraternal, benevolent or religious organization, private club, or other membership organization. Include dates of membership and any positions you have held with any organization. Please note whether any such club or organization restricts membership on the basis of sex, race, color, religion, national origin, age, or handicap.

Member, Wyoming PBS (1986-present)  
Member, P.E.O., International (1995-present)  
Member, Buffalo Bill Center of the West (1999-present)  
Member, University of Wyoming Cowboy Joe Club (2006-present)  
Riverton Rotary (2006-present)  
Chair, Education & Interpretation Committee (BBCW, 2015-present)  
America's Public Television Stations, Finance & Membership Committee (2017-present)  
NETA, Finance committee (2013-2015)  
Vice Chair and Chair, PBS Interconnection Committee (2011-2014)  
Council Member, Wyoming Boy Scout Council (2010-2013)  
Board Member, Riverton Rotary Foundation (2007-2010), Secretary (2007-2010)

To my knowledge, none of these organizations and clubs restricts membership on the basis of sex, race, color, religion, national origin, age or handicap, with the exception of P.E.O. International, where membership is open to women.

13. Have you ever been a candidate for and/or held a public office (elected, non-elected, or appointed)? If so, indicate whether any campaign has any outstanding debt, the amount, and whether you are personally liable for that debt.

No.

14. Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of \$500 or more for the past ten years. Also list all offices you have held with, and services rendered to, a state or national political party or election committee during the same period.

2016                      Stubson For Congress, Inc.                      \$500.00

I have held no offices with, nor rendered any services to, a state or national political party or election committee during the past ten years.

15. List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals, and any other special recognition for outstanding service or achievements.

NETA Instructional Media Award for "Wind River Education Project,"  
Co-producer (2017)  
National Advocacy Award, America's Public Television Stations (2013)  
National Education Award, Corporation for Public Broadcasting (2012)  
Executive Producer Award, Documentary of the Year, for "She Wrote My  
Friend Flicka", National Cowboy Museum, Oklahoma (2012)  
Wyoming Honor Scholarship to University of Wyoming (1966-1971)

16. Please list each book, article, column, or publication you have authored, individually or with others. Also list any speeches that you have given on topics relevant to the position for which you have been nominated. Do not attach copies of these publications unless otherwise instructed.

I have done my best to identify books, articles, columns, publications or relevant speeches, including a thorough review of personal files and searches of publicly available electronic databases. Despite my searches, there may be other materials I have been unable to identify, find or remember. I have located the following:

**Columns**

As the General Manager for Wyoming PBS, I wrote a monthly column for our program guide, which was distributed to all Wyoming PBS members. The topics varied from programming highlights to local productions, state and federal funding, memorial tributes and local initiatives. (January 2006 - August 2015)

**Speeches**

Keynote Speaker, Wyoming Heritage Foundation Annual Meeting (2002)  
Keynote Speaker, Wyoming School Improvement Conferences (2005-2006)



17. Please identify each instance in which you have testified orally or in writing before Congress in a governmental or non-governmental capacity and specify the date and subject matter of each testimony.

I have never testified orally or in writing before the United States Congress.

18. Given the current mission, major programs, and major operational objectives of the department/agency to which you have been nominated, what in your background or employment experience do you believe affirmatively qualifies you for appointment to the position for which you have been nominated, and why do you wish to serve in that position?

I have worked in public television for 35 years, working closely with CPB and fulfilling the mission and goals of the Public Broadcasting Act. I believe in the ability of public television and radio stations to deliver on the Act's mission every day, to provide high-quality programming that serves local and national audiences, and in public television's unique ability to serve children and other underserved audiences.

As a former General Manager of Wyoming PBS, I understand the history, contracts and rules that CPB has developed over time and requires of stations. I believe my experience and knowledge have prepared me well serve on the CPB Board and to be an effective Board Member on day one. While I think CPB has done an outstanding job in providing leadership and supporting public television and radio stations over the last 50 years, the media environment is changing rapidly. I believe I can offer valuable insight and guidance to CPB as it plans for the next 50 years.

19. What do you believe are your responsibilities, if confirmed, to ensure that the department/agency has proper management and accounting controls, and what experience do you have in managing a large organization?

If confirmed, I would work with the other members of the board to perform our fiduciary duty to oversee senior management and management performance and as an individual member, to keep current with CPB's affairs and finances and to ensure that the corporation complies with all of its obligations.

As a station General Manager, I have been responsible for audits of our station, monitoring budgets, reviewing balance sheets for changes in assets and liabilities, and making mid-term corrections in a budget, if necessary. As a member of several organizations' Finance/Audit committees, I understand the importance of oversight of monthly budgets and the accounting controls necessary to identify weaknesses in the system. My station only had an employee base of 23 people, but I was also part of the college management team where we had to understand the overall budget of the college (450 employees) and had to work within state



budget guidelines to plan infrastructure needs, source and resource revenue streams, and follow strict guidelines for expenditures and reporting.

20. What do you believe to be the top three challenges facing the department/agency, and why?

(1) The technology environment is rapidly changing and much of the public media infrastructure is quickly coming to its end-of-life. This situation is placing a financial burden on local stations and is setting up a challenging decision-making process at CPB and the other national organizations as they look to invest their limited resources. Many stations have not had the financial resources to set aside any deferred maintenance budgets, and the large injection of capital equipment into the system during the digital transition (2004-2012) is rapidly aging out. With the new broadcast standard of ATSC 3.0 (Next Gen) on the horizon, the lack of grant funds available to stations to replace equipment and the aging of current digital equipment, all create a big challenge for the system and CPB.

(2) The uncertainty of funding – whether at the federal, state or local level – is always a challenge. Several states provide funding to public television and radio, but not all. Many small stations operate with a bare-bones budget and can only exist because of their CPB grants. In an indirect way, large stations are also very dependent on CPB grants because they rely upon small stations to contribute to national programming, which large stations produce. Without the funding from small and medium stations, large stations could not continue to produce national programming. Our system is inter-dependent, making it strong – and possibly weak – at the same time. But the bottom line is that CPB grants are critical to all stations, and that federal funding is critical in stabilizing funding streams.

(3) A final challenge is building the public media system to be stronger programmatically and in service to our communities and states. With new demographics, communication systems, technologies, and more demands to assist with public safety, education and higher-quality journalism, we have to develop new ways to merge and leverage the power of the individual stations and the larger system. Public media must continue to change, innovate, experiment, and align programming with the changing demographics and technology. CPB will be instrumental in developing and funding these goals.



## B. POTENTIAL CONFLICTS OF INTEREST

1. Describe all financial arrangements, deferred compensation agreements, and other continuing dealings with business associates, clients, or customers. Please include information related to retirement accounts.

Retirement accounts: State of Wyoming Retirement Fund (monthly retirement income of \$5,405)

IRA's annuities: Required minimum distributions will be taken from IRA and annuity accounts starting in June 2018.

Traditional IRA, Edward Jones	\$26,545
American Pathways Annuity	\$45,382
New York Life Premium Annuity	\$49,934
TIAA-CREF(457B)	\$38,558

2. Do you have any commitments or agreements, formal or informal, to maintain employment, affiliation, or practice with any business, association or other organization during your appointment? If so, please explain.

I am on Boards and an officer of various family corporations, from which I receive some minimal distributions. While I do not have a formal agreement with any of these organizations, I plan to maintain those commitments during my Board appointment. While none of these businesses represent a conflict of interest with the CPB Board, any potential conflicts of interest will be resolved in accordance with the terms of an ethics agreement that I have entered into with CPB's designated agency ethics official and that has been provided to this Committee.

The family businesses are as follows:

- (a) B-2 Wyoming, Inc. - A Wyoming subchapter "S" Corporation that is a real estate investment and property rental company. All property is located in Wyoming. I am a Board Member, Secretary and Asst. Treasurer.
- (b) Svilar, Inc. is primarily a restaurant business, with a licensed liquor dispensing permit and some real estate investment. I am a Director and Secretary of this corporation.
- (c) B2F2 is a limited liability company, which primarily does real estate development. I am not an officer or Board member in this company, just an investor.

(d) Nucor Oil & Gas, Inc., - A Wyoming subchapter "S" corporation that is an oil and gas development company. I am the Secretary and a Board member, receiving a distribution based on annual profits.

(e) Elk Ridge Estates is a partnership specializing in real estate development in Wyoming. I serve as Secretary in this partnership.

3. Indicate any investments, obligations, liabilities, or other relationships which could involve potential conflicts of interest in the position to which you have been nominated.

I currently serve on the Board of America's Public Television Stations, which is an advocacy organization for public television at the federal level. If confirmed to the CPB Board, I would resign my Board position at APTS.

4. Describe any business relationship, dealing, or financial transaction which you have had during the last ten years, whether for yourself, on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which you have been nominated.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the Corporation for Public Broadcasting's designated agency ethics official to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of an ethics agreement that I have entered into with CPB's designated agency ethics official and that has been provided to this Committee.

5. Describe any activity during the past ten years in which you have been engaged for the purpose of directly or indirectly influencing the passage, defeat, or modification of any legislation or affecting the administration and execution of law or public policy.

As the General Manager (GM) for Wyoming PBS, I testified before the Joint Appropriations Committee for the Wyoming Legislature in support of the station's annual appropriation. Every year for nine years, this testimony was done to directly influence the inclusion of the station's budget in the general budget legislation. There were several years when it was also necessary to request supplemental budget appropriations to hire additional personnel, to upgrade our production truck, to acquire funding for some Native American education modules, and to supplement engineering maintenance funds. All of those presentations were made to the Wyoming Joint Appropriations Committee.

In 2010, as the GM for Wyoming PBS, I actively worked with Senator Enzi, Senator Barrasso and Representative Cubin, and their staff members, to directly influence language in the Satellite Home View Act (STELA) so that satellite companies could carry in-state public television stations to other designated



market areas in their states, which were designated to "out of state" market areas and cities. With the help of our Congressional delegation and other Congressmen, we were able to modify the law; however, satellite companies still did not elect to carry in-state public television stations to the entire state. The Satellite Home Viewer Act is reauthorized every 10 years, and it will come up again in 2019. Just to note, I still believe it is critical to again try and change the law – it has become a matter of public safety in Wyoming, where only 5 counties of 23 have local television stations on satellite, and homes with satellite service in 18 counties receive no local news, no weather alerts, no amber alerts, and no local information on elections.

6. Explain how you will resolve any potential conflict of interest, including any that may be disclosed by your responses to the above items.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the Corporation of Public Broadcasting's designated agency ethics official to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of an ethics agreement that I have entered into with CPB's designated agency ethics official and that has been provided to this Committee. I am not aware of any other potential conflicts of interest.

### C. LEGAL MATTERS

1. Have you ever been disciplined or cited for a breach of ethics, professional misconduct, or retaliation by, or been the subject of a complaint to, any court, administrative agency, the Office of Special Counsel, professional association, disciplinary committee, or other professional group?

No

2. Have you ever been investigated, arrested, charged, or held by any Federal, State, or other law enforcement authority of any Federal, State, county, or municipal entity, other than for a minor traffic offense? If so, please explain.

No

3. Have you or any business or nonprofit of which you are or were an officer ever been involved as a party in an administrative agency proceeding, criminal proceeding, or civil litigation? If so, please explain.

There was a civil suit filed against Nucor Oil & Gas several years ago to resolve some drilling and operational costs. That lawsuit has been settled and there are no residual costs outstanding by either party.

4. Have you ever been convicted (including pleas of guilty or *nolo contendere*) of any criminal violation other than a minor traffic offense? If so, please explain.

No

5. Have you ever been accused, formally or informally, of sexual harassment or discrimination on the basis of sex, race, religion, or any other basis? If so, please explain.

No

6. Please advise the Committee of any additional information, favorable or unfavorable, which you feel should be disclosed in connection with your nomination.

None



#### **D. RELATIONSHIP WITH COMMITTEE**

1. Will you ensure that your department/agency complies with deadlines for information set by congressional committees?

Yes

2. Will you ensure that your department/agency does whatever it can to protect congressional witnesses and whistle blowers from reprisal for their testimony and disclosures?

Yes

3. Will you cooperate in providing the Committee with requested witnesses, including technical experts and career employees, with firsthand knowledge of matters of interest to the Committee?

Yes

4. Are you willing to appear and testify before any duly constituted committee of the Congress on such occasions as you may be reasonably requested to do so?

Yes

(Nominee is to include this signed affidavit along with answers to the above questions.)

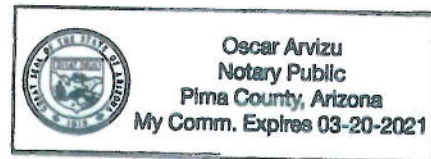
**F. Affidavit**

Rubydee Calvert being duly sworn, hereby states that he/she has read and signed the foregoing Statement on Biographical and Financial Information and that the information provided therein is, to the best of his/her knowledge, current, accurate, and complete.

Rubydee Calvert  
Signature of Nominee

Subscribed and sworn before me this 17<sup>th</sup> day of April, 20 19.

Oscar Arvizu  
Notary Public





## **Ruby Calvert**

**Current:** Retired from position as General Manager of Wyoming PBS  
President of Wyoming PBS Foundation

**Education:** B.A. University of Wyoming, Secondary Education/English major, 1971  
23 hours, Radio/TV Broadcasting and Production, Central Wyoming College  
(1980-82)  
Admitted to Graduate program for Masters of Public Administration,  
University of Wyoming (1990), lack 5 hours for completion  
Leadership Wyoming, through University of Wyoming (2005)

### **Professional Experience:**

2006-2015, Wyoming PBS General Manager; responsible for management of all departments at station, budget management, work with all governing Boards of Wyoming PBS including Central Wyoming College Board of Trustees, the Wyoming Community College Commission, the Wyoming PBS Advisory Council and the Wyoming PBS Foundation Board; in charge of all liaison work with Wyoming state legislature, the Wyoming Congressional delegation, and represent Wyoming PBS at all state and local functions as necessary; development and implementation of station strategic plan, fundraising efforts, and compliance with state and federal grants; oversee all production, programming, outreach, promotion and education initiatives; supervise staff of 23 full-time people, manage and report for annual operating budget of approximately \$3.2 million; and equipment/network with a value of \$14 million

1982 - 2006, Wyoming Public Television's Program Director; in charge of acquisition and scheduling of programming; also responsible for overall supervision of traffic, production and promotion, including advertising and program guide; also responsible for pledge activities, wrote and acquired underwriting contracts with businesses; wrote and administered production grants for numerous productions; station representative at community college distance education groups; worked with K-12 schools for on-air curriculum

### **Special legislative accomplishments while serving as General Manager:**

**2007** – Worked with JAC to acquire 3 new positions for Wyoming PBS (webmaster, producer and engineer)

**2008** – Worked with Governor and Joint Appropriations Committee to acquire a \$1.5 million endowment match for Wyoming PBS to fund local productions;

**2009** – Worked with Governor and JAC to fund HD upgrades (\$800,000) to our production truck;

**2013** – Received the APTS Legislative Service award;

**2014** – With support from Wyoming Community College Commission and CWC Board, worked with legislature to acquire \$110,000 of funding to produce five educational videos on Native American government and culture for use by Wyoming teachers online.

**2015** – With support from the Governor and the JAC, increased station budget by \$100,000 per biennium for deferred maintenance, at a time when other agency budgets were being reduced by 8%.

### **Special production/grant writing accomplishments:**

**2014** – Executive Producer for “Dick Cheney, A Heartbeat Away”

**2010** – Executive Producer, “Sen. Alan Simpson: Nothing Else Matters”

**2010-11** – Executive Producer, “Wind River Music Showcase”

**2002 – 2004** – Executive Producer and wrote grants for “Wyoming Voices”, a 3-hour series on Wyoming history;

**2004 – 2005** – Executive Producer and negotiated grants to produce “GRADE A”, 26- half-hour programs about education in Wyoming, underwritten by Wyoming Department of Education;

**2005-2006** – Executive Producer, “Wyoming Families First”, a Department of family Services series; also executive producer of “Wyoming Perspectives”, a one-hour live public affairs show;

**2000-2001** – Wrote and administered grants from PBS for Election 2000, wrote and received grant (March, 2001) for a one-hour documentary on “Chief Washakie” from the Wyoming State Legislature; wrote two proposals which resulted in agreements with the Department of Health/Substance Abuse Division for a drug court video and an underage drinking video;

**1997-98** - Project Director/Executive Producer for “Dude Ranch Days”, a one-hour documentary which aired in the national PBS schedule in September, 1999; also coordinated, negotiated and wrote production and underwriting contracts to produce “Wyoming Weekly”, a weekly public affairs series hosted by Susan Anderson on the Wyoming Legislature;

**1994** - Project Director for production grant from Pacific Mountain Network to produce “Yellowstone Tourist”, a half-hour documentary on the history of tourism in Yellowstone National Park, completed and aired by 80 PBS stations;

**1992-1996** - Project Director/Executive Producer for series “MAIN STREET, WYOMING”; a total of over 180 half-hour programs based on the history and culture of Wyoming

**1985 - 1990**, produced and directed approximately 24 public affairs forums, live and taped which focused on local, state and regional issues; also produced several series of statewide election debates;

**1988** - Grant writer, Project Director/Executive Producer for “Children of Wind River”, a documentary about childcare on the Wind River Indian Reservation, grant from the Ford Foundation; aired by 105 stations nationally;

### **Professional service:**

President, Wyoming PBS Foundation Board (2006-2015)

PBS National Board of Directors, (2008-2011; re-elected in 2011 for 3 yr term)

Chair, University Licensee Assn, (2011-2013)

Vice-Chair, PBS Interconnection Committee (2011-2013)

Chair, PBS Interconnection Committee (2014-2015)

PMN Executive Committee and Secretary (2007-2013)

NETA Board and Finance Committee member (2008-2010)

Wyoming State Board of Education (2000-2006); Chair, 2005-2006;

Board member, National PBS Teacherline Board (2001-2005)

### **Civic service:**

Board of Trustee member, Buffalo Bill Center of the West (2013-present)

Chair, Subcommittee on Interpretive Education, for Buffalo Bill Center of the West

Sen. Enzi Academy Appointment committee (2006-Present)

P-16 Education Council (2013-2015)

Wyoming Land Trust Advisor (2010-2013)



Wyoming Boy Scout Council (2010-2013)  
Community Resource Board, Job Corps (2009 – 2013)  
Riverton Police Foundation Board member (2009-Present)  
Riverton Memorial Hospital Board of Trustees (2002 – 2006), Chair (2005-2006)  
Riverton Rotary Member, Secretary, Program Chair and Membership chair  
Riverton Rotary Foundation, Secretary (2007-2010)  
Central Wyoming College Student Senate Advisor (1988-92)  
CWC Medallion of Honor Committee (1988- 1998)  
CWC Professional Staff President (1994-95)  
CWC Bond Issue Committees ('92 and '99)  
Riverton School District #25 Bond Issue Steering Committee (2000)

**Family/Children:**

Chad, B.S., School of Foreign Service, Georgetown ('97); Juris Doctorate, George Mason School of Law ('05)

Kara, B.S., College of Business, Business Management, University of Wyoming ('01);

Christopher, B.S. College of Business, Finance and Economics ('01) and B.S. Petroleum engineering ('08), University of Wyoming