

Molly S. Duplechian

SUMMARY OF QUALIFICATIONS

- Proven project and team leader with significant work experience in design, execution, and evaluation of strategic programs and development of innovative public policy for Denver businesses and communities.
- Almost 15 years of progressively responsible supervisory and leadership experience across the City and County of Denver.
- Ability to communicate and collaborate with a variety of stakeholders and co-workers even when perspectives and opinions differ.
- Progressive and innovative leader in many successful multi-departmental projects, including business retention during COVID-19, protecting the community from commercial encroachment of short-term rentals into neighborhoods and ensuring commercialized marijuana had a positive impact on the Denver economy while not negatively impacting culture and youth.
- Many years of detailed and responsible fiscal oversight of multi-million dollar budgets and programs.

PROFESSIONAL EXPERIENCE

Director of Policy and Administration, (May 2017-Present)

Department of Excise and Licenses, City of Denver, Colorado

- Total Staff: 38; Direct Reports: 5; Total Annual Operating Budget: \$4.2 million
- Guided development and implementation of new programs addressing progressive community and business development issues facing the City and County of Denver, including oversight and development of a short-term rental and residential rental license program, continuous improvement to the marijuana regulatory structure, overhaul of a sixty-year old security guard license and establishment of new opportunities through a Liquor Common Consumption/Entertainment District and extended outdoor dining program.
- Built and maintained collaborative working relationships with key stakeholders including Denver City Council, industry representatives and associations, neighborhood and community organizations and State agencies and other regulatory agencies.
- Served on the Economic Relief and Recovery Council created in 2020 to assist with programs and initiatives to help local small and medium businesses overcome new challenges as a result of COVID-19.
- Developed the Department's annual legislative priorities, monitored possible regulatory and licensing changes occurring at the State of Colorado.
- Assisted with creation and implementation of the strategic vision of the Department
- Responsible for administrative and management roles within the Department such as budget oversight and development, strategic planning, personnel and performance management and contract negotiation and review.

Deputy Director of Marijuana Policy, (April 2014-April 2017)

Office of Marijuana Policy, City of Denver, Colorado

- Total Staff: 4; Direct Reports: 1; Total Annual Operating Budget: \$3.5 million
- Developed organizational structure, established the team, and created the strategic plan to realize the City's guiding principles of strict regulations and robust enforcement of the first-of-its-kind regulations for legal commercialized sales of recreational marijuana
- Led the team through execution of the interagency strategic plan and facilitated the outcomes to ensure the quality of life for Denver citizens was maintained in the face of a monumental regulatory change and cultural shift.
- Determined appropriate allocation of \$10 million in funding for marijuana-related regulation, enforcement and education. Through a detailed workload analysis, worked with City agencies to right-size the workforce to manage and regulate the new industry.
- Allocated \$2.8 million in marijuana education dollars, including development of an after-school grant program with a Healthy Lifestyles curriculum and played a key role in development of the [High Costs](#) campaign, a Denver-led youth marijuana usage education and marketing campaign.
- Managed and facilitated the internal citywide coordination through building cross-departmental relationships and communication systems.

- Collected data to track the impact of marijuana legalization on City of Denver operations, public health, youth, crime, the economy and the community.
- Served as the liaison for a wide variety of partners including State of Colorado agencies, City departments, industry associations and members, and community and neighborhood organizations.

Financial Management Specialist, (2013-2014) / Senior Financial Management Analyst, (2009 – 2013) / Associate Financial Management Analyst, (2007 – 2009)

Budget and Management Office, City of Denver, Colorado

- Primary budget liaison to the Parks and Recreation Department (2007-2010), Denver Public Library (2007-2009), City Council (2007-Present), Auditor's Office (2008-2011), Denver Public Works (2010-2012), Denver Fire Department (2009-2011), other Safety Agencies and (2009-2011), Denver Sheriff Department (2011-2013), Mayor's Office (2013-Present) and Denver Police Department (2011-Present). Responsible for monitoring the budget throughout the year, learning the operations of each agency to determine policy implications of budget decisions, tracking and monitoring performance metrics and strategies, and performing analyses and managing projects as needed.
- Developed strategic recommendations for the Budget Director, Chief Financial Officer and the Mayor based on analysis and knowledge of departmental operations, research of best practices and weighed against the needs and priorities of the City as a whole.
- Managed and coordinated the Citywide grants program, including development of a Citywide Grants Management Strategic Plan to create Citywide grant policies and procedures and reporting mechanisms to track and monitor grants applications and programs across the City.
- Team lead on several projects to implement process improvements and streamline several processes within the Budget and Management Office.
- Primary budget liaison to Collective Bargaining negotiations for the 2013-1015 Police, Fire and Sheriff contracts; compiling and analyzing survey data, developing and presenting multiple cost impact scenarios. Built collaborative relationships with the Chief of Staff, Assistant City Attorney, Deputy Safety Manager, Union Representatives, and the Department Administration teams.
- Coordinated the process for tracking, writing and implementing budget-related ordinances from ordinance request through the passing of the bill by the City Council, resulting in an in-depth knowledge of the City's legislative processes.

EDUCATION

Idaho State University, Pocatello, ID

Master of Science in Public Administration, December 2005

Ohio University, Athens, OH

Bachelor of Arts in Anthropology, June 2002