



CITY AND COUNTY OF DENVER
PRIVILEGED AND CONFIDENTIAL WORK PRODUCT

Michael B. Hancock
Mayor

To: Mayor Michael B. Hancock
From: Romaine Pacheco, Director
Date: December 2, 2022

BOARD: Denver Women's Commission

POC: Tess Trewin

BACKGROUND:

Members: No less than 7 – No more than 21
Terms: 2 Yrs.
Confirmation: Yes

The Commission advises the Mayor and the Executive Director on the special issues and opportunities affecting women.

RECOMMENDATIONS:

Elena Mendoza, Denver (F)(H) to serve as a member with experience in education for a term expiring June 30, 2025, appointed;

Rena Dulberg, Denver (F)(C) to serve as a member with experience in nonprofits for a term expiring June 30, 2025, appointed;

Candice Smith, Denver (F)(AA) to serve as a member with experience in finance for a term expiring June 30, 2025, appointed;

Kirsten Decker, Denver (F)(C) to serve as a member with experience in strategy and evaluation for a term expiring June 30, 2025, appointed;

Rachel Garcia, Denver (F)(H) to serve as a member with experience in social justice for a term expiring June 30, 2025, appointed.

ACTION NEEDED:

Appoint Mendoza, Dulberg, Smith, Decker and Garcia

Please provide additional candidates to consider.

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BAC-8387

Contact Information

Contact Name	Candice Smith	Home Address	4935 Ursula Way
Preferred Phone	7208412217	Home City	Denver
Preferred Email	contactcandicesmith@gmail.com	Home State	CO
Other Phone		Home Zip	80239
Other Email	contactcandicesmith@gmail.com	County	Denver
DOB	[REDACTED]	Hispanic or Latino origin or Descent?	No
SSN	[REDACTED]	Race/Ethnicity	African American
Gender	Female	Other Ethnicity	
Other Gender		Salutation	Ms.

Board Information

Board Name	Denver Women's Commission	Other boards or commissions served	
Status	New	Resigned	
Term Start Date			
Term End Date			

Work Information

Employer	Boss Generation	Work Address	4935 Ursula Way
Position	Founder/CEO	Work City	Denver
Business Phone #	7208412217	Work State	CO
Work Email		Work Zip	80239

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	Montbello High School	Name of Graduate School	Regis University
Location of High School	Denver	Location of Graduate School	Denver, CO
# of Years Attended High school	4	# of Years Attended Graduate School	3
Did you Graduate	Yes	Did you Graduate	Yes

High School

Graduate Major Education

Name of College Metropolitan State College of Denver
Location of College Denver
of Years Attended College 2
Did you Graduate College Yes
Undergrad Major English

Reference Details

Reference Name #1	Lisa Young	Reference Email #1
Reference Phone #1	2146688002	Reference Address #1
Reference Name #2	Manushka Sainvil	Reference Email #2
Reference Phone #2	3034374704	Reference Address #2
Reference Name #3	Chevy Lowe	Reference Email #3
Reference Phone #3	4049091707	Reference Address #3

Agree to a background check

Owner Romaine Pacheco

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Notes & Attachments

Candice M. Smith Bio (3).pdf

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**Candice M. Smith
Biography**

Candice M. Smith is Founder and CEO of Boss Generation a non profit organization that proactively focuses on addressing student loan debt, creating economic wellbeing and generational wealth for Black women and Women of Color. Prior to starting this organization she spent over a decade in education, as a teacher coach, and district trainer for a local school district. Candice holds a Masters degree in Education from Regis University. She is a native of TN and grew up in Denver, CO.



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BAC-8396

Contact Information

Contact Name	Rachel Garcia	Home Address	2349 Elliot Street
Preferred Phone	3035475525	Home City	Denver
Preferred Email	rachelgarcia0624@gmail.com	Home State	CO
Other Phone		Home Zip	80211
Other Email		County	Denver
DOB	[REDACTED]	Hispanic or Latino origin or Descent?	Yes
SSN	[REDACTED]	Race/Ethnicity	Caucasian
Gender	Female	Other Ethnicity	
Other Gender		Salutation	Ms.

Board Information

Board Name	Denver Women's Commission	Other boards or commissions served	
Status	New	Resigned	
Term Start Date			
Term End Date			

Work Information

Employer	Colectiva	Work Address	1312 17th St #1174
Position	CEO	Work City	Denver
Business Phone #	3035475525	Work State	CO
Work Email	hola@colectivadener.com	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	1		

Education and General Qualifications

Name of High School	Iver C Ranum	Name of Graduate School	
Location of High School	Westminster, CO	Location of Graduate School	
# of Years Attended High school	4	# of Years Attended Graduate School	
Did you Graduate	Yes	Did you Graduate	

High School

Graduate Major

Name of College University of Colorado at Denver
Location of College Denver, CO
of Years Attended College 4
Did you Graduate College Yes
Undergrad Major Business Administration

Reference Details

Reference Name #1 Olivia Almaguer **Reference Email #1** oc646@hotmail.com
Reference Phone #1 3037284970 **Reference Address #1** 4175 Green Ct Denver, CO 80211

Reference Name #2 Marcia Romero **Reference Email #2** marcia.romero@usbank.com
Reference Phone #2 3035485270 **Reference Address #2** 950 17th St Denver, CO 80202

Reference Name #3 Mariene De La Rosa **Reference Email #3** mtdalarosa@yahoo.com
Reference Phone #3 7203511290 **Reference Address #3** 4961 Vallejo St Denver, CO 80221

Agree to a background check

Owner Romaine Pacheco

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Notes & Attachments

Garcia Rachel Bio 8-17-22 (1).pdf

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Rachel has deep roots and connections in her hometown of Denver, Colorado. She has a great dedication to the arts and creative communities in Denver. Her love of the creative community grew from a desire to connect with like-minded people and to give back. She found her chosen family through the arts, social justice pursuits and through community advocacy particularly for immigrant and refugee communities. Rachel has gained a sense of belonging within the arts and creative communities and they have endowed upon her the beauty of cultural traditions she is proud to pass along to her daughter, Annalisa. Rachel graduated from the University of Colorado at Denver with a Bachelors of Science in Business Management and earned a Certificate in Executive Leadership with an emphasis on the issues and challenges affecting the Latinx Community/Population and holds a Certificate in Inclusive Leadership/Diversity, Equity, Inclusion and Accessibility. Both certificates were earned at the prestigious Latino Leadership Institute (LLI) at the University of Denver. Rachel is a current fellow of the Metro Denver Chamber Leadership Foundation's Impact Denver Fellowship. Her professional background includes 25 years in the design/build industry as a Business Operations executive, however her passion has always been in the arts.

Rachel is a founding member and CEO of Colectiva, a collective of creatives that curate culturally inspired experiences that elevate and promote Latino Creatives via culture, art and cuisine. Colectiva's mission is to reclaim Latino culture from appropriation and to ensure creatives are compensated fairly. Rachel is also a founding member and curator of Calaveras en mi Ciudad, a mobile calaveras exhibit celebrating the traditions of dia de los muertos and is a co-founding member of La Feria del Tequila-the first and only tequila festival in Colorado founded by 3 women that identify as Latinas. In service to her community, Rachel currently serves as Chair of the Board of Directors of Artisti-co, Vice Chair of the Mexican Cultural Center, is a Member of the Board of Directors for Latinas First Foundation and the Coalition Against Global Genocide, is a member of several municipal LatinX Advisory Councils, is a Covid-19 Vaccine Ambassador and a Mental Health Anti-Stigma Ambassador in partnership with the Metro Denver Partnership for Health/Colorado Health Institute focusing on the Latinx community. She is a member of the Colorado Women's Foundation Development Committee and Empowerment Council and she is also a member of the Scientific and Cultural District Community Acts Fund Advisory Council.

Rachel has provided consulting services for many organizations. Her consulting services range from Public Relations, Community Connections and Collaborations, Culturally Relevant Information Sessions, Communications, Diversity, Equity, Inclusion and Accessibility work, Anti-appropriation and Building respectful culture, Business Services, Non-profit Sector Specialization, Grant Writing/Development, Social Media and other Marketing, Covid-19 Resources and Relief, Logistics, Project Management, Event/Conference Planning and Production. Most recently she has provided consulting services for: 3 Margaritas Restaurant, Alta Onda, Artístico, Aurora Public Libraries, Breakthru Beverage, Breckcreate, Cerveceria Colorado, Chef or Death Podcast, Calaveras en mi Ciudad, The Center for the Arts Evergreen, The City and County of Broomfield, City and County of Denver Office on Aging, City and County of Denver Office of Storytelling, Colorado Business Committee for the Arts (CBCA), Colorado Day of the Dead Festival, Colorado Health Institute, Denver Botanic Gardens, Denver Center for the Performing Arts, Denver Film, Denver Health, The Denver Latino Commission, Denver Theatre District, Front Range Community College, The Hispanic Association of Colleges and Universities, iZcalli, Jack Daniels, Juneteenth Music Festival, L'ATTITUDE Conference, La Feria del Tequila, Latin Fashion Week Colorado, Latinas First Foundation, Latinas Lideres y Emprendedoras, Meow Wolf, The Mexican Cultural Center, Museo de las Americas, Newman Center for the Performing Arts, Origo Foods, Re:Vision, Studio Colombia, Strive Prep, Sunset Sundays, University of Colorado at Denver, Village Exchange Center, Xatrucho Concepts, Youth on Record and several Visual and Performing Artists.

Her other interests include strengthening her leadership skills, writing/wordsmithing, travel/adventure, great cuisine and libations, supporting local businesses, meditating, experiencing the world through her daughter's eyes, connecting with friends old and new, and fine tuning her abilities as an intuitive being. Things she's most known for: cheering her friends and family along from the sidelines, promoting their ventures with enthusiasm and having a knack for knowing what the latest/hottest/coolest things are.



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BAC-8445

Contact Information

Contact Name	Rena Dulberg	Home Address	500 Magnolia St.
Preferred Phone	7202310407	Home City	Denver
Preferred Email	renagarden@gmail.com	Home State	CO
Other Phone		Home Zip	80220
Other Email	rena@booshco.com	County	Denver
DOB	[REDACTED]	Hispanic or Latino origin or Descent?	No
SSN	[REDACTED]	Race/Ethnicity	Caucasian
Gender	Female	Other Ethnicity	
Other Gender		Salutation	Mrs.

Board Information

Board Name	Denver Women's Commission	Other boards or commissions served	
Status	New	Resigned	
Term Start Date			
Term End Date			

Work Information

Employer	BOOSH	Work Address	500 Magnolia St.
Position	Founder/Principal	Work City	Denver
Business Phone #	7202310407	Work State	CO
Work Email	rena@booshco.com	Work Zip	80220

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	Sandia Preparatory School	Name of Graduate School	University of Denver
Location of High School	Albuquerque, NM	Location of Graduate School	Denver, CO
# of Years Attended High school	7	# of Years Attended Graduate School	2
Did you Graduate	Yes	Did you Graduate	Yes

High School

Graduate Major Conflict Resolution

Name of College Occidental College
 Location of College Los Angeles, CA
 # of Years Attended College 4
 Did you Graduate College Yes
 Undergrad Major Psychology

Reference Details

Reference Name #1 Kelli Pfaff
 Reference Phone #1 3037268994

Reference Email #1 kelli.l.pfaff@gmail.com
 Reference Address #1 8003 E. Maple Ave Denver, CO 80220

Reference Name #2 Sonia Dobinsky
 Reference Phone #2 3144204883

Reference Email #2 soniadobinsky@gmail.com
 Reference Address #2 1293 Copper Dr. Erie, CO 80516

Reference Name #3 Katie Wall
 Reference Phone #3 8183312206

Reference Email #3 katieosewall@gmail.com
 Reference Address #3 1830 Newport St. Denver, CO 80220

Agree to a background check

Owner Romaine Pacheco

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Notes & Attachments

DWC Cover .pdf

Rena Dulberg Resume.pdf

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Description

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Dear Denver Women's Commission,

I write today to express interest in joining the your Commission.

The Commission's mission to assist women in the attainment of equality and full opportunity speaks to both my personal values and my professional experience. I have dedicated myself to working toward a more just society--consistently volunteering in and working across the nonprofit sector locally, nationally and internationally. Gender equity plays a critical role in some of the issues I care most deeply about, and I am eager to be among those dedicating energy toward making our communities more fair and inclusive. While there are many ways to support this cause, the Commission's proximal relationship to local seats of government makes this opportunity seem all the more worthwhile.

Looking at the Commission's main goals, I believe I can add value in the following ways:

- **Advocating for women:** My work in human-centered design has trained me to immerse and collect empathetic data about the lives and experiences of "end-users." Therefore I am confident I could play an important role in ensuring the Commission has a solid strategy for continuing to glean an evolving understanding of the real, lived experiences of Denver's community across the gender spectrum--taking into account how they are affected by current and future policy changes.
- **Empowering women through coalition building, disseminating information and sharing community resources:** My background has also provided me with experience building and managing relationships across organizations and sectors. Networking, collective action and collaboration are key strengths I leverage in my daily practice.
- **Monitoring and recommending legislation and proposed policy changes affecting women:** I've always had an interest in policy. As a graduate student at University of Denver, I nearly got two masters degrees--in both public policy and Conflict Resolution. While I ultimately chose to focus on conflict communication skills--which led me to my thesis about female adolescent bullying and a job in leadership development--I still deeply believe policy has an important role to play in our systems and structures. As such, policy solutions offer important opportunities to connect seemingly isolated issues, such as gender equity with mental health, education, and economics. In addition, I believe my background in human centered design allows me to bring a unique approach to uncovering, evaluating and recommending options for strategic action, including policies.

I currently reside in Denver and work as an independent innovation consultant. I founded my consultancy, BOOSH, in 2018 with the goal of using the principles of human centered design to increase capacity and maximize impact together with my nonprofit clients. As someone with my

own children (who both now attend Denver Public Schools), building a gender equal society is not an abstract goal--I see the effects of imperfect our systems, policies and cultural norms every day and want to be part of the change. As said by a role model of mine, Katica Roy, "the generational loss in gender equity that occurred between 2020 and 2021 isn't the end of the story. We get to decide how long it will take to close the gender equity gap. Do we want to wait another 132 years to close the gap? Or are we willing to do what it takes to accelerate progress toward equity?" I'm ready and willing to work toward that by joining the Denver Women's Commision.

Thank you for your consideration.

Best,

Rena

Rena Dulberg



RENA DULBERG

FOUNDER, BOOSH

PERSONAL PROFILE

I am passionate about empowering people and organizations to use human-centered principals to innovate and maximize impact.

WORK EXPERIENCE

Founder & Principal

BOOSH | February 2018 - present

- Partner with nonprofit organizations to apply principles of human-centered design to organizational challenges and goals
- Lead and facilitate innovative strategic planning, design and improvement processes

Director, Entrepreneurs & Ventures

UpStart Labs | May 2019 - January 2020

- Managed an 18-month national nonprofit start-up accelerator
- Managed grant applications and distribution
- Measured and reported on indicators of venture growth and development

VP, Community Engagement

Impact Global Education | October 2017 - April 2019

- Developed and designed international education curricula in collaboration with colleagues in Africa & Latin America
- Cultivated relationships with higher education partners

Director, Academic Initiatives & Leadership

Johnson & Wales University | June 2009 - April 2017

- Directed campus service-learning, diversity & inclusion and civic engagement institute
- Taught Community Leadership Seminar course
- Managed signature, two-year student leadership development fellowship
- Researched academic growth strategy

EDUCATIONAL HISTORY

University of Denver

Masters in Conflict Resolution | August 2006 - May 2010

Occidental College

BA Psychology | August 2000 - June 2004

CONTACT ME

500 Magnolia St
Denver, CO
80220

720) 231-0497

rena@boosh.co.com

@renadulberg

www.boosh.co.com

SKILLS SUMMARY

- Human Centered Design
- Program Design and Innovation
- Strategic Planning
- Social Enterprise
- Education & Training
- Process Improvement

COURSES & CERTIFICATIONS

IDEO Courseswork (2018-Present)

- Foundations of Design Thinking
- From Ideas to Action
- Impactful Presentations
- Designing Strategy

Design Thinking Facilitator (2017)
Hasso Plattner Institute of Design
at Stanford (d.school)



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BAC-8384

Contact Information

Contact Name	Elena Mendoza	Home Address	4903 Knox Ct
Preferred Phone	720-261-9908	Home City	Denver
Preferred Email	mrselenamendoza@gmail.com	Home State	CO
Other Phone		Home Zip	80221
Other Email	elena@thewayfaringband.com	County	Denver
DOB	[REDACTED]	Hispanic or Latino origin or Descent?	Yes
SSN	[REDACTED]	Race/Ethnicity	Hispanic
Gender	Female	Other Ethnicity	
Other Gender		Salutation	

Board Information

Board Name	Denver Women's Commission	Other boards or commissions served	
Status	New	Resigned	
Term Start Date			
Term End Date			

Work Information

Employer	The Wayfaring Band	Work Address	3327 Brighton Blvd
Position	Executive Director	Work City	Denver
Business Phone #	720-515-1596	Work State	CO
Work Email	elena@thewayfaringband.com	Work Zip	80216

Additional Information

Are you a registered voter?	Yes	Objection to appointment?	No
If so, what county?	Denver	Special Information	
Denver City Council District No	1		

Education and General Qualifications

Name of High School	Brighton High School	Name of Graduate School	University of Phoenix
Location of High School	Brighton, CO	Location of Graduate School	Westminster, CO
# of Years Attended High school	4	# of Years Attended Graduate School	2
Did you Graduate	Yes	Did you Graduate	Yes

High School

Graduate Major Administration and Supervision

Name of College University of Northern Colorado
 Location of College Greeley, CO
 # of Years Attended College 4
 Did you Graduate College Yes
 Undergrad Major Interdisciplinary Studies with an Emphasis in Elementary Education

Reference Details

Reference Name #1 Kathy Maestas Reference Email #1 kjmaestas@gmail.com
 Reference Phone #1 303-374-4415 Reference Address #1

Reference Name #2 Maria Corral Reference Email #2 corral@dccc.org
 Reference Phone #2 720-935-1520 Reference Address #2

Reference Name #3 Perla Gheiler Reference Email #3 perlagheiler@gmail.com
 Reference Phone #3 303-589-5309 Reference Address #3

Agree to a background check

Owner Romaine Pacheco

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Notes & Attachments

Elena Mendoza Resume (1).pdf

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Description

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Elena Mendoza

Denver, CO 80221 | 720.261.9908 | mrselenamedoza@gmail.com | [LinkedIn](#)

Professional Summary

Highly respected leader with nearly 20 years experience as an educator, advocate and community champion focused on equity and social justice. Proven history in building strong relationships, creating space for authentic conversations, and engaging in sound decision making. Successful in overseeing budgets, collaborating with all stakeholders, and developing quality programs.

Experience

Executive Director

The Wayfaring Band

2021-Present

- Provide overall management, planning and leadership of the organization and reports directly to the board of directors
- Cultivate and maintain relationships with board, and external partners
- Fulfill budgetary oversight and financial solvency including fundraising
- Supervise and train primary program staff and volunteers through professional development offerings and coaching conversations.
- Author and present executive reports and updates to the Board of Directors.
- Responsible for the efficient administration of day-to-day organizational operations and systems
- Develop the annual budget and oversee its implementation.
- Create and implement strategic direction

Senior Director of Primary Programs and Academics

"I Have a Dream Foundation" of Boulder County, Boulder CO

2019-2021

- Oversee Colorado Opportunity Scholarship Initiative Grants totaling over 1 million dollars to include preparing reports, ensuring compliance, maintaining relationships with grantees, and creating amendments.
- Supervise and train primary program staff and volunteers through professional development offerings and coaching conversations.
- Author and present executive reports and updates to Board of Directors.
- Facilitate community meetings with various stakeholders.
- Analyze student academic data and parent surveys.
- Audit and modify program systems and structures.

Assistant Principal

North Elementary, Brighton CO

2014-2019

- Coordinated and implemented school safety plans and building logistics.
- Cultivated and fostered relationships with students, staff, parents, and community members.
- Managed classified staff members (interviewing, hiring and evaluating)
- Monitored budget involving materials and staffing
- Designed and facilitated staff professional development using best practices for adult learners.

Literary Resource Teacher

Northeast Elementary, Brighton CO

2011-2014

- Orchestrated and implemented the schedule for state and local mandated assessments.
- Analyzed and disaggregated student data to create student groups for differentiated learning
- Chaired English Language Learners Committee
- Demonstrated effective leadership skills as 504 Coordinator and Student Council Advisor

Intermediate Teacher

Adams 50 School District, Westminster CO

2005-2011

- Inspired and challenged students to perform and grow beyond perceived capabilities.
- Assisted in the planning, development and implementation of professional development.
- Examined school wide concerns and assisted in creating effective solutions.
- Partnered with community organizations to launch Adult ESL Academy

Camp Counselor

Adams Camp, Englewood CO

2005-2013

- Inspired campers to extend their personal growth and goals.
- Engaged in creating exciting adventures.
- Administer medications and medical support as needed.

Community Involvement

Wayfaring Band

Board Member

February 2017-December 2020

- Collaborate with team to plan and execute fundraising events.
- Advise on development of trip schedule to ensure needs of travelers are met.
- Organize and participate in community outreach
- Responsible for oral and written translation from English to Spanish
- Approve and implement final budget
- Disseminate the tasks and projects equitably across the Wayfaring Band

Presidents Leadership Class, University of Colorado Boulder

Board of Advocates

August 2019-Present

- Create strategic plans to diversity recruitment process
- Oversee implementation and track progress of budget
- Contribute and promote fundraising plan
- Provide counsel on short and long-term planning
- Co-Chair Diversity and Equity subcommittee

Community Council Member, Creative Funds Idea

Funding to support services or projects which will reduce isolation for individuals with I/DD due to the pandemic

October 2020-Present

- Provide advice on the design of the fund application and the scoring process
- Promote fund application
- Review fund applications and provide scoring decisions to determine which grants will be funded

Colorado Organization for Latina Opportunity and Reproductive Rights (COLOR)

Board Member

Colorado Latino Leadership Advocacy & Research Organization (CLLARO)

Volunteer

School District 27J Hispanic Advisory Council

Member

Professional Training

Latino Leadership Institute

University of Denver

2016

Emerge Colorado

Merge Affiliate

2014

Circle of Latina Leadership

The Denver Foundation

2012

Education

University of Phoenix

Master of Arts, Administration and Supervision

University of Northern Colorado

Bachelor of Arts, Interdisciplinary Studies with Emphasis in Elementary Education



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BAC-8265

Contact Information

Contact Name	Kirsten Decker	Home Address	2505 Tremont Place
Preferred Phone	3056069635	Home City	Denver
Preferred Email	kcdeckr@gmail.com	Home State	CO
Other Phone		Home Zip	80205
Other Email	kcdeckr@gmail.com	County	Denver
DOB	[REDACTED]	Hispanic or Latino origin or Descent?	Yes
SSN	[REDACTED]	Race/Ethnicity	Caucasian
Gender	Female	Other Ethnicity	
Other Gender		Salutation	Mrs.

Board Information

Board Name	Denver Women's Commission	Other boards or commissions served	
Status	New	Resigned	
Term Start Date			
Term End Date			

Work Information

Employer	City & County of Denver - Public Library	Work Address	10 W. Fourteenth Ave. Pkwy.
Position	Manager of Strategy & Evaluation	Work City	Denver
Business Phone #	720.865.2031	Work State	CO
Work Email	kdecker@denverlibrary.org	Work Zip	80204

Additional Information

Are you a registered voter?	Yes	Objection to appointment?	No
If so, what county?	Denver	Special Information	
Denver City Council District No	9		

Education and General Qualifications

Name of High School	Coral Shores High School	Name of Graduate School	University of Kansas - School of Public Affairs & Administration
Location of High School	Tavernier, FL	Location of Graduate School	Lawrence, KS
# of Years Attended High school	4	# of Years Attended Graduate School	2
Did you Graduate	Yes	Did you Graduate	Yes

High School

Graduate Major Master of Public Administration

Name of College Colorado State University
 Location of College Fort Collins, CO
 # of Years Attended College 4
 Did you Graduate College Yes
 Undergrad Major Political Science/Public Policy

Reference Details

Reference Name #1 Megan Williams Reference Email #1 megan.williams@denvergov.org
 Reference Phone #1 Reference Address #1

Reference Name #2 Kelly Houghlaling Reference Email #2 houghtkm@wellingtoncolorado.gov
 Reference Phone #2 Reference Address #2

Reference Name #3 Susan Opp Reference Email #3 susan.opp@colostate.edu
 Reference Phone #3 Reference Address #3

Agree to a background check

Owner Romaine Pacheco

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Notes & AttachmentsKCD_Resume.pdfKCD_CoverLetter.pdf

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Description

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KIRSTEN C. DECKER

SERVANT LEADER | ADVOCATE | VISIONARY

EDUCATION

Master of Public
Administration
City & County Management
University of Kansas | 2015

Bachelor of Arts
Political Science & Public Policy
Colorado State University | 2013

CERTIFICATIONS

Change Management
Practitioner
Prosci

Essential Management
Skills Certificate
International City & County
Management Association

Process Improvement
Black Belt
Denver Peak Academy

Certificate of Service Learning
Center for Civic & Social
Responsibility

CIVIC LEADERSHIP

International City & County
Management Association
Performance Management
Committee | Present
Emerging Leader Coach | Present
Awards Committee | 2017-2019
Welcome Ambassador | 2015-2018

The League of Women
in Government
President-Elect | Present

Colorado City & County
Management Association
Board of Directors | 2018-2020
Emerging Manager | 2017-Present

Zeta Tau Alpha Fraternity
General Advisor
Colorado State University | Present
Towson University | 2014-2017

EXPERIENCE

MANAGER OF STRATEGY & EVALUTATION

Denver Public Library | September 2019 - Present

ORGANIZATIONAL STRATEGY

- Design and execute a staff-driven, results-based strategic planning cycle for a 570-employee library system, utilizing organizational values as population-level outcomes and identifying measurable indicators to tell the story of the library's impact.
- Employ change management to overcome resistance, build trust with front-line staff and develop ownership of strategic framework across 27+ locations and service points.
- Initiate overhaul of agency budget infrastructure to align \$54M in General Fund resources with operations and demonstrate investment in community priorities.
- Strengthen leadership competency for strategic and financial management through facilitated skill-building, creation of a service inventory and performance measurement.

DATA & EVALUATION

- Manage a team of subject-matter experts to maintain and grow the system's data infrastructure, which houses all patron, circulation and program data.
- Guide development of business analytic dashboards used to inform staffing levels, open hours, resource allocation and to provide transparency to library's governing body.
- Consult on all program and outcome evaluation for library services, including development of measurement protocols for the COVID-19 related service adjustments.
- Co-create processes and tools to ensure policy and financial decisions are aligned with stated commitment to Equity, Diversity and Inclusion, leveraging partner expertise in culturally responsive organizational management.

PROCESS IMPROVEMENT PROGRAM MANAGER

City of Fort Collins, CO | September 2017 - September 2019

LEAN GOVERNMENT

- Led \$400K process improvement training and facilitation program from concept to implementation, including growth planning and evaluation of effectiveness.
- Equipped 450 employees with the knowledge and resources to problem solve and improve efficiency and quality of public services, resulting in more than 600 hours and \$160K of documented savings in the program's first year.
- Engineered project intake process to prioritize limited program resources to projects that advanced strategic goals, had highest probability for positive community impact.
- Coached 37% of organizational managers to adopt a culture of change management and employee-led process improvement to create an environment where front-line staff had the agency and time to problem solve.

PERFORMANCE MANAGEMENT

- Addressed cultural hesitancy to adopt measurement practices through relationship building and humble inquiry; facilitated creation of performance dashboards for Planning and Community Development front-line staff, supervisors and executives.
- Improved accessibility of high-use City forms such as the Income-Qualified Assistance Program application, which experienced a 54% increase in submittal rate.
- Unpacked deeply rooted engagement issues identified in the employee survey through a two-day focus group; created tangible recommendations for executives to repair relationships and build the trust necessary to sustain a high-performance environment.

AWARDS

2021 Woman to Know
International City & County
Management Association

**2020 Top 100 Local
Government Influencer**
Engaging Local Government
Leaders

**2016 Mayoral Medallion for
Meritorious Service**
City of Baltimore, Office of Mayor
Stephanie Rawlings-Blake

PUBLICATIONS & SPEAKING

**Author: The Next Generation of
Public Servants**
Colorado Municipal League | 2020

**Speaker: When Process
Improvement Meets Innovation**
International City & County
Managers Association Mountain
Plains Regional Conference | 2019

**Panelist: Government
Innovators, & Trailblazers**
DisrupTV | 2018

**Case Study Author: Chapter 6 -
Sustainable Economic
Development**
Performance Measurement in Local
Sustainability Policy | 2018

**Speaker: Creating an adaptive
workforce to enable innovation**
Women's Leadership Summit | 2017

**Co-Author: Covington HOPE VI
Program Year-Two Evaluation**
US Department of Housing and
Urban Development | 2012

CONTACT

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 kcdeckr@gmail.com

 /kirstencdecker

DIRECTOR OF CONTINUOUS IMPROVEMENT

City of Baltimore, MD | May 2017 - September 2017

- Established a cabinet-level office dedicated to performance excellence and innovation; responsible for organizational restructure, complex financial analysis and developing a long-range strategic roadmap for the department.

SENIOR GOVERNMENT INNOVATION ANALYST

City of Baltimore, MD | January 2016 - May 2017

INNOVATION

- Managed City's \$5.3M Innovation Fund program to provide seed money for one-time investments to improve operational results, increase revenue and/or reduce cost.
- Coached agencies in ideation, loan application, risk analysis, performance reporting and repayment planning for projects estimated to create combined \$10M ROI within 5 years.

EVALUATION

- Restructured City's Lean Government Initiative, including the successful execution of a strategic plan, rebranding, updated training curriculum, centralized data management and enhanced employee recognition.
- Directed the Annual Community Survey and presented findings and actionable next steps, including budget and policy decisions, to Mayor and City Council.

BUDGET & PERFORMANCE MANAGEMENT ANALYST

City of Baltimore, MD | May 2014 - August 2016

FINANCIAL ANALYSIS

- Developed and managed budget for \$570M agency portfolio, including the Police Department, Sheriff's Office, State's Attorney, Office of Criminal Justice and Courts.
- Performed forecasts for highly-regulated Special Fund revenue sources, including Federal Asset Forfeiture, Department of Justice grants and FEMA reimbursements.
- Built 10-year financial models, provided recommendations and managed the financial impact of major policy decisions including: police bargaining unit agreements, police body-worn camera program and emergency financial management of 2015 civil unrest and subsequent trials.

PRIORITY-BASED BUDGETING

- Led 10-member Safer Streets Results Team in evaluation of budget proposals totaling \$625M and presented recommendations to the Mayor and executive cabinet.
- Collaborated with program leaders to develop and track performance metrics to demonstrate the efficiency, effectiveness and impact of City services.
- Facilitated strategic planning and evidence-based recommendations for public safety services with the population-level goals of curbing the number of shootings, reducing property crime and increasing resident perception of safety.

COMMUNITY ENGAGEMENT

- Designed collateral and programming to elevate community understanding of the budget, including national-award-winning Citizen's Guide to the Budget, Explaining the Gap depiction of City's fiscal climate, the Fiscal Report Card and Community Budget 101.
- Transformed Charter-mandated Taxpayer's Night from a public hearing to an interactive, educational experience to communicate proposed investments; grew participation by more than 50%.

BUDGET ANALYSIS & PERFORMANCE MANAGEMENT INTERN

City of Olathe, KS | July 2013 - May 2014

ECONOMIC HEALTH & SUSTAINABILITY SERVICES INTERN

City of Fort Collins, CO | January 2013 - May 2013

KIRSTEN C. DECKER

SERVANT LEADER | ADVOCATE | VISIONARY

Olivia Almaguer

Chair | Denver Women's Commission

City & County of Denver

Ms. Almaguer & Commission Selection Committee,

Please accept the enclosed resume as my application to serve on the City and County of Denver's Women's Commission. Though often overlooked as a power-player in this space, I believe that local government organizations are uniquely positioned to create more equitable and just cities where women can thrive.

Throughout my 9+ year career serving municipalities across the country, I have faced some of the stereotypical challenges of being a woman in a male-dominated environment, with very few opportunities for recourse that wouldn't result in a negative impact on my long-term success. As my female colleagues and friends transition into motherhood, I have witnessed the trying realities of workplaces designed with men in mind. Societally, we see inequitable division of labor in the home, a lack of accessible/affordable care, premium prices on female goods, implicit bias in hiring processes, pay and more.

Simply put - more women than men are graduating with degrees that qualify them to lead in the public and private sectors; however, the leadership ranks remain predominantly male, and the policies, practices and organizational cultures follow suit. I'm passionate about addressing this on a social, professional and legal level. I dedicate my volunteer time to this purpose and serve as the President-Elect for the National League of Women in Government and am on the leadership team of Colorado Women Leading Government, both are International City & County Managers Association affiliate groups. In these positions, I take an active role in elevating women and creating spaces that celebrate the perspective, talent and potential women bring to our communities.

I am excited by the potential to serve our organization and the Denver community as a volunteer on the Women's Commission. I share in this Commission's belief that when women thrive, communities thrive and I am committed to supporting organization as they identify opportunities to be more proactive in creating equitable workplace environments.

I look forward to an opportunity to discuss my qualifications and interest with you in the near future.

Be well,



Kirsten C. Decker