

MOLLY S. DUPLICHIAN

INNOVATIVE DEVELOPER OF PUBLIC POLICY AND GOOD GOVERNANCE

As a senior leader with more than 15 years of progressively responsible supervisory and leadership experience across the City and County of Denver, I am a 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.

- ✓ Regulatory Compliance
- ✓ Public Policy Development and Analysis
- ✓ Oversight and managed multi-million-dollar agency budgets
- ✓ Program Development and Implementation
- ✓ Large, diverse organizational management
- ✓ Leadership expertise in project management
- ✓ Guide strategic communications and marketing for projects and positions

CORE COMPETENCIES

Program Management and Execution ■ Team Coaching and Mentoring ■ Financial Analysis ■ Risk Analysis & Mitigation ■ Legal Expertise ■ Technical Documentation and Content Development ■ Process and Efficiency Improvements ■ Budgeting ■ Quality Assurance ■ Operations Management ■ System Auditing ■ Government Relations ■ Strategic Policy Development ■ Legislative Affairs ■ Economic Development ■ Stakeholder Engagement

PROFESSIONAL EXPERIENCE

CITY AND COUNTY OF DENVER

EXECUTIVE DIRECTOR, DEPARTMENT OF EXCISE AND LICENSES

JAN 2022 – CURRENT

TOTAL STAFF: 55 ■ DIRECT REPORTS: 5 ■ TOTAL ANNUAL OPERATING BUDGET: \$6.8 MILLION

As the executive leader for the department, I led the department through a 26% growth in budget and FTE to address an increased workload resulting from the creation of new business licenses and continued economic vitality across the City of Denver. Continuously met or exceeded established goals for license transaction and processing times even while the department experienced a 30% increase in workload through a focus on data-driven decisions and good governance.

- Maintained strong employee morale and positive work culture by providing steady and thoughtful leadership, clear connection to the strategic vision and mission and placing value on integrity, inclusion, compassion and team cohesion. Increased employee engagement from 79% to 85% and achieved a score of 97% for employees that find their work meaningful even during a time of transitioning from remote work during COVID back to a hybrid model. Instilled a culture that values customer service, accountability and clear expectations.
- Increased equity and inclusion in the licensing process through creation of a Hearings Assistance Program, allowing under-resourced neighborhoods and business applicants access to free or low-cost legal assistance.
- Successfully navigated the process as the final decision-maker in several complicated and controversial licensing decisions such as contested new marijuana or liquor locations, complex disciplinary cases or appeals of license denials.
- Built and maintained collaborative working relationships with key stakeholders including the Mayor's Office, Denver City Council, industry representatives and associations, neighborhood and community organizations, State agencies and other partner regulatory agencies.

DIRECTOR OF POLICY AND ADMINISTRATION, DEPARTMENT OF EXCISE AND LICENSES

MAY 2017 – JAN 2022

TOTAL STAFF: 38 ■ DIRECT REPORTS: 5 ■ TOTAL ANNUAL OPERATING BUDGET: \$4.2 MILLION

As the leader for this division, I 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, 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.

MOLLY S. DUPLECHIAN

(208) 241-3824 ▪ Wheat Ridge, CO ▪ mollyduplechian@yahoo.com

- Developed the Department's annual legislative priorities, monitored possible regulatory and licensing changes occurring at the State of Colorado.
- 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, OFFICE OF MARIJUANA POLICY

APRIL 2014 – APRIL 2017

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.

CITY AND COUNTY OF DENVER BUDGET AND MANAGEMENT OFFICE

FINANCIAL MANAGEMENT SPECIALIST, (2013-2014) ▪ SENIOR FINANCIAL MANAGEMENT ANALYST (2009-2013) ▪ ASSOCIATE FINANCIAL MANAGEMENT ANALYST (2009-2013)

- 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.
- 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.
- 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
- 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