



**CITY AND COUNTY OF DENVER**  
PRIVILEGED AND CONFIDENTIAL WORK PRODUCT

Michael B. Hancock  
Mayor

To: Mayor Michael B. Hancock  
From: Romaine Pacheco, Director  
Date: March 21, 2023

**BOARD:** Community Corrections Board

**POC:** Greg Mauro

**BACKGROUND:**

Members – 21  
Terms – 4 Years  
Confirmation - Yes

State statute establishes the creation of community corrections boards with authority to approve or disapprove the establishment and operation of community corrections programs within municipalities.

**RECOMMENDATIONS:**

Kathrine “Kate” Knowles, Denver (F)(C) to serve as a representative of the Denver District Attorney’s Office and occasioned by the resignation of Alma Staub for a term expiring June 30, 2025, appointed;

Joseph Trujillo, Arvada (M)(Native American) to serve as a representative of Denver Public Schools for a term expiring June 30, 2027, appointed;

Cary Heck, Arvada (M)(C) to serve as a representative of Denver Adult Probation for a term expiring June 30, 2027, appointed;

Michelle Sykes, Denver (F)(AA) to serve as a representative with experience in criminal justice for a term expiring June 30, 2027, reappointed;

Charlene Emory-Proctor, Denver (Two or More Races) to serve as a citizen member for a term expiring June 30, 2027, reappointed;

Nicole C. Monroe, Aurora (F)(AA) to serve as a representative of the Department of Public Safety for a term expiring June 30, 2027, reappointed;

Dana Niemela, Golden, (F)(C) to serve as a representative of the Department of Human Services for a term expiring June 30, 2027, reappointed.

**ACTION NEEDED:**

- ☒ Appoint Knowles, Trujillo and Heck
- ☒ Reappoint Niemela, Monroe, Emory-Proctor, and Sykes
- ☐ Please provide additional candidates to consider.



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## BAC-8782

### Contact Information

Contact Name	Kate Knowles	Home Address	[REDACTED]
Preferred Phone	[REDACTED]	Home City	Denver
Preferred Email	kate.knowles@denverda.org	Home State	CO
Other Phone	[REDACTED]	Home Zip	[REDACTED]
Other Email	kateclasic@gmail.com	County	Denver
DOB	[REDACTED]	Hispanic or Latino origin or Descent?	No
SSN	[REDACTED]	Race/Ethnicity	Caucasian
Gender	Female	Other Ethnicity	
Other Gender		Salutation	Ms.

### Board Information

Board Name	Denver Community Corrections Board	Other boards or commissions served	
Status	New	Resigned	
Term Start Date			
Term End Date			

### Work Information

Employer	Denver District Attorney	Work Address	201 W. Colfax Avenue
Position	Senior Deputy DA	Work City	Denver
Business Phone #	720-913-9000	Work State	CO
Work Email		Work Zip	80202

### Additional Information

Are you a registered voter?	Yes	Objection to appointment?	No
If so, what county?	Denver	Special Information	
Denver City Council District No	Unknown		

### Education and General Qualifications

Name of High School	Homestead High School	Name of Graduate School	University of Colorado at Boulder
Location of High School	Mequon, WI	Location of Graduate School	Boulder, CO
# of Years Attended High school	4	# of Years Attended Graduate School	7

Did you Graduate  
High School

Yes

Did you Graduate

Yes

Graduate Major

MS Chemistry and JD

Name of College

Northwestern University

Location of College

Evanston, IL

# of Years Attended  
College

3

Did you Graduate  
College

Yes

Undergrad Major

Chemistry

### Reference Details

Reference Name #1

Amelia Sapp

Reference Email #1

ameliasapp@gmail.com

Reference Phone #1

303-989-5037

Reference Address #1

2711 S. Pierce St. Denver, CO 80227

Reference Name #2

Jacob Friedberg

Reference Email #2

jrf@denverda.org

Reference Phone #2

303-931-6812

Reference Address #2

679 W Aberdeen Ave. Littleton, CO 80120

Reference Name #3

Justine Pierce

Reference Email #3

justine.pierce@gmail.com

Reference Phone #3

720-755-7107

Reference Address #3

2201 S. Lowell Denver, CO 80219

Agree to a  
background check

✓

Owner

Romaine Pacheco

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### Notes & Attachments

Knowles Resume 2023.docx

Type Attachment

Last Modified

Denver Integration

Description

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# Kathrine (Kate) A. Knowles

Denver, CO. 80219

## Bar Association

Member in good standing of the State Bar of Colorado, October 2011 - Present  
First Judicial Bar Association

## Legal Experience

**Senior Deputy District Attorney**  
Denver DA's Office, Denver, CO

October 2022- Present

- Member of the Family Violence Unit, handling a caseload of Domestic Violence Cases and crimes against children
- Handling multiple homicides as well as on-call homicide rotations
- Assisting with trainings at both the Denver Police Academy as well as the Denver Sheriff's Academy

**Senior Deputy District Attorney**  
1st Judicial District Attorney's Office, Golden, CO

January 2012 – October 2022

- Managing large docket consisting of Domestic Violence, Persons Crimes, Property Crimes, Sexual Assault, Drug Distribution, Elder abuse.
- 8 years of experience prosecuting a felony caseload, after rotations in county court and juvenile court
- More than 100 jury trials completed, including two successful murder prosecutions
- DA Liaison to the West Metro Drug Task Force, assisting with on-call questions, advice, operations and prosecuting serious distribution cases through to trial
- Mentoring county and district court deputies
- Independently handling high profile prosecutions and international extraditions
- Assisting with in-office trainings for law enforcement and prosecutors
- Advisor in the 1<sup>st</sup> Judicial District mentoring program

**Special Assistant United States Attorney, Denver US Attorney's Office**

January 2012

**Post-Graduate Judicial Fellow, Colorado Attorney General's Office**  
*Major Crimes Unit Internship/Special Assistant Attorney General*

September 2011 - December 2011

**Broomfield DA's Office, Broomfield, CO**  
*DA Intern*

Spring 2011

**Sheridan Ross, Denver, CO**  
*Summer Associate*

Summer 2010

## Education

**University of Colorado Law School, Boulder, CO**

Juris Doctorate, May 2011; Admitted to Colorado State Bar, October 2011

GPA: 3.49/4.0, Ranked 29/175 (top 17%)

Honors: Resource Editor, *University of Colorado Law Review*  
Regional Runner-Up, AAJ Student Trial Advocacy Competition, 2010 & 2011  
Regional Runner-Up, ABA Employment Law Mock Trial Competition  
Semi-Finalist, First Year Appellate Moot Court Competition, May 2009  
Dean's List, Fall Semester 2008 & Spring Semester 2009  
Recipient, Colorado Law Merit Scholarship

Activities: Mock Trial Team  
Secretary, Class of 2011

**University of Colorado, Boulder, CO**

Master of Science, Physical Chemistry, May 2008  
Science and Technology Policy Program

Honors: NSF-IGERT Fellowship, 2004-2008

*Northwestern University*, Evanston, IL

Bachelor of Arts, Chemistry, June 2004

Honors: Honorable Mention, NSF Graduate Research Fellowship, 2004  
Northwestern University Summer Research Grant, 2002

Interests: Keeping up with active five-year-old son, taekwondo, hiking, playing string quartets with the Quartet at Law.



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## BAC-8758

### Contact Information

Contact Name	Cary Heck	Home Address	17520 W. 94th Dr.
Preferred Phone	303-607-7023	Home City	Arvada
Preferred Email	cary.heck@judicial.state.co.us	Home State	CO
Other Phone	303-478-1755	Home Zip	80007
Other Email		County	Jefferson
DOB	[REDACTED]	Hispanic or Latino origin or Descent?	No
SSN	[REDACTED]	Race/Ethnicity	Caucasian
Gender	Male	Other Ethnicity	
Other Gender		Salutation	Dr.

### Board Information

Board Name	Denver Community Corrections Board	Other boards or commissions served	Crime Prevention & Control Commission
Status	New	Resigned	
Term Start Date			
Term End Date			

### Work Information

Employer	State of Colorado Judicial Department	Work Address	303 W. Colfax, Suite 500
Position	Chief Probation Officer, Denver Adult Probation	Work City	Denver
Business Phone #	303-607-7023	Work State	CO
Work Email		Work Zip	80204

### Additional Information

Are you a registered voter?	Yes	Objection to appointment?	No
If so, what county?	Jefferson	Special Information	
Denver City Council District No	N/A		

### Education and General Qualifications

Name of High School	Fairview High School	Name of Graduate School	Washington State University
Location of High School	Boulder, CO	Location of Graduate School	Pullman, WA
# of Years Attended High school	3	# of Years Attended Graduate School	4

Did you Graduate High School	Yes	Did you Graduate	Yes
		Graduate Major	Political Science/Criminal Justice
Name of College	Pittsburg State University		
Location of College	Pittsburg, KS		
# of Years Attended College	2		
Did you Graduate College	Yes		
Undergrad Major	Psychology/Sociology		
<b>Reference Details</b>			
Reference Name #1	Greg Mauro	Reference Email #1	greg.mauro@denvergov.org
Reference Phone #1	720-913-8252	Reference Address #1	303 W. Colfax, Suite 1500
Reference Name #2	Cheryl Frenette	Reference Email #2	cheryl.frenette@judicial.state.co.us
Reference Phone #2	303-607-7100	Reference Address #2	303 W. Colfax, Suite 500, Denver
Reference Name #3	Scott Prendergast	Reference Email #3	scott.prendergast@judicial.state.co.us
Reference Phone #3	303-607-7042	Reference Address #3	303 W. Colfax, Suite 500, Denver, CO
Agree to a background check	<input checked="" type="checkbox"/>		
Owner	Romaine Pacheco	Created By	Denver Integration, 3/9/2023 6:15 PM
		Last Modified By	Denver Integration, 3/9/2023 6:15 PM

**Notes & Attachments****Cary Heck Curriculum Vitae.docx**


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Type Attachment

Last Modified Denver Integration

Description

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**Cary Heck, Ph.D.**  
**CURRICULUM VITAE**

**ADDRESS**

17520 W. 94<sup>th</sup> Dr.  
Arvada, CO 80007

**PHONE**

(303)478-1755

**EDUCATION**

- |      |  |
|------|--|
| 2021 | Certificate in Business Excellence, Columbia University Business School, New York, NY.   |
| 2017 | Negotiation Strategies, New York University, Stern College of Business, New York, NY   |
| 1998 | Ph.D., Political Science, Washington State University, Pullman, WA.<br>Concentrations: Criminal Justice, Research Methods and Statistics, Public Administration. |
| 1994 | M.S., Administration of Justice, San Jose State University, San Jose, CA.  |
| 1990 | Santa Clara University School of Law, Santa Clara, CA (Completed first year)   |
| 1989 | B.S., Sociology/Psychology, Pittsburg State University, Pittsburg, KS.   |

**CURRENT POSITION**

2015- Present, Chief Probation Officer, Denver Adult Probation, Denver, CO.

**ACADEMIC POSITIONS**

2010-2014, Associate Professor of Criminal Justice, Department of Criminal Justice, University of Wyoming.

2004-2010, Assistant Professor, Criminal Justice, Department of Criminal Justice, University of Wyoming.

Graduate Faculty Status Awarded 2006

2002-2004, Adjunct Faculty, Criminal Justice, Criminal Justice Program, Loyola University, New Orleans, LA.

1999-2000, Visiting Lecturer, School of Justice Studies, Arizona State University, Tempe, AZ.

1996-1999, Assistant Professor, Department of Criminal Justice, Boise State University, Boise, ID.

Graduate Faculty Status Awarded 1998

1994-1996, Instructor, Department of Political Science, Washington State University, Pullman, WA.

1995, Adjunct Faculty, Department of Criminal Justice, Lewis and Clark State College of Idaho, Lewiston, ID.

### **OTHER POSITIONS**

2014-2015 Management Analyst III, Crime Prevention and Control Commission, City and County of Denver.

2006-2007, Interim State Drug Court Program Director, Wyoming Department of Health, Substance Abuse Division.

2004- 2006, Director of Research, National Drug Court Institute, Alexandria, VA.

2001-2004, Drug Court Program Director, Louisiana State Supreme Court, New Orleans, LA.

2000-2001, Director of Training, Juvenile Corrections Program, Louisiana State University School of Medicine, New Orleans, LA.

2000, Statistician, Bureau of Justice Statistics, Washington, DC.

2000, Research Specialist, Arizona State Supreme Court Juvenile and Adult Services Division, Phoenix, AZ.

1990-1994, Probation Officer, Santa Clara County Probation Department, San Jose, CA.

1988-1989, Counselor, Rancho San Antonio Boys Town, Chatsworth, CA.

1987-1988, Police Officer, City of Girard, KS

## **PUBLICATIONS IN PROGRESS**

### **In Preparation:**

Heck, Cary, "Misinformed: The probation narrative that leads to policy mistakes"

Wodahl, Eric and Cary Heck, "Probation Compliance and the Use of Incentives."

## **PUBLISHED WORKS**

### **Refereed Journal Articles:**

Heck, Cary, 2011 "Dealing with Substance Abusing Offenders: A criminal justice system response" *Kazakhstan American Free University Journal*, October, 2011.

Wodahl, Eric, Robbin Ogle, & Cary Heck, 2011, "Revocation Trends: A Threat to the Legitimacy of Community-Based Corrections" *Prison Journal*, June, 2011.

Heck, Cary, Aaron Roussell, and Scott Culhane, 2009, "Assessing the Effects of the Drug Court Intervention on Offender Criminal Trajectories: A research note" *Criminal Justice Policy Review*, Vol. 20, No. 6.

Heck, Cary, and Christopher C. Russell, 2009, "Accounting Practices for Drug Courts: Suggestions regarding the development of a funding formula and maintaining program expenditures" *Drug Court Review*, Vol. VI, No. 2.

Heck, Cary, 2008, "Natrona County Drug Court Evaluation: Applying the recently published national process evaluation and performance measurement standards to a local program." *Critical Issues in Politics and Justice*, Vol. 1, No. 2.

Culhane, Scott E., Harmon M. Hosch, and Cary Heck, 2008, "Interrogation Technique Endorsement by Current Law Enforcement, and Laypersons" *Police Quarterly*, Vol. 11, No.3.

Heck, C. and Aaron Roussell, 2007, "State Administration of Drug Courts: Exploring issues of authority, funding, and legitimacy." *Criminal Justice Policy Review*, Vol. 18, No. 4.

Heck, Cary, and Meridith Thanner, 2006, "Evaluating Drug Courts: A Model for Process Evaluation," *Drug Court Review*, Vol. 5, No. 2.

Heck, Cary, and Meridith Thanner, 2006, "Drug Court Performance Measurement: Suggestions from the National Research Advisory Committee," *Drug Court Review*, Vol. 5, No. 2.

Marlowe, Douglas B., Cary Heck, C. West Huddleston, and Rachel Casebolt, 2006, "A National Research Agenda for Drug Courts: Plotting the Course for Second-Generation Scientific Inquiry," *Drug Court Review*, Vol. 5, No. 2.

Crank, John P., Andrew Giacomazzi, and Cary Heck, 2003, "Fear of Crime in a NonUrban Setting," *Journal of Criminal Justice*, Vol. 31, No. 3.

Heck, Cary and Anthony Walsh, 2000, "The Effects of Maltreatment and Family Structure on Minor and Serious Delinquency," *International Journal of Offender Therapy and Comparative Criminology*, Vol. 44, No. 2.

#### **Peer Reviewed Government Reports**

Meyer, William and Cary Heck, 2021, Probation and Medical Marijuana. Office of National Drug Policy and National Drug Court Institute.

Heck, Cary, 2013, The Role of Law Enforcement in Treatment Courts, Training Materials, Office of National Drug Policy, and the National Drug Court Institute.

Heck, Cary, 2013, Training Manual for DWI Treatment Courts, Office of National Drug Control Policy, and Federal Department of Transportation.

Heck, Cary, 2006, Local Drug Court Research: Navigating Performance Measures and Process Evaluations, Bureau of Justice Assistance, Office of National Drug Control Policy, and the National Drug Court Institute.

#### **Non-Refereed Chapters in Books:**

Boman, IV, John H., & Cary Heck. (2017). Friendships and cannabis use. Invited submission to *The Handbook of Cannabis and Related Pathologies: Biological, Pharmacology, Diagnosis, and Treatment* (Ed. Victor R. Preedy). London: Academic Press (Elsevier). Eassey, John M., & John H.

Heck, Cary and Aaron Roussell, 2011, "State Administration of Drug Courts: Exploring Issues of Authority, Funding, and Legitimacy." Community Based Corrections (BartonBellessa and Hunter) Thousand Oaks, CA, Sage Publications, pp. 84-93

Heck, Cary, and Aaron Roussell, 2007, "Record Keeping and Statistics," Drug Court Handbook, (Lessenger and Roper) New York, Springer-Verlag, pp. 401-413.

Mueller, David G., Quint Thurman and Cary Heck, 2004, "Problem Solving Emergent Gangs in Washington State: The Mountlake Terrace Neutral Zone-AmeriCorps Program," In Police Problem Solving, (Thurman and Jamieson) Lexis-Nexis/Anderson Publishing, pp. 79-86.

Mueller, David G., Quint C. Thurman, and Cary Heck, 2003, "Innovative Community Crime Prevention: An Evaluation of the Mountlake Terrace Neutral Zone-AmeriCorps Program," In: Community Policing in a Rural Setting, 2<sup>nd</sup>, (Thurman and McGarrell), Anderson Publishing, pp. 127-134.

Heck, Cary, 1999, "The Civil Law and Juvenile Justice," In: From Law to Order: The Theory and Practice of Law and Justice, (Walsh and Hemmens), American Correction Association Publishing, pp. 153-176.

Mueller, David G. and Cary Heck, 1997, "The Neutral Zone as One Example of Community-Wide Problem Solving," In: Community Policing in a Rural Setting, (Thurman and McGarrell), Anderson Publishing, pp. 115-121.

**Other (e.g. lab texts, book reviews, technical reports, in-house reports):**

Heck, Cary, 2015, Impaired Driving Court Evaluation, prepared for 7<sup>th</sup> JDC, Sidney, MT.

Heck, Cary, 2014 Impaired Driving Court Evaluation, Prepared for 13<sup>th</sup> JDC, Billings, MT.

Heck, Cary, 2014, Evaluation of Big Horn County Treatment Court Program,

Heck, Cary, 2013, 13<sup>th</sup> Judicial District Drug Court Evaluation, Prepared for 13<sup>th</sup> JDC, Billings, MT.

Heck, Cary, 2013, Denver District Court Drug Court Program Evaluation, Prepared for the 2<sup>nd</sup> Judicial District Court, Denver, CO.

Heck, Cary, 2013, Ten Issues for Review, Report prepared Chief Judge of Denver District Court.

Heck, Cary, 2013, Veteran's Court Evaluation. Prepared for the Veteran's Administration in Billings, Montana.

Heck, Cary, 2012, 13<sup>th</sup> Judicial District DUI Court Evaluation, Prepared for the 13<sup>th</sup> Judicial District, Billings. MT.

Heck, Cary, 2012, Natrona County Adult Treatment Court Evaluation, Prepared for Natrona County.

Heck, Cary, 2012, Veterans Treatment Court Site Visit Report, Prepared for the 13<sup>th</sup> JDC Veterans Treatment Court, Billings, MT.

Heck, Cary, 2012 Wyoming Funding Formula 2012 Update, Prepared for Wyoming Department of Health, Behavioral Health Division.

Heck, Cary, 2011, DUI Court Evaluation, 7<sup>th</sup> Judicial District Court, Sidney, MT

Heck, Cary, 2011, Adult Treatment Court Evaluation, 7<sup>th</sup> Judicial District, Sidney, MT.

Heck, Cary, 2011, DWI Court Evaluation, 13<sup>th</sup> Judicial District Court, Billings, MT.

Heck, Cary, 2010, Natrona County Student Court Evaluation, Prepared for Wyoming Department of Family Services.

Heck, Cary, 2010, Seventh Judicial District Drug Treatment Court Evaluation, Prepared for the Seventh Judicial District Court, Sidney, MT.

Heck, Cary, 2010, Billings Municipal Court Drug Court Evaluation, Prepared for the City of Billings Municipal Court, Billings, MT.

Heck, Cary, 2010, Big Horn County Treatment Court Evaluation, Prepared for Big Horn County District Court, Basin, WY.

Heck, Cary, 2010, Billings Municipal Court DUI Court Evaluation, Prepared for Billings Municipal Court, Billings, MT.

Heck, Cary, 2009, Billings Municipal Mental Health Court Implementation Evaluation, Prepared for the Billings, Montana, Municipal Court.

Heck, Cary, 2009, Billings Municipal Adult Drug Court Process and Outcome Evaluation, Prepared for the Billings, Montana, Municipal Court.

Heck, Cary, 2009, Wyoming Drug Court Funding Formula 2009 Update, Prepared for the Wyoming Department of Health, Mental Health and Substance Abuse Division.

Heck, Cary, 2009, Billings Municipal DUI Court Implementation Evaluation, Prepared for the Montana Department of Transportation, Helena, MT.

Heck, Cary, 2009, Kalispell Municipal DUI Court Implementation Evaluation, Prepared for the Montana Department of Transportation, Helena, MT.

Heck, Cary, 2009, Preliminary Evaluation of Fifth Judicial District Family Treatment Program, Prepared for Wyoming Department of Health and Wyoming Legislature.

Heck, Cary, 2009, Technical Assistance Quarterly Report, Prepared for Billings Municipal Court, Billings, MT.

Heck, Cary, 2009, Teton County DUI/Drug Court Evaluation Report, Prepared for Teton County Circuit Court, Jackson, WY.

Heck, Cary, 2009, Laramie County Adult Drug Court: Five Year Evaluation, Prepared for Laramie County Circuit Court, Cheyenne, WY.

Heck, Cary, 2009, Big Horn County Family Treatment Court Program Evaluation, Prepared for Big Horn County District Court, Basin, WY.

Heck, Cary, 2008, Billings Municipal Drug Court Evaluation, Prepared for Billings Municipal Court, Billings, MT.

Heck, Cary, 2008, Teton County Family Treatment Court Evaluation, Prepared for the 5<sup>th</sup> Judicial District Court, Teton County, Wyoming.

Heck, Cary, 2008, Teton County Adult DUI/Drug Court Evaluation Update, Prepared for the Teton County, Wyoming, DUI Drug Court

Heck, Cary, 2008, Technical Assistance Project Report, Prepared for the State of Oregon Judicial Branch and the National Center for State Courts.

Roussell, Aaron, and Cary Heck, 2007, Meth Ecology: Examining Social Disorganization and Methamphetamine Use in Wyoming. Prepared for the Wyoming Department of Corrections.

Heck, Cary, 2007, Montana Drug Court Statewide Technical Assistance Project: Development of a drug court funding policy. Prepared for the National Center for State Courts.

Heck, Cary, 2007, Funding Problem-Solving Courts: Developing a funding strategy and formula for Wyoming's specialized courts. Prepared for the Wyoming Legislative Drug Court Steering Committee.

Heck, Cary, 2007, "MRT Critical Component of Local Drug Court Program" *Cognitive Behavioral Treatment Review*, Refereed Professional Periodical, Jan. 2008.

Heck, Cary, 2007, Natrona County Adult Drug Court 2007 Evaluation. Prepared for the Natrona County Drug Court Program for submission to the Bureau of Justice Statistics.

Heck, Cary, Aaron Roussell, and Scott Culhane, 2007, Wyoming Drug Court Graduate Recidivism: Are Drug Court Programs Effective in Reducing Criminality? Prepared for the Wyoming Department of Health, Mental Health and Substance Abuse Division.

Heck, Cary, 2007, Funding Wyoming's Drug Court Programs: A proposal for a formulabased model, Prepared for Wyoming Department of Health, Mental Health and Substance Abuse Division.

Heck, Cary, 2007, Big Horn County Family Drug Court Evaluation, Prepared for Big Horn County, WY, Family Drug Court Program.

Heck, Cary, 2007, Teton County DUI/Drug Court Evaluation, Prepared for Teton County, WY, DUI/Drug Court Program.

Heck, Cary, 2006, Sheridan County Adult and Juvenile Drug Court Evaluation, Prepared for Sheridan County, WY, Drug Court Program.

Heck, Cary, 2006, Billings Municipal Drug Court Review, Prepared for Municipal Court Judge, Billings, Montana.

Gilmore, Steven and Cary Heck, 2006, Drug Court Program Office Legislative Report, Prepared for the Wyoming State Legislature 2006/2007.

Heck, Cary and Aaron Roussell, 2006, Evaluating Wyoming's Drug Courts: A Model for Process Evaluation, Prepared for Wyoming State Department of Health, Substance Abuse Division.

Heck, Cary and Aaron Roussell, 2006, Intergovernmental Relations and Drug Courts: Finding a Home for State Management of Local Judicially Driven Programs, Prepared for Wyoming State Department of Health, Substance Abuse Division.

Heck, Cary, 2005, Natrona County Drug Court Program Evaluation. Prepared for Natrona County, WY, Drug Court Program

Heck, Cary, 2005, Park County Drug Court Program Evaluation. Prepared for Park County, WY, Drug Court Program.

Heck, Cary, 2005, Albany County Drug Court Evaluation. Prepared for Albany County, WY, Drug Court Program.

Butler, Steven, Cary Heck, Shannon C. Powell, Dana M. Binder, and Candace K. May, 2005, Drug Courts in Wyoming, FY 2005, Statewide and Local Evaluation, Report to the Wyoming Department of Health Substance Abuse Division.

**\*\*2006 National Publication Award for Excellence in Research/Policy Analysis from the Justice Research and Statistics Association.**



Heck, Cary, 2005, Information Collection, Storage and Use for Drug Courts: Developing a Statewide System, National Center for State Courts, Statewide Technical Assistance Bulletin.

Willis, Willet, and Cary Heck, 2004, Wyoming Drug Court Statewide Technical Assistance Project, National Center for State Courts.

Heck, Cary, Jamie Pena and Gwen Dennis, 2003, Louisiana Drug Court Program Analysis, Louisiana Supreme Court.

Heck, Cary, Terrence Sims and Jamie Pena, 2003, Louisiana Drug Court Program Manual of Policies and Procedures, Louisiana Supreme Court.

Heck, Cary, 2002, Louisiana Drug Court Program Analysis, Louisiana Supreme Court.

Heck, Cary, 2001, Louisiana Juvenile Corrections Training Academy Proposal, Louisiana State University Medical School.

Heck, Cary, Steve Smith, Matthew Hickman and Brian Reeves, 2001, "Report to the President on Racial Profiling and Federal Law Enforcement, Bureau of Justice Statistics

Heck, Cary and Gary Banet, 2000, Instructor's Manual for Police and Society, 2<sup>nd</sup>, Roxbury Publishing, Los Angeles, CA.

Heck, Cary and Gary Banet, 2000, Student Study Guide for Police and Society, 2<sup>nd</sup>, Roxbury Publishing, Los Angeles, CA.

Crank, John, Cary Heck and Wendy Christiansen, 1998, "Ada County Sheriff's Office Boise State University Partnership: Final Report."

Crank, John and Cary Heck, 1998, "A Partnership Between Boise State University and the Ada County Sheriff's Office," Technical Report submitted to the National Institute of Justice in reference to 1996 grant.

Mueller, David G., Cary Heck, Quint Thurman and Velmer Burton, 1996, "A Performance Audit of the Neutral Zone-Americorps Peer Assistance and Development Program," Washington State University

Heck, Cary and Beth Bushnell, 1994, "Child Care at FCI Dublin: An Assessment of Needs."

## **CONTRACTS & GRANTS**

### **Funded Projects as PI**

2008, "Evaluating the Relative Perceived Impacts of Sanctions and Incentives Commonly Used in Rural Drug Court Programs." Basic Research Grant, University of Wyoming, \$1,500.00

2004-2005, Statewide Enhancement Grant for Drug Court Training in Louisiana, Bureau of Justice Assistance, \$301,000.00.

1991, "Reading Program and Library for Incarcerated Youth," Santa Clara County Youth Rehabilitation Services, \$10,000.00.

### **Funded Projects as Co-PI**

2022 "Enhancing our Understanding on the Role of Incentives in Improving Supervision Outcomes." With Eric Wodahl, Ph.D., \$440,000

2019 "Revocation Reduction Challenge." With Eric Wodahl, Ph.D., Arnold Foundation and CUNY Institute for State and Local Governance. \$165,000

2004-2006, Statewide Enhancement Grant for Wyoming MIS Development, with Robert Leduc, Bureau of Justice Assistance, \$162,280.00.

2004-2005, Statewide Drug Court Evaluation Project, with Steve Butler, Wyoming Department of Health, Substance Abuse Division, \$199,966.82.

1996-1998, "A Partnership Proposal: The Ada County Sheriff's Office and Boise State University," with John Crank, Ph.D., National Institute of Justice, \$91,065.00.

## **PROFESSIONAL AFFILIATIONS AND ACTIVITIES**

### **State Boards**

Colorado Judicial Branch Financial Services Standing Committee 2017 to 2022

Colorado Judicial Branch Probation Standing Committee 2019 to 2023

Colorado Judicial Branch Problem Solving Court Advisory Committee 2019 to Present

Wyoming Governor's Board on Substance Abuse and Violent Crime 2006-2012

Vice-Chair (2007- 2009)

Wyoming Legislative Drug Court Steering Committee 2007-2008

### **Memberships in Professional Societies:**

American Probation and Parole Association

Western Association of Criminal Justice (WACJ)

Academy of Criminal Justice Sciences

American Society of Criminology

National Association of Drug Court Professionals  
Wyoming Association of Drug Court Professionals  
Colorado Association of Drug Court Professionals

**Offices in Professional Societies:**

Secretary/Treasurer, WACJ, (09/10)

President, WACJ (08/09)

Vice-President WACJ (07/08)

Chair, Conference Planning Committee (for 2008 Annual Conference)

Second Vice President WACJ (06/07)

Academy of Criminal Justice Sciences Membership Committee (1997-1998)

Wyoming Association of Drug Court Professionals, Board Member (2006-2009)

**Review/Editorial Boards:**

Managing Editor, *National Drug Court Institute Review* (2006)

Editorial Board, *Journal for Advancing Justice*

Reviewer, *Youth Violence and Juvenile Justice*

Reviewer, *Justice Quarterly*

Reviewer, *National Drug Court Institute Review*

Reviewer, *Police Quarterly*

## **HONORS AND AWARDS**

2014, "Top Ten Teacher Award", College of Arts and Sciences, University of Wyoming

2014 Mortar Board "Top Prof" award.

2013, Mortar Board "Top Prof" award.

2013, Distinguished Membership in the National Society of Collegiate Scholars

2013, "Top Ten Teacher Award," College of Arts and Sciences, University of Wyoming

2013, "Honorary Coach for a Match," Wyoming Wrestling Program

2012, "Top Ten Teacher Award" College of Arts and Sciences, UW

2011, Mortar Board "Top Prof" Award

2011, Distinguished Alumni Award, San Jose State University, Justice Studies  
Department

2011, "Top Ten Teacher Award" College of Arts and Sciences, UW

2010, "Top Ten Teacher Award" College of Arts and Sciences, UW

2010, "Patriot Award" Employer Services for the Guard and Reserve

2009, "Top Ten Teacher Award" College of Arts and Sciences, UW

2008, UW Criminal Justice Department "Team Player Award."

2004, Leadership Award, Louisiana Association of Drug Court Professionals, New  
Orleans, LA.

1997, "Coach for a Game" award, Boise State University, Boise, Idaho.

1996, City of Pullman Volunteer Recognition Award, Pullman, Washington.

1994, *Alpha Phi Sigma*, National Criminal Justice Honors Society.  
1994, *Pi Sigma Alpha*, National Political Science Honor Society.

**PAPERS PRESENTED/SYMPOSIA/INVITED LECTURES/PROFESSIONAL  
MEETINGS/WORKSHOPS**

More Available Upon Request

2022, "Case Management in Problem Solving Courts" Invited Presentation, Tennessee Association of Drug Court Professionals.

2014, "Managing Participant's Behavior in Treatment Courts: Maximizing the available tools." Invited Presentation, Michigan Association of Drug Court Professionals Annual Conference, East Lansing, MI.

2013, "Best Practices in Drug Courts" Alabama State Treatment Court Association Conference, Montgomery, AL

2013, Feb. "Back to the Future; The Recent Research on Drug Courts," Peachtree City, GA. National Drug Court Institute.

2013, Feb. "Targeting Dispositions by Risks and Needs," Peachtree City, Ga, National Drug Court Institute

2013, "Who Belongs in Treatment Courts?" Northern California Drug Court Conference, Monterrey, CA

2013, Sept. "Back to the Future; The Recent Research on Drug Courts," Peachtree City, GA. National Drug Court Institute.

2013, Sept. "Targeting Dispositions by Risks and Needs," Peachtree City, Ga, National Drug Court Institute

2013, "Back to the Future; The Recent Research on Drug Courts," San Juan, Puerto Rico. National Drug Court Institute.

2013 "Targeting Dispositions by Risks and Needs," San Juan, Puerto Rico, National Drug Court Institute.

2013, "Evaluating Treatment Courts." Big Rapids, MI, National Drug Court Institute.

2013, "Ask the Expert; Research and Evaluation" National Association of Drug Court Professionals National Conference in Washington, DC.

2012, "Back to the Future; The Recent Research on Drug Courts," Atlanta GA. National Drug Court Institute.

2012 "Targeting Dispositions by Risks and Needs," Atlanta, Ga, National Drug Court Institute

2012, "Back to the Future; The Recent Research on Drug Courts," Tulsa, OK. National Drug Court Institute.

2012 "Targeting Dispositions by Risks and Needs," Tulsa, OK, National Drug Court Institute

2012, "Back to the Future; The Recent Research on Drug Courts," Boise, ID. National Drug Court Institute.

2012 "Targeting Dispositions by Risks and Needs," Boise, ID, National Drug Court Institute

2012, "Back to the Future; The Recent Research on Drug Courts," Kauai, HI. National Drug Court Institute.

2012 "Targeting Dispositions by Risks and Needs," Kauai, HI, National Drug Court Institute

2012, "Back to the Future; The Recent Research on Drug Courts," San Juan, Puerto Rico. National Drug Court Institute.

2012 "Targeting Dispositions by Risks and Needs," San Juan, Puerto Rico, National Drug Court Institute

2012, "Risk and Needs Assessment for Treatment Courts," Billings, MT, National Drug Court Institute

2012, "Serial Killers and Substance Abuse." Cocur d'Alene, ID. Western Association of Criminal Justice Annual Conference.

2012, "Recent Research on Treatment Courts." Phoenix, AZ, Arizona Association of Drug Court Professionals.

2012, "Drug Courts 101" Video taped for training purposes, Williamsburg, VA, National Association of Drug Court Professionals.

2012, "Performance Measures and Evaluation for Treatment Courts." San Diego, CA, National Association of Drug Court Professionals.

2012, "Applying Research to Practice: Using Risk and Need Factors to Determine System Responses." Keynote Address, Indianapolis, IN., Indiana Supreme Court, Office of Court Services.

2011, "Performance Measures for Treatment Court," Invited Presentation, Reno, NV, National Drug Court Institute.

2011, "Dealing with Substance Abusing Offenders," Invited Presentation, Kazakhstan American Free University, Marshall Christiansen Symposium. Ust Kamenogorsk, Kazakhstan.

2011, "Why People Don't Just Change," Invited Presentation, Big Horn County, Wyoming.

2011, "Sanctions and Incentives," Invited Presentation, Big Horn County, Wyoming.

2011, "Evaluating Drug Treatment Courts," Invited Presentation, Tulsa Oklahoma Veterans Court Training

2011, "Risk Assessment," Invited presentation at the National Association of Drug Court Professionals Annual Conference, Washington, DC.

2010, "Defining Justice in a Post-Modern World," Presented at the Annual Conference of the Western Association of Criminal Justice, South Lake Tahoe, NV.

2010, "Perceptions of Graduated Sanction Severity: Understanding the Offender-Agent Perception Gap. Academy of Criminal Justice Sciences Annual Conference, San Diego, CA.

2009, "Policing Drug Court Participants," Training prepared for Billings Municipal Police Department.

2009, "Drug Court Management Strategies," Training prepared for Park County Drug Court Management Team.

2009, "Drug Court Effectiveness and Emerging Issues" Presented and the Annual Conference of the Academy of Criminal Justice Sciences, Boston, MA.

2008, "The Future of WPACJE." Presented at the Annual Conference of the Western and Pacific Association of Criminal Justice Educators, Las Vegas, NV.

2008, "Why People Just Don't Change." Presented at the Teton County Drug Court Retreat, Jackson, WY.

2008, "Why People Just Don't Change." Presented at the Drug Court Symposium, Glenwood Springs, CO.

2008, "Local Drug Court Research and Evaluation." Presented at the Drug Court Symposium, Glenwood Springs, CO.

2008, "Sanctions and Incentives: Science and Practice." Presented at the Wyoming Association of Drug Court Professionals Annual Conference, Cody, WY.

2008, "The Referral Process: Science and Practice." Presented at the Wyoming Association of Drug Court Professionals Annual Conference, Cody, WY.

2008, "Evaluating Drug Courts." Presented at the Wyoming Association of Drug Court Professionals Annual Conference, Cody, WY.

2008, "Do Drug Courts Work?" Presented at the Wyoming Association of Drug Court Professionals Annual Conference, Cody, WY.

2008, "Statewide Management of Drug Courts in Oregon." Presented to the Oregon Consortium of Drug Court Stakeholders, Salem, OR.

2008, "Developing a Strategy for Statewide Evaluation of Drug Courts." Presented to the Oregon Drug Court Evaluation Committee, Salem, OR.

2007, with Scott Culhane and Harmon Hosch, "The Interrogation Room: What actions are endorsed by students and officers?" Presented at the Western and Pacific Association of Criminal Justice Educators Annual Conference, Reno, NV.

2007, with A.P. Roussell and S. Culhane "Wyoming Drug Court Recidivism: Assessing the effects of the drug court intervention on offender criminal trajectories." Presented at the Western and Pacific Association of Criminal Justice Educators Annual Conference, Reno, NV.

2007, "Drug Court Statewide Evaluation Using Performance Measures" Presented at the Oregon Drug Court Symposium, Seaside, OR.

2007, "The Basics of Drug Courts" Presented at the Wyoming State Bar Association's Annual Meeting, Jackson, WY.

2007, "Developing a Policy for State Management of Drug Courts: The Montana Project." Presented to the Montana District Court Judges Council.

2007, "Statewide Standards for Drug Court Operation." Presented to Wyoming Legislative Steering Committee for Drug Courts.

2007, "Funding Drug Courts: Formula based model for administrative decision-making." Presented to Wyoming Legislative Steering Committee for Drug Courts.

2007, "Drug Courts; Defining the model and key research findings." Presented to Wyoming Legislative Steering Committee for Drug Courts.

2007, "What Makes Drug Courts Work?" Keynote Address for Missouri Association of Drug Court Professionals Annual Meeting

2006, "Measuring Drug Court Performance," Presented at National Institute on Drug Abuse conference *Drug Courts and other Problem Solving Courts; State of the Science*, Bethesda, MD.

2006, "Methamphetamine: Drug Courts as One Solution for an Epidemic," Presented at the 6<sup>th</sup> Annual Arizona Judicial Drug Court Conference.

2006, "Sanctions and Incentives: Using Research to Guide Practice," Presented at the 6<sup>th</sup> Annual Arizona Judicial Drug Court Conference.

2006, "Improving the Quality of Drug Court Performance," Presentation for the Billings Municipal Drug Court.

2006, "Evaluating Wyoming's Drug Courts: A Plan for Action," Presented at 2<sup>nd</sup> Annual Wyoming Drug Court Conference.

2006, "Recidivism Study: What did they do when they left the fold?" Presented at the 2<sup>nd</sup> Annual Wyoming Drug Court Conference.

2006, "Methamphetamine: A Social Problem that Demands Community-Wide Solutions," Presented at the San Juan County (NM) Safe Communities Initiative Summit.

2006, "Methamphetamine: The National Statistics," Presented to Select Committee in San Juan County, NM.

2006, "Evaluating Drug Court Processes" Presented at the National Drug Court Institute Regional Evaluation Training, Las Vegas, NV.

2006, "Measuring Drug Court Performance" Presented at the National Drug Court Institute Regional Evaluation Training, Las Vegas, NV.

2006, "Capturing the Important Data Elements" Presented at the National Drug Court Institute Regional Evaluation Training, Las Vegas, NV.

2006, "Drug Court Logic Model" Presented at Annual Conference of National Association of Drug Court Professionals, Seattle, WA.



2006, "National Research Advisory Committee Performance Measures" Presented at Annual Conference of National Association of Drug Court Professionals, Seattle, WA.

2006, "Highlighting Statewide Evaluations: Wyoming and New York." Presented at Annual Conference of National Association of Drug Court Professionals, Seattle, WA.  
2006, with Hosch, H. M., Culhane, S. E., Kehn, A., & Gray, J. M. "Individual differences between current law enforcement, future law enforcement, and laypersons." Poster presented at the annual meeting of the Association for Psychological Science, New York, NY.

2006, with Culhane, S. E., & Marlowe, D. B. Reliability test of the Survey of Treatment Entry Pressures (STEP-UP) assessment tool. Poster presented at the annual meeting of the Association for Psychological Science, New York, NY.

2006, "Drug Court Research: The State of the Field," Presented at the Missouri State Drug Court Conference.

2006, "Drug Court Research: The State of the Field," Presented at the Minnesota Judicial Conference on Drug Courts and Other Problem Solving Courts.

2006, "Family and Dependency Courts: Seeking the Tools to Evaluate Performance," Presented at the National Drug Court Research Advisory Committee Meetings, Fort Collins, CO

2005, "Drug Court Performance Measurement" Presented at the Annual Conference of the National Association of Drug Court Professionals, Orlando, FL.

2005, "Conducting Meaningful Evaluations of Drug Courts," Presented at the Annual Conference of the National Association of Drug Court Professionals, Orlando, FL.

2005, "Bringing Science to Practice," Presented at the Annual Conference of the National Association of Drug Court Professionals.

2005, "Drug Courts: The State of the Research," Presented at the Arizona Judicial Conference.

2005, Building Partnerships with the Federal Government to Assist with Local Crime Problems." Presented at the 57<sup>th</sup> Annual American Society of Criminology Conference, Toronto, Canada.

2005, "Drug Court Performance Measurement," Presented to the Wyoming Governor's Advisory Board on Substance Abuse and Violent Crime.

2005, "Drug Court Case Management Development" Presented to the Wyoming Governor's Advisory Board on Substance Abuse and Violent Crime.

2004, "Evaluating Drug Courts, the Trials and Tribulations of Collecting Data," National Drug Court Institute Regional Evaluation Training, Dallas, TX.

2004, "Drug Court Case Management Systems" National Association of Drug Court Professionals Conference, Milwaukee, WI.

2004, "Statewide Drug Court Analysis," Louisiana Joint Legislature, Baton Rouge, LA.

2003, "Louisiana's Statewide Evaluation Model for Drug Courts," National Association of Drug Court Professionals Conference, Reno, Nevada.

2003, "Statewide Drug Court Analysis," Louisiana Joint Legislature, Baton Rouge, LA.

2003, "Evaluating Drug Courts, A Primer for Practitioners," National Drug Court Institute Regional Evaluation Training, Dallas, TX.

2003, "The Basics of Evaluation," National Drug Court Institute Family Drug Court Initiative, San Destin, FL.

2002, "Evaluating Your Drug Court," National Drug Court Institute Planning Grant Initiative, Pensacola, FL and Toledo, OH.

2000, "One Bourbon, One Scotch and One Beer: The Over-Serving of Alcohol" Academy of Criminal Justice Sciences, New Orleans, LA.

1999, "Correlates of Crime among Jail Inmates: An Empirical Test," Academy of Criminal Justice Sciences, Orlando, FL.

1998, "Self-Control, Social Support and Adult Criminality," Academy of Criminal Justice Sciences, Albuquerque, NM.

1998, "Assessing Fear of Crime in a Rural Setting: An Application of the "Broken Windows" Model Using Survey Data," Academy of Criminal Justice Sciences, Albuquerque, NM.

1997, "Differences after D.A.R.E.: A Process Evaluation of the Spokane Police Department's Community Safety Education Program," American Society of Criminology, San Diego, CA.

1997, Panel Chair, "Specialization in Juvenile Offending," American Society of Criminology, San Diego, CA.

1997, Panel Chair, "Negotiating in the Arduous Correctional Officer Work World: Selection, Stress, Gender Issues and the Use of Force in Jails," American Society of Criminology, San Diego, CA.

1997, Panel Chair, "Juvenile Detention, Restorative Justice and Juvenile Parole," Academy of Criminal Justice Sciences, Louisville, KY.

1997, "Entrenched versus Non-Entrenched Gangs: A Study of an Evolutionary Process" Academy of Criminal Justice Sciences, Louisville, KY.

1997, "An Evaluation of Idaho's Restorative Justice Model for Juveniles," Academy of Criminal Justice Sciences, Louisville, KY.

1997, "Victim-Offender Mediation as Reintegrative Shaming," Western and Pacific Criminal Justice Educators, Reno, NV.

1996, "Lifestyles, Adult Bonds, and Criminality," American Society of Criminology, Chicago, IL.

## **COMMITTEES**

### **Department Committees:**

Faculty Search Committee, 2004/2005 and 2006/2007.

Co-Chair 2008/2009.

Criminal Justice Curriculum Committee, 2005-2014

Criminal Justice Assessment Committee, 2005-2014

## **STUDENT ADVISING/GRADUATE SUPERVISION**

### **GRADUATE COMMITTEES**

Co-Chair: Candace May (Sociology, Spring, 2006)  
National Thesis Award Winner  
Shannon Powell (Sociology, Spring, 2006)  
Kirk Forester (Political Science, Spring, 2006)  
Bill Gray (Political Science, Spring, 2006)

Member: Lisa Smith (Social Work, Spring, 2007)  
Aaron Roussell (Sociology, Spring, 2007)  
Becky Kosach (Political Science, Spring, 2007)  
Crystal Merriam (Political Science, Spring, 2007)  
C. Davis (Political Science, Summer, 2007)  
Terry Blackmon (Counselor Ed., Spring, 2008)  
Jeremy Weaver (Sociology, Spring, 2011)  
Kiphany Roberts (Counselor Ed., Spring, 2008)  
Ghulum Manar (Political Science, Summer, 2008)  
Dan Mast (Political Science, Spring, 2009)  
Owen Rust (Political Science, Spring, 2009)

Nurieh Glasgow (Political Science, Spring, 2009)  
Jill Kline (Political Science, Spring, 2009)

McNair Scholar Faculty Mentor  
Laurie Petric (2010/2011)

### **OTHER ACTIVITIES/ACCOMPLISHMENTS**

**Department Activities:**

2004 - 2007, Criminal Justice Club Sponsor.

**Other Activities:**

2004 - 2007, Assisting Wyoming Department of Health, Mental Health and Substance Abuse Division with development of performance indicators and standards for drug courts.

2009-2014, Laramie Youth Football Board Member and Coach

2005- 2013, Laramie Amateur Hockey Club  
Vice-President, 2007  
Equipment Manager, 2008  
Coach, 2005 to 2012

1999-2000, Mock Trial Team Coach, Arizona State University.



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## BAC-8651

### Contact Information

Contact Name	Joseph Trujillo	Home Address	6012 Uno St
Preferred Phone	720-290-1410	Home City	Arvada
Preferred Email	joseph_trujillo@dpsk12.net	Home State	CO
Other Phone		Home Zip	80003
Other Email		County	Unincorporated Adams
DOB		Hispanic or Latino origin or Descent?	Yes
SSN		Race/Ethnicity	Native American
Gender	Male	Other Ethnicity	
Other Gender		Salutation	Mr.

### Board Information

Board Name	Denver Community Corrections Board	Other boards or commissions served	
Status	New	Resigned	
Term Start Date			
Term End Date			

### Work Information

Employer	Denver Public Schools	Work Address	1860 Lincoln st
Position	Youth Violence Prevention Specialist	Work City	Denver
Business Phone #	720-423-3200	Work State	CO
Work Email		Work Zip	80233

### Additional Information

Are you a registered voter?	Yes	Objection to appointment?	No
If so, what county?	Adams	Special Information	
Denver City Council District No	Unknown		

### Education and General Qualifications

Name of High School		Name of Graduate School	
Location of High School		Location of Graduate School	
# of Years Attended High school		# of Years Attended Graduate School	

Did you Graduate  
High School

Did you Graduate

Graduate Major

Name of College

Location of College

# of Years Attended  
College

Did you Graduate  
College

Undergrad Major

Reference Details

Reference Name #1

Reference Email #1

Reference Phone #1

Reference Address #1

Reference Name #2

Reference Email #2

Reference Phone #2

Reference Address #2

Reference Name #3

Reference Email #3

Reference Phone #3

Reference Address #3

Agree to a  
background check ☒

Owner Romaine Pacheco

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Notes & Attachments

Joseph Trujillo 2023 Resume-1.docx

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Description

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# Joseph Trujillo

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6012 Uno St. Arvada CO. 80003

[Driosephtrujillo@gmail.com](mailto:Driosephtrujillo@gmail.com)

c. 720-290-1410

## EDUCATION

### **The Institute for Integrative Nutrition**

- Naturopathic Medicine
- Sept- 2020- current

### **Philosophy in Humanities**

- Doctorate – April 2013
- United Graduate College and Seminary International (USA)

### **Theology and Seminary**

- Bachelors – May 2011
- Reformation Bible College – Sanford, FL

### **Ministry License and Theology**

- Graduation date – March 2001
- Berean University – Springfield, MO

## SKILLS

- Development instruction training
- Community awareness and promotion of a healthy environment for families
- Chief Operations of Community-based organizations within Elevation Dream Center.
- IP network, NRV network, unified security,VMS surveillance software, VI camera security systems, Bosch intrusion detection and access control systems, RAPTOR Visitor management system, (CAD)computer Aided Dispatch and Records Management System
- CPTED certified
- Strong communication and team-building skills
- Proficient computer software skills
- Supervision of over 20 employees
- New employee Training
- Excellent leadership and management skills

## **EMPLOYMENT**

**June 2018 – Present**

### **Denver Public Schools**

**Denver, CO**

- Trains all onsite campus safety Security officers and Patrol officers
- Conducts all youth violence investigations
- Trains school staff for all emergency drills
- Conflict resolution and problem solving
- FEMA Certifications: 200b, 362a, 700a, 800a
- CPTED certified
- Evaluate School camera placement and make recommendations for new cameras
- Pressure Point Control Tactics Certified
- Emergency Management Trainer Certified
- Reviews camera footage for events that happen
- Sits on the Mayor's youth violence Prevention action table team

### **Executive Director**

**January 2009 - June 2018**

**Elevation Dream Center**

**Westminster, CO**

- Director of operations for community programs
- Global Leadership conferences host with focus on community, education and government
- Responsible for payroll
- Planning and budget for facilities, community events, and festivals
- Overseeing all work projects and curriculum progression
- Counseling – Individual, Marriage, Drug and Interpersonal Relations
- Train all new employees

### **CEO of Operations – Awaken Academy Online School**

**August 2009 – June 2018**

**Elevation Dream Center**

**Westminster, CO**

- Conflict resolution and problem solving daily for immediate implementation within the learning center.
- Team Management with a focus on ensuring quality education for all students.
- Provide and maintain a positive and safe learning environment within the center.
- Manage a K – 12 School
- Board of Director for Hope-On Learning Program
- Responsible for faculty, staff academic planning and state testing
- Responsible for faculty payroll
- Responsible for building maintenance and overall curriculum, supplies

---

**Joseph Trujillo**



**Part-time Logistics Employee/ Replenishment Lead**  
**Target Super Store**  
**Westminster, CO**

**October 2004 – September 2006**

- Customer service and sales
- In charge of replenishment and sales floor
- Complete layouts and store progress
- Locating and placing orders for sales floor
- RMU skills
- DSD vendors
- Stocking Inventory
- Backroom Locator

**Asset prevention supervisor- Sports Authority**  
**Sports Authority**  
**Denver, CO**

**February 2001 – July 2009**

- Prevent financial loss through internal and external theft or fraud.
- Support financial and regulatory compliance.
- Monitor the store in-person and via digital surveillance.
- Prepare reports.
- Identify database inconsistencies.
- Provide training to employees.
- Collaboration with local and State authorities as needed
- Camera monitoring and review for internal investigations

**Distribution Supervisor**  
**Interstate Brands Corporation**  
**Denver, CO**

**January 1991 – February 2001**

- Scheduled employees for hours
- Documented and stocked all inventory
- Customer service with clients and vendors
- Data entry of invoices
- Have office experience in payroll and human resource
- Supervised over duties of 15-20 employees
- Trained all new employees

#### **ACCOMPLISHMENTS AND AFFILIATIONS**

- Appointed as a Goodwill Ambassador for the United Nations
- International Police Chaplain
- Volunteered with inner city youth organizations
- CPR/ AED Instructor certified
- Worked with Adams County School District for STARS program
- (CPTED) Crime prevention through environmental design certified
- FEMA Certifications: 200b, 362a, 700a, 800a
- Implicit Bias Certificate
- Nonviolent Crisis Intervention Training
- (PPCT) Pressure Point control Tactics Certified
- Bluebeam Revu Proficient



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## BAC-8728

### Contact Information

Contact Name	Michelle Sykes	Home Address	20601
Preferred Phone	7209333150	Home City	Denver
Preferred Email	sykesxmr@gmail.com	Home State	CO
Other Phone	303-375-1719	Home Zip	80249-6503
Other Email	sykesxmr@gmail.com	County	Denver
DOB	[REDACTED]	Hispanic or Latino origin or Descant?	No
SSN	[REDACTED]	Race/Ethnicity	African American
Gender	Female	Other Ethnicity	
Other Gender		Salutation	Mrs.

### Board Information

Board Name	Denver Community Corrections Board	Other boards or commissions served	Crime Prevention & Control Commission
Status	New	Resigned	
Term Start Date			
Term End Date			

### Work Information

Employer	Retired/State	Work Address	20601 Beekman Place
Position	Program Specialist	Work City	Denver
Business Phone #	7209333150	Work State	CO
Work Email	sykesxmr@gmail.com	Work Zip	80249

### Additional Information

Are you a registered voter?	Yes	Objection to appointment?	No
If so, what county?	Denver	Special Information	
Denver City Council District No	8		

### Education and General Qualifications

Name of High School	Manuel High School	Name of Graduate School	n/a
Location of High School	Denver	Location of Graduate School	
# of Years Attended High school	4	# of Years Attended Graduate School	

Did you Graduate  
High School

Yes

Did you Graduate No

Graduate Major

Name of College Regis University

Location of College Denver

# of Years Attended  
College 4

Did you Graduate  
College Yes

Undergrad Major Education

### Reference Details

Reference Name #1 Michael Anderson

Reference Email #1 michael.anderson@gmail.com

Reference Phone #1 720-335-0798

Reference Address #1 unknown

Reference Name #2 Pastor Jimmy McGee

Reference Email #2 pastor1mcgee@aol.com

Reference Phone #2 303-507-9779

Reference Address #2 3405 High Street, Denver, CO 80205

Reference Name #3 Toya Rambo

Reference Email #3 trambo@brookdale.com

Reference Phone #3 720-338-9403

Reference Address #3 4301 Caylon Street, Denver, Co 80249

Agree to a  
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Owner Romalne Pacheco

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Michelle Sykes Bio.docx

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## **Michelle Renee Sykes**

**Michelle Sykes has more than 25 years of experience with the state programs. Michelle has been fortunately to function in a variety of educational program compliance settings, including working for many years to ensure compliance with both federal and state rules and regulations throughout several Colorado programs quality assurance for CCCAP program, working in partnership with Region VIII State Administrators to provide guidance and technical assistance. Michelle has worked in quality assurance (auditor) for Colorado Works, the TANF program, Temporary Assistance to Needy Families. Michelle loved working as an Adjudicator for Disability Determination Services (DDS, where she approved disability claims for the citizens of Colorado including; SSDI/SSI adult physical, blind claims and mental claims, SSDI widows and survivors claims, child claims to determine if claimant was eligible to receive Social Security benefits. Michelle has also worked as a supervisor and case manager for Home Community Based Services- Elderly Blind and Disabled (HCBS-EBD) to develop care plans and Individual Support Service Plans (ISSP) for people with disabilities. While ensure through work with Administrative Law Judge (ALJ) program compliance.**

**Michelle has worked and volunteered for several community boards and commissions. Most noted Michelle was asked to lead the group with Reggie Huerter of the Colorado Crime Prevention and Control Commission, as a group leader with. The Crime Prevention and Control Commission was an opportunity for Denver to improve and support an effective, efficient and accountable justice system. The challenge of the Commission will be to look at the system with a clear lens that balances victim needs, public safety, system and offender accountability, risk, and consequently, recidivism reduction. Michelle has served on the Board of the Department of Human Services Community Block Grant Advisory Board. Michelle earned her BA at Regis University, in Denver.**

**I am interested in participating on the 13 member advisory board, because I feel it is crucial to the community to have a voice for the people that are involved in Community Corrections that have personal experience, as well as family members that have been impacted by community corrections.**

### **References:**

**Michael Anderson – 720-335-0798  
Community Correction Board**

**Michael Hancock - 720-865-9000  
Denver Mayor**

**Pastor Jimmy McGee – 303-995-0662  
Pastor Fresh Anointing Church**



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## BAC-8647

### Contact Information

Contact Name	Charlene Emory-Proctor	Home Address	60 Garfield St, Ste B
Preferred Phone	2062914018	Home City	Denver
Preferred Email	c_emory@live.com	Home State	CO
Other Phone		Home Zip	80206
Other Email		County	Denver
DOB	[REDACTED]	Hispanic or Latino origin or Descent?	No
SSN	[REDACTED]	Race/Ethnicity	Two or more races
Gender	Female	Other Ethnicity	
Other Gender		Salutation	

### Board Information

Board Name	Denver Community Corrections Board	Other boards or commissions served	
Status	New	Resigned	
Term Start Date			
Term End Date			

### Work Information

Employer	The Center for Trauma and Resilience	Work Address	1751 N Gilpin St
Position	CORE Project Director	Work City	Denver
Business Phone #	3038600660	Work State	CO
Work Email		Work Zip	80218

### Additional Information

Are you a registered voter?	Yes	Objection to appointment?	No
If so, what county?	Denver	Special Information	
Denver City Council District No	5		

### Education and General Qualifications

Name of High School	Hazen High School	Name of Graduate School	Harvard University
Location of High School	Renton, WA	Location of Graduate School	Cambridge, MA
# of Years Attended High school	4	# of Years Attended Graduate School	3

Did you Graduate  
High School

Yes

Did you Graduate

Yes

Graduate Major

International Relations

Name of College

Washington State University

Location of College

Pullman, WA

# of Years Attended  
College

3

Did you Graduate  
College

Yes

Undergrad Major

Communications

**Reference Details**

Reference Name #1

Craig Nason

Reference Email #1

craig@combathumantrafficking.org

Reference Phone #1

3036183703

Reference Address #1

Reference Name #2

Stevie Kloeber

Reference Email #2

skloeber@gmail.com

Reference Phone #2

8185885668

Reference Address #2

Reference Name #3

Cathy Phelps

Reference Email #3

cphelps@traumahealth.org

Reference Phone #3

3036193767

Reference Address #3

Agree to a  
background check

✓

Owner

Romaine Pacheco

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Last Modified By

Denver Integration, 1/24/2023 11:07 AM

**Notes & Attachments**

Charlene Emory-Proctor Resume.pdf

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# CHARLENE EMORY-PROCTOR

C\_emory@live.com | 206-291-4016

## SUMMARY

During my work at corporations, I found my passion and drive for non-profits through my volunteer work and engagement in DEI groups. I completed my Master's degree with the intent to pursue full-time work in the public sector. My non-profit experience and education show how I have prepared myself for full-time non-profit work as well as my passion for social change. I know I will excel in project and program management, where I can combine my passion for social justice and my skillset in operations.

## EDUCATION

Harvard University – May 2022

Master of Liberal Arts, International Relations | Social Justice Graduate Certificate

Washington State University – May 2011

Bachelor of Arts, Communications

## SKILLS

### Project Management/Operations

- Research, design facilitation, and implementing resource database for the refugee population in need of housing in Denver
- Analyzing metrics and creating Key Performance Indicators in order to ensure products are performing to standards
- Strategizing and executing end-to-end project plan to drive day-to-day tasks, managing team timelines and deliverables
- Managing deliverables, timelines & budget for several projects, identifying risks, proactively resolving roadblocks

### Relationship Building/Management

- Establishing & growing relationships with vendors & C-suite relationships, managing cross-functional partnerships
- Facilitating collaboration with external teams and vendors to ensure deadlines are met
- Enabling collaboration and aligning strategies between teams who have conflicting priorities, creating onboarding process
- Weekly stakeholder engagement, reporting & communication, setting & managing expectations, monitoring budget

### Strategic Planning

- Building 24-month strategic roadmap to drive vision of project plan, design, development, and go-to-market plan
- In charge of creating and executing new intake process for efficiency and visibility to data to entire team
- Developing team's strategic process to ensure scalability, creating metrics to track inefficiency in project and program
- Creating training documents & processes for sales, training & customer operations, customer-facing marketing documents

### D&I/Event Planning

- In charge of logistics for virtual & in-person events and programs promoting D&I, managing forecast, budget, and timelines
- Booking locations, vendor management, creating agendas, contingency planning, RACI charts
- Developing mission, values & goals for EBRGs, partnering with marketing for newsletters, website, and social media
- Creating post-event surveys to analyze program efficacy & impact, evolving curriculum based on feedback & data

### Policy

- Researching, designing & proposing policy memos to help solve local inequalities: housing-first & human trafficking training
- Partnering with local community organizations and local Colorado Senators & House Representatives to write policy memos

## WORK EXPERIENCE

### Charter Communications

Senior Product Delivery Manager – Digital Platforms & Technology Agency

12/2021-current

Managing data-driven project timelines, providing strategic direction for cross-functional teams, overseeing program goals and timelines, ensuring process efficiency and efficacy. Building relationships, advocating for the team's evolving needs, managing stakeholder communications.

Senior Design Producer – Digital Platforms & Technology Agency

12/2019-12/2021

Project/program manager in charge of team's strategic process to ensure scalability, starting as a team of 12 and growing to a team of over 60 in 18 months. Creating new relationships to ensure team has access to SMEs and resources needed.

Senior Business Analyst – Video Product

1/2018-4/2020

Leading team's KPI management, ensuring prioritization of project components. Tracking project progress including daily deliverables, 24-month strategic road maps, stakeholder engagement, reporting, and communication.

### Cobalt Advocates

Intake Coordinator

5/2022-10/2022

Direct client service provider helping with logistics and funding for reproductive healthcare appointments. Creating and executing new processes and timeline requirements with partner clinics. Implementing Salesforce with vendor to ensure data is easily and readily available to all team members including marketing, development, and PR.

## **WORK EXPERIENCE CONTINUED**

### **Colorado Humanities**

#### **Technical Producer**

**9/2021-5/2022**

Producing & directing live-streamed events for the Changing the Legacy of Race and Ethnicity program. Creating production script, show flow, and directing the preview & program with the StreamYard technical director during run of show.

### **Sony Pictures Entertainment**

#### **Senior Analyst Operations**

**1/2016-1/2018**

Managing logistics and strategy for major accounts, ensuring client receipt of product. Analyzing financial data to ensure lowest rates. Managing vendor and inventory to ensure shipments are filled and deliveries are on time.

### **Global Mastering & Servicing Coordinator**

**2/2013-1/2016**

Working with vendors to schedule delivery of digital files and working internally to conceptualize and execute new efficient workflows. In charge of client expectations and communication. Clients include Apple, Amazon and Google. Managing high profile projects on tight timelines while asset managing up to 25 files per title.

## **INTERNSHIPS & FELLOWSHIPS**

### **Colorado Humanities | Video Intern**

**5/2021-8/2021**

Producing marketing video for Motherread/Fatheread program. Location scouting, casting, scripting. Hiring editor, camera, audio & lighting technician. Hiring vendor for transcriptions and translations. Creating process document for Changing the Legacy of Race and Ethnicity event planning.

### **United Nations Association | Emerging Leaders Fellow**

**1/2021-5/2021**

Designing a policy to reduce inequality. Discussing with local community organizations and Colorado State Senators & House Representatives to bring two bills to the legislation session.

### **The Laboratory to Combat Human Trafficking | Development & Communications Intern**

**12/2020-5/2021**

Supporting grant research, grant writing narrative, and major gifts strategy. Writing lit reviews and policy memos and producing video to highlight LCHT's programs and impact on the anti-trafficking movement.

### **The Village Institute | Business Development Fellow**

**7/2020-2/2021**

Research and design of a resource database for the refugee population in need of housing. Includes emergency, short-term, low-income housing options and services such as skills training, job placement, childcare, language, etc.

## **VOLUNTEER EXPERIENCE**

### **Denver Community Corrections Board | Board Member**

**8/2022-current**

Mayor Michael Hancock appointed – advising city government on policies and procedures relating to community corrections. Creating and executing criteria to review people incarcerated and may qualify for Denver Community Corrections programs.

### **Democratic Party of Denver | State House District 2B Captain**

**1/2022-current**

#### **| State House District 6A Finance Chair**

**1/2021-1/2022**

Supporting GOTV efforts for 2022 mid-terms. Planning monthly meetings, creating partnerships with elected officials, planning panel discussions, and providing an action-plan to engage members and Precinct Organizers. Monitoring budget, reimbursements, fundraising, and event planning including marketing.

### **PawsCo | Director of Transport**

**1/2021-current**

Coordinating with shelters and transport volunteers to drive animals from shelters to foster homes. Creating and documenting team processes, training new team members, updating SOPs to meet changing transport team needs.

### **Make-A-Wish Colorado | Wish Granter**

**6/2018-11/2022**

Working with wish children and families to discover the child's wish. Serving as a liaison for the wish family along with Make-A-Wish staff, assisting with paperwork, travel and/or party logistics.

### **Colorado Department of Human Services | Commissioner**

**6/2021-8/2022**

Governor Jared Polis appointed - hiring economist to research the cost to raise a child in Colorado. The report will guide any recommended statutory changes. Writing legislation based on this research.

### **The WICT Network – Rocky Mountain Chapter | Local Chapter Association Board Member**

**12/2019-12/2021**

General Programming Chair – strategizing, planning, and executing free and low-cost virtual and in-person events. In charge of timelines, marketing requests, budget, forecasting, and managing event committee personnel.

### **Sony Pictures Entertainment | President, Founder/Chair, Mentor, Events; Employee Business Resource Groups**

**8/2013-1/2018**

Conceptualizing, executing, and marketing programs. In charge of forecast and budget. Creating program outlines, curriculum, and strategizing events including networking, cultural awareness, and professional development. Project managing multiple events, maintaining vendor and stakeholder relationships, and contingency planning.





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## BAC-8663

### Contact Information

Contact Name	Nicola Monroe	Home Address	14693 E 26th Way
Preferred Phone	7202188927	Home City	Aurora
Preferred Email	nicole.monroe@denvergov.org	Home State	CO
Other Phone		Home Zip	80011
Other Email		County	Adams
DOB		Hispanic or Latino origin or Descant?	Yes
SSN		Race/Ethnicity	African American
Gender	Female	Other Ethnicity	
Other Gender		Salutation	Ms.

### Board Information

Board Name	Denver Community Corrections Board	Other boards or commissions served	
Status	New	Resigned	
Term Start Date			
Term End Date			

### Work Information

Employer	City & County of Denver	Work Address	303 W. Colfax Ave
Position	Director	Work City	Denver
Business Phone #	7202188927	Work State	CO
Work Email		Work Zip	80011

### Additional Information

Are you a registered voter?	Yes	Objection to appointment?	No
If so, what county?	Adams	Special Information	
Denver City Council District No	N/A		

### Education and General Qualifications

Name of High School	Aurora Central HS	Name of Graduate School	Regis University
Location of High School	Aurora	Location of Graduate School	Denver
# of Years Attended High school	4	# of Years Attended Graduate School	3

Did you Graduate  
High School

Yes

Did you Graduate

Yes

Graduate Major

Counseling Psychology

Name of College

Regis University

Location of College

Denver

# of Years Attended  
College

4

Did you Graduate  
College

Yes

Undergrad Major

Business Administration

### Reference Details

Reference Name #1

Laura Wachler

Reference Email #1

Reference Phone #1

3038421534

Reference Address #1

Reference Name #2

Sherry Jackson

Reference Email #2

Reference Phone #2

3038804241

Reference Address #2

Reference Name #3

Deborah Garcia-Sandoval

Reference Email #3

Reference Phone #3

7203717543

Reference Address #3

Agree to a  
background check

✓

Owner

Romaine Pacheco

Created By

Denver Integration, 2/1/2023 11:32 AM

Last Modified By

Denver Integration, 2/1/2023 11:32 AM

### Notes & Attachments

**Boards and Commissions - DCCB.pdf**

Type

Attachment

Last Modified

Denver Integration

Description

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# Nicole C. Monroe, MA, NCC, LPC, LAC ATP

LinkedIn Member

14693 E. 26<sup>th</sup> Way, Aurora, CO 80011 • 720.218.8927 • Nicole.Monroe@denvergov.org

## ORGANIZATIONAL LEADERSHIP - PROGRAM MANAGEMENT- COMMUNITY RELATIONS



Master of Arts, *Counseling Psychology*  
Regis University, 12.15.12, Honors

Bachelor of Science, *Business Administration*  
Minor, *Psychology*  
Regis University, 05.01.09, Honors

Public Servant, strategic thinker and team builder with multi-sector experience and exceptional leadership in juvenile justice and achieving organizational goals. Seasoned professional experienced in building diverse collaborative initiatives and cultivating high level relationships with leaders in the corporate, government and nonprofit sectors to achieve objectives.

### CORE COMPETENCIES

- ✓ Team Building
- ✓ Strategic Planning
- ✓ Marketing
- ✓ Grant Research
- ✓ Budget Planning/Management
- ✓ Visioning & Branding

- ✓ Violence Reduction
- ✓ Gang Intervention
- ✓ Juvenile Justice
- ✓ Clinical Supervision
- ✓ Mental Health
- ✓ Substance Treatment

- ✓ Program Evaluation
- ✓ Employee Development
- ✓ Interpersonal Communication
- ✓ Cultural Synergy
- ✓ Coalition Development
- ✓ Community Mobilization

### PROFESSIONAL DEVELOPMENT | CONTINUED EDUCATION

City and County of Denver  
2018 Emerging Leaders Program

Urban Leadership Foundation of Colorado  
2017 Connect Leadership Program

The Colorado School of Family Therapy  
Professional Development & Certified Addiction Counselor Program

### LICENSURE / CERTIFICATIONS

Licensed Professional Counselor #LPC.0014497  
Licensed Addiction Counselor #ACD.0001562  
National Certified Counselor NCC #311487  
Approved Treatment Provider (ATP)  
Youth Mental Health First Aid USA  
Psychological First Aid (PFA)  
Diamond Standard Educator  
Moral Reconciliation Therapy (MRT)  
Dialectical Behavioral Therapy (DBT) [Trained]  
Adolescent Community Reinforcement Approach (A-CRA) [Trained]  
Community Reinforcement Approach Family Training (CRAFT) [Trained]  
Global Appraisal of Individual Needs-Initial (GAIN-I) Core Site Interviewer

## **PROFESSIONAL EXPERIENCE**

**City and County of Denver, Department of Safety**

### **Manager 10/2020 – Present**

- For the Office of Community Violence Solutions (OCVS), provide direct oversight of Denver's largest comprehensive approach to address gang violence.
- Responsible for the coordination of the large network of private and public agencies working collectively under a mutually developed and agreed upon strategic framework that consists of 24 projects and/or strategies in the areas of enforcement, intervention, and prevention.

### **Program Manager 10/2019 – 10/2020**

- For Denver Public Safety Youth Programs (DPSYP), direct programs under the Juvenile Services Center (JSC), including Helping Youth Pursue Excellence (HYPE) Program (youth day reporting program focused on improving educational and vocational outcomes for participants) and the Voluntary Diversion Program (provides assessment and case management services for youth at-risk of being referred to the juvenile justice system) and serve as primary point of contact for all JSC partner agencies.
- Develop and monitor JSC budget in conjunction with DPSYP Director and direct grant administration.
- Direct supervision of 7 full time employees including training/coaching, evaluating performance, assigning work, reviewing work for accuracy and completeness and identifying opportunities for continual improvement to meet performance standards.
- Serve as agency lead for identifying, recruiting, and monitoring/evaluating performance of service providers to ensure services offered to youth/families are appropriate and are delivered professionally and develop and/or modify JSC program(s) work plan, methods, and procedures.

### **Program Coordinator of Intervention Services 08/2016 – 09/2019**

- For the Gang Reduction Initiative of Denver (GRID), was responsible for the overall establishment of Intervention program goals (alignment with multiple partner agencies' missions).
- Developed, evaluated and updated comprehensive inter/intra-agency program policies, procedures and standards for (2) multi-disciplinary teams (juvenile and adult) consisting of 30+ agency partners; requiring daily management and oversight.
- Planned and implemented the Department of Justice research grant awarded to and collaboration with UC Boulder to conduct a randomized control trial to determine if the use of a Multidisciplinary Team to provide coordinated case management to gang members is effective.
- Built and maintained large, complex partnerships/relationships with the community and with agency partners to collaborate efforts to reduce gang violence.
- Managed the development and monitoring of inter-agency coordinated case plans for 100 clients. Assigned duties to GRID Outreach and MDT team members.
- Developed and recommended solutions for complex and highly sensitive issues that cross functional and administrative boundaries – information sharing, data collection, confidential communication – legal and procedural issues
- Managed internal financials/administrative purchases/expenditures, leverage financial (intern/external) financial services/personnel.
- Provided supervision for (6) gang outreach case managers and (5) contingent (interns) coordinated case managers; assign workload, monitor performance, and make corrections.

#### **Coordinator of Special Projects 04/2016 – 08/2018**

- For the Gang Reduction Initiative of Denver (GRID), spearheaded the expansion of the Denver Gang Model into Far Northeast Denver (Montbello/Green Valley Ranch) to provide prevention, intervention and suppression efforts throughout the community resulting in the project being a citywide initiative.
- Supervised the development of the community implementation team which established collaborative relationships between agencies and organizations organic to the community.
- Organized a faith-based leadership team comprised of identified champions from the community and assembled an advisory board to aid in the implementation and to provide strategic advice in the management of the Safe Haven grant.

#### **Metropolitan State University of Denver**

##### **Adjunct Professor 02/2019 – Present**

- Dept. of Human Services & Counseling | High Risk Youth Studies | *Youth, Drugs and Gangs Course* and *Exploring the Impact of Trauma Counseling*

#### **Life Recovery Centers**

##### **Clinician 02/2016 – Present**

- Facilitate DUI Education & Therapy groups, DBT, MRT, Relapse Prevention, Grief & Loss (trauma-informed)
- Monitor referred client's progress and make further recommendations that are appropriate for ongoing treatment plan

#### **State of Colorado, Judicial Branch**

##### **TASC Parent Engagement Specialist 10/2015 – 04/2016**

- Provided engagement services for identified support systems of individuals in the REST Grant; Youth exploited and at-risk of Human Trafficking
- Advocated for parents to increase participation, communication, and collaboration between the family, the professional team, and community members
- Coordinated and co-facilitate monthly parent groups/meetings
- Provided home based services to increase the parental support for the juvenile engage in services

##### **TASC Specialist 02/2014 – 04/2016**

- Provided case management for the JABG Grant; High-risk, Gang-involved, Violent Offenders and SCORE Grant; Juvenile re-entry program
- Performed Needs Assessments for clients' treatment planning and strategic development
- Coordinated and connected resources for clients through community partnerships
- Ensured and integrated continuum of care for youth and families involved in the justice system
- Provided home based services as well as community outreach and support to clients

##### **Probation Officer 01/2013 – 02/2014**

- Lead the Day Reporting Program (H.Y.P.E. – Helping Youth Pursue Education/Employment).
- Developed programming that involved educational, vocational, and pro-social opportunities for disconnected and gang involved youth through Probation Services and Community Partners.
- Collaborated with Probation Officers, Department of Human Services Case Workers, Counselors, Teachers, and families to identify appropriate interventions.

- Developed intensive plans to support transition from the program to an appropriate educational/employment setting.
- Facilitated Cognitive/Behavioral groups and Restorative Justice Projects with disconnected youth.
- Maintained monthly programming budget.

#### **Community Supervision Officer 05/2012 – 02/2014**

- Provided high level of community supervision to pre-adjudicated and sentenced youth, between the ages of 12-18, in the Probation Release Program through SB-94 facing a pending offense or revocation.
- Coordinated with other professionals assigned to the case to develop a case plan that offers the best services found appropriate for the youth while promoting re-engagement and compliance.
- Submitted written reports to the Denver Juvenile Court providing an update with the youth's recognized strengths/accomplishments and concerns/opportunities.

#### **State of Colorado, Department of Revenue**

##### **Administrative Assistant III (Lead) 07/2010 – 05/2012**

- Lead day-to-day operations and while establishing the Medical Marijuana Enforcement Division. Focused on ensuring the integration, execution and evaluation of strategic initiatives and investments were met.
- Provided leadership and supervision in partnership with the Licensing Manager, Agent-In-Charge, and Division Director to staff in main and sub offices, as well as training, direction, and coaching.
- Developed and implemented office procedures for daily operations in relation to and derived from House Bill 10-1284.
- Managed and evaluated different projects within the division that focused on conducting background investigations for potential license holders.
- Worked directly with the state controller to determine and manage the predetermined organizational budget of \$8.3M.

##### **Administrative Assistant II 11/2007 – 07/2010**

- Processed licensing applications for the Liquor Enforcement Division and managed liquor files in compliance of statutory requirements.

##### **Driver's License Examiner Intern 08/2007 – 11/2007**

- Issued Colorado documents while following State statutes pertaining to issuing ID's, regular and commercial driver's permits / licenses, renewals, and written tests for permits in the Department of Revenue.

#### **US West Wireless/Qwest Communications**

##### **Operations Supervisor 04/2003 – 01/2006**

- Managed day to day operations for a team high of 80 employees in the Wireless Sales Support Operations organization with a leadership style focused on employee engagement and metrics.
- Composed proposals for operational process changes/development and workload forecasting.
- Established/generated reports that included trend analysis, tracked and measured productivity, schedule adherence, time off reporting and vacation scheduling.
- Developed/managed databases, translated data into graphical information, and produced Ad Hoc Reports.
- Lead cost analysis for fiscal responsibility leading to revenue savings program.

- Responsible for the development and implementation of customary industry ancillary charges which generated over \$1.2M annually.

#### WORK HISTORY

City and County of Denver | 04/2016 – Present

Life Recovery Centers | 02/2016 – Present

Metropolitan State College of Denver | 02/2019 – Present

State of Colorado | 08/2007 – 04/2016

US West Wireless/Qwest Communications | 11/1999 – 10/2006



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## BAC-8650

### Contact Information

Contact Name	Dana Niemela	Home Address	740 DeVinney Ct
Preferred Phone	720.480.3182	Home City	Golden
Preferred Email	dana.niemela@denvergov.org	Home State	CO
Other Phone		Home Zip	80401
Other Email		County	Jefferson
DOB		Hispanic or Latino origin or Descant?	No
SSN		Race/Ethnicity	Caucasian
Gender	Female	Other Ethnicity	
Other Gender		Salutation	

### Board Information

Board Name	Denver Community Corrections Board	Other boards or commissions served	
Status	New	Resigned	
Term Start Date			
Term End Date			

### Work Information

Employer	Denver Human Services	Work Address	1200 Federal Blvd
Position	Director, Economic Resilience Division	Work City	Denver
Business Phone #	720.480.3182	Work State	CO
Work Email		Work Zip	80204

### Additional Information

Are you a registered voter?	Yes	Objection to appointment?	No
If so, what county?	Jefferson	Special Information	
Denver City Council District No	N/A		

### Education and General Qualifications

Name of High School	Davenport West High School	Name of Graduate School	University of Denver
Location of High School	Davenport, IA	Location of Graduate School	Denver, CO
# of Years Attended High school	3	# of Years Attended Graduate School	3



Did you Graduate  
High School

Yes

Did you Graduate

Yes

Graduate Major

Masters Social Work

Name of College The George Washington University

Location of College Washington DC

# of Years Attended  
College

4

Did you Graduate  
College

Yes

Undergrad Major BA History

### Reference Details

Reference Name #1 Jude Liguori Oliver

Reference Email #1 jude.liguori@denvergov.org

Reference Phone #1 303-514-4110

Reference Address #1

Reference Name #2 Jay Morein

Reference Email #2 jay.morein@denvergov.org

Reference Phone #2 303-489-6798

Reference Address #2

Reference Name #3 Greg Mauro

Reference Email #3 greg.mauro@denvergov.org

Reference Phone #3 303-880-5729

Reference Address #3

Agree to a  
background check

✓

Owner Romaine Pacheco

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Last Modified By Denver Integration, 1/25/2023 2:33 PM

### Notes & Attachments

DLNiemelaResume2023.pdf

Type Attachment

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Description

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**SUMMARY**

Passionate, visionary leader with over twenty years of experience in building diverse staff, executive, and community relationships that inspire trust and emphasize teamwork and collaboration. Strategic, creative thinker with extensive experience in policy development and implementation that seeks to lead cultural and systemic organizational change that promotes positive, sustainable outcomes.

**EXPERIENCE**

***Leadership and Management***

- Demonstrated commitment to organizational leadership, standards and values, collaborative partnerships, workforce development, critical evaluation, and process and project management by setting strategic vision for the Denver Human Services (DHS) Community Outreach and Resource Engagement (CORE) and Economic Resilience (ER) Divisions.
- Demonstrated inclusion by engaging with staff at all levels to create a strong, cohesive team focused on holistic, trauma-informed, customer-centered service delivery.
- Led the change management process of program funding changes, department reorganization, pandemic and remote work, and engaged in strategic visioning to increase employee engagement.
- Served as agency representative to guide and inform the Social Safety Net Long Term Recovery Plan for the City and County of Denver during the COVID-19 pandemic.
- Developed a cross-divisional DHS COVID Strike Team to address issues of health and safety for employees and customers and encourage diverse perspectives and continuity of communications and operations during the COVID-19 pandemic.
- Provided vision and strategic direction for short and long-term operational goals including fiscal management; legislative, budget, and policy implementation; data analysis; personnel and staff utilization; and cross-divisional and cross-system coordination.
- Provided staff supervision, leadership development, and coaching to foster professional development, provide opportunities for operational feedback and conflict resolution, and facilitate cooperation and teamwork.
- Restructured the management teams of the Epicurean Culinary Group's two largest venues, INVESCO Field and Denver Center for the Performing Arts. Acted as special management consultant to Chief Operating Officer to establish a positive corporate culture and increase individual and team productivity.
- Demonstrated commitment to Equity, Diversity, and Inclusion with a diverse workforce, promotion of diverse professionals, engagement in continuous learning opportunities, and support of diverse and equitable access to programs and services for DHS customers of all abilities, ages, and backgrounds.

***Community Partnerships and Outreach***

- Recognized by the White House, Secretary of the Department of Veterans Affairs, and the National Coalition for Homeless Veterans for developing key coalitions between City, State, Federal, and Private organizations which provide seamless and rapid service delivery

including education, employment, behavioral health care, primary health care, benefits, and social support.

- Selected by Governor Hickenlooper to represent DHS on *Colorado Serves*, a partnership of government and non-profit organizations to lead a comprehensive, community-based effort focused on connecting existing networks of supportive-services and building coalitions to achieve organizational goals through increased coordination.
- Served as DHS ambassador in the community, creating key innovative and strategic partnerships, soliciting customer and community feedback, while continuously advancing program development and strategic direction.
- As a member of the DHS Senior Leadership Team, managed division operations in financial services, contracting, legal, human resources, and legislative affairs to ensure security and integrity of programs and services.

#### ***Program & Budget Management***

- Directed and supported the development of the CORE and ER divisions' budgets, allocating upwards of \$20 million in personnel and operational priorities and led multiple teams to develop innovative and creative solutions to meet customer needs.
- Established program outcomes, adapted performance criteria based on community and customer need, labor market information and criteria, and developed, managed and monitored over \$20 million in Federal, State and Local budget allocations annually, in addition to up to \$340K in State and Federal Grants to support program objectives.
- Utilized best practices to support future development of sustainable outcomes for the Denver Employment First program in collaboration with State and Federal regulators to meet requirements for performance and programming.
- Met quarterly performance reporting requirements, including quantitative and qualitative data. Conducted annual longitudinal studies to illustrate long-term economic impact of program outcomes.

#### ***Legislative/Policy Development***

- Served as subject-matter-expert on veteran-related issues to Denver's Road Home Commission to End Homelessness, the Governor's Commission on Homelessness, the Colorado Board of Veterans Affairs (served as Chair), and US Congressional offices of Senators Bennet and Udall and Representatives Perlmutter, DeGette, and Coffman.
- Led policy change by being one of the first five counties in Colorado to change the operating model of the Employment First Program and supporting the change management process of other Colorado counties adopting the program model two years post-implementation in Denver County.
- Served on Senior Leadership Team, responsible for advising, recommending and developing strategic policy and legislative goals for the department.
- Served as the Human Services representative and Chair of the Denver County Community Corrections Board, advising County leadership on the evolution of local policies impacting systems and services for justice-involved community members.
- As an intern with the Colorado Cross Disability Coalition, conducted research regarding history of Civil Rights legislation for persons with disabilities, lobbied legislators for organizationally driven legislation, conducted community outreach, and developed member-driven legislative outreach project.

**Communication**

- Worked with DHS communications team to create program marketing materials and develop on-line presence through DHS website and social media.
- Provided clear, consistent and compelling presentations on DHS programs and services to internal and external community partners and represented DHS in print media and local television spots.
- Expert communicator and public speaker selected to represent the City and the Department for local and National audiences:
  - National Alliance on Mental Illness July 2016
  - National Coalition for Homeless Veterans May 2012-2015
  - Women Veterans of Colorado (Keynote 2014) September 2011-14
  - White House Champions of Change March 2014
  - Military Officers Association of America, Mile High Chapter January 2014
  - National Alliance to End Homelessness February 2013

**WORK HISTORY**

Denver Human Services  
Colorado Cross Disability Coalition  
Epicurean Culinary Group  
New Dimension Crushers  
United States Navy

Sep 2011 - present  
Sep 2010 – May 2011  
Oct 2005 – Sep 2010  
Jun 2005 - Oct 2005  
May 1997 – May 2005

**EDUCATION**

University of Denver, Denver, CO  
Masters in Social Work, Post 9/11 GI Bill Recipient  
The George Washington University, Washington, DC  
Bachelor of Arts, History, Naval Reserve Officers Training Corps (NROTC) Scholarship