

• Close Window

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	40		
Board Name	Denver African American Commission	Status	Selected
Salutation		Type	Appointment
First Name	Sheila	Preferred Email	skelly20905@comcast.net
Last Name	Kelly	Other Email	
Contact Name	Sheila Kelly	Preferred Phone	303-875-7725
Middle Name		Other Phone	303-294-2063
MMAC Trans. Mode Group			
Work and Home Ad	dress		
Work Address	1800 Larimer Street	Home Address	
Work City	Denver	Home City	
Work State	со	Home State	
Work Zip	80202	Home Zip	
Additional Informat	ion		
Are you a registered voter?	Yes	Gender	Female
If so, what county?	Denver	Other Gender	
Denver City Council District No	6	Race/Ethnicity	African American
Occupation/Employer	Legal Secretary Supervisor / Xcel Energy	Other Ethnicity	
		Objection to appointment?	
		Special Information	
Reference Details			
Reference Name #1		Reference Email #1	
Reference Phone #1			
Reference Name #2		Reference Email #2	
Reference Phone #2			
Reference Name #3		Reference Email #3	
Reference Phone #3			
Owner	Palani Jayachandran	Created By	Palani Jayachandran, 1/9/2017 12:48 PM
		Last Modified By	Palani Jayachandran, 1/9/2017 1:57 PM

## **Board Members** Sheila Kelly

## **BOARDS AND COMMISSIONS APPLICATION**



Please complete the following information in full, current resume or biography and return to the address below.

Type or print in blue or black ink.

Board or Commission you are applying	for: African American	Commission
Last Name: Kelly	First Name: Sheil	la
Occupation/Employer: Legal Secreta	ry Supervisor/ Xcel E	nergy
Work Address: 1800 Larimer Stree	t <sub>City:</sub> De	nver Zip: 80202
Work E-mail Address: Sheila.M.Kelly	/@xcelenergy.com	W
	Work/Home Fax:	
	City:	
Homo Phone: N/A	Cell Phone/ Page	<sub>er.</sub> 303-875-7725
Home E-mail Address: skelly20905@	gcomcast.net	
Are you a registered voter? Yes No		Denver
Colorado ID or Driver's License Numbe	er: 98-223-1277	_
	Ethnicity	African-American
Highest Level of Education or Degree E	arned: Bachelors	Year Completed: 2006
Memberships/ Organizations/ Volunteer A member of Chamber Connect class of 2016		• •
Volunteer for Rocky Mountain Fo	od bank (warehouse).	•
Volunteer at photo booth for Chauncay Elliups Basketball	Tournament, Feeding homeless- HCC	C, quest speaker for Miss Juneteenth 2018.
References (List three persons, not relate Name	ed to you, whom you have Address	known at least one year): Phone Number
Yvette Lewis-Molock	Denver	303-294-2977
Khiana Wheeler	Texas	817-891-6918
Julie Dellkowski	Wisconsin	715-828-2589
Special Information: Is there anything that would adversely a If yes, please explain on a separate sh	uffect public confidence in eet of paper.	your appointment or service? Yes No
	Signature	20/2 6/7/16
Return Completed Form to:		
Anthony R. Aragon, Director of Boards	and Commissions	

1437 Bannock Street, Room 350

anthony.oragon@denvergov.org

Denver, CO 80202 Phone: (720) 865-9032 Fax: (720) 865-8787



## **Qualifications Summary**

Legal administrative supervisor with 12+ years combined legal administrative, paralegal, and leadership experience. Professional experience includes but not limited to, problem-solving and analytical skills, professional communication skills, and strong organizational. Capabilities include:

65WPM 90% accuracy **Customer Service & Relations** SME SharePoint Docketing/Calendaring 12-years litigation experience Business & Legal Writing LexisNexis File & Serve Westlaw Legal Research Filing and Data Archiving Microsoft Office Riskmaster e-Discovery/ Legal Holds **Detailed Oriented Public Speaking** Meridio IT Liaison Adobe Training Management/Leadership Organization skills Teamwork/Team lead

## **Education:**

B.A. Political Science, Minor Criminal Justice and Criminology; Metropolitan State College of Denver, 2006.

## Experience

#### Management/Supervisor

- Responsible for supervising up to 10 employees/contract workers;
- Plans, organizes, directs, and coordinates the work of a team of legal support staff, including overseeing quality of work, while maintaining up-to-date practical knowledge of department/corporate policies and procedures.
- Regularly exercise considerable discretion and judgment in the resolution of workflow problems and in the formulation of procedures and policies affecting legal support staff operations;
- Experience in developing and training legal support staff to increase professional development; and evaluates the work performance of legal support staff,
- Experience in employee recruitment and retention.
- Responsible for developing operations processes and procedures for the legal department, including special projects for improving legal operations service delivery framework, and company's strategic call to action models.

#### Senior Paralegal/Legal Secretary

• 9-years combined Secretary and Paralegal experience including in-house litigation;

- Experience processing Service of Process, and drafting subpoenas;
- Frequently communicates with clients on all levels;
- Regularly proof, draft, and transcribed confidential legal documents, memos, correspondence, and transactional documents including pleadings and discovery responses
- Paralegal/ Administrative experience in pre and post trial preparations;
- Paralegal/ Administrative experience in filing and serving pleadings and discovery through LexisNexis and ECF:
- Experience working with internal clients and outside counsel in handling document collection in preparation for disclosures;
- Knowledgeable in Colorado Civil Rules and Procedures (Federal/State);
- Proven ability to prioritize multiple projects, organize and coordinate activities, manage time, set and achieve goals, and meet deadlines;
- · Familiar with legal hold processes, data collection and document preservation;
- Organization and maintenance client files, including opening and closing matters and maintaining large document production;
- Handled paralegal and administrative tasks in various jurisdictions including County, State,
   Federal, Tenth Circuit, and Supreme Courts;
- Knowledgeable in Xcel Energy's General Counsel processes, legal software and applications.
- Subject matter expert in various legal applications including Meridio, SharePoint, Discovery Accelerator, Autonomy Legal Hold
- Appointed as IT liaison for legal department
- Regularly meet with Claims department and participate in incident reviews.
- Previous chair of EEE website subcommittee
- Provide outside counsel training on SharePoint.
- Ability to increase productivity through new processes and procedures.
- Currently on LES billing and matter management committee, ECA, SOP, and ERCM committees.
- Regularly schedule and organize meetings/conference calls, and travel arrangements;
- Coordinate and monitor attorney's personal calendar and docket schedule:
- Processing of monthly billing statements, costs invoices and reimbursements:
- Innovative in suggesting and implementing new processes;
- Regularly taking on new responsibilities;
- Experience working with Xcel Energy HR department and confidential employment matters.

#### Customer Service & Relations

- Conducted new product sales and marketing for nation-wide company, including merchandising store inventory;
- Responsible for phone banking transactions and customer inquiries:
- Trouble shoot customer service issues according to company standards and customer satisfaction;
- Achieved Outstanding Customer Service Award;
- Performed store phase changes stocking and store inventory;
- Regularly assisted front-end Manager and Supervisors with closing procedures and register balancing;

- World Leader for electronics department and girls world, which maintained inventory and managed loss prevention;
- · Regularly met monthly quota for new checking and savings accounts;
- Frequently handled daily cash transactions, including balancing vault and ATM's, as well as processing night deposits.

## Work History:

Xcel Energy, General Counsel Department, Legal Secretary Supervisor, Denver, CO Xcel Energy, General Counsel Department, Senior Paralegal, Denver, CO Xcel Energy, General Counsel Department, Legal Secretary, Denver, CO Hall & Evans, LLC; Legal Secretary/Admin, Denver Colorado Baldwin & Carpenter, PC; Office Assistant/ Receptionist/File Clerk, Denver, Colorado Bank of the West; Teller; Denver, Colorado Toys R Us; Customer Service Representative/World Leader; Denver & Aurora, Colorado

## **Volunteer/Community Service:**

United Way Campaign, Xcel Energy Day of Service 2013-2015
Rocky Mountain Foodbank (warehouse)- 2014- 2015
Chamber Connect- Urban Leadership Foundation- 2016
Connect With Purpose Event- 2016
Youth Summer Empowerment Summit-2016
Father's Matter Project- 2016

~ References Available Upon Request ~



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Board Name	Denver African American Commission	Status	In Process
Salutation	Mr.	Туре	Appointment
First Name	Barry	Preferred Email	barrysellsdenver@msn.com
Last Name	Overton	Other Email	barryloverton@gmail.com
Contact Name	Barry Overton	Preferred Phone	3036685433
Middle Name		Other Phone	3036685433
MMAC Trans. Mode Group			
Work and Home Ad	dress		
Work Address	2441 Eliot St	Home Address	
Work City	Denver	Home City	
Work State	СО	Home State	
Work Zip	80211	Home Zip	
Additional Informat	lon		
Are you a registered voter?	Yes	Gender	Male
If so, what county?	Denver	Other Gender	
Denver City Council District No	Unknown	Race/Ethnicity	African American
Occupation/Employer	Real Estate Agent	Other Ethnicity	
		Objection to appointment?	No
		Special Information	
Reference Details			
Reference Name #1	Rod Smith	Reference Email #1	rod@therodeffect.com
Reference Phone #1	720-979-8224		
Reference Name #2	Charden Min-and	Duf	
	Charles Wingard	Reference Email #2	chuckboo@msn.com
Reference Phone #2	720-351-2617		
Reference Name #3	Vaughn Henderson	Reference Email #3	vdh721@msn.com
Reference Phone #3	303-875-3218		
Owner	Denver Integration	Created By	Denver Integration, 1/28/2018 11:45 PM
		Last Modified By	Denver Integration, 1/28/2018 11:45 PM

# Notes & Attachments resume 2018.docx

# BARRY OVERTON

barrysellsdenver@msn.com •

(303)668-5433

## **OBJECTIVES**

To partner with a progressive Real Estate Company that will place me in position to provide exceptional service and experience for each client.

## **EDUCATION**

Reagan High School

1987 High School Diploma

Student Athlete (Track & Field, Football)

Gadsden State University (Alabama)

1987-1989 Criminal Justice Major

Jacksonville State University (Mabama)

1990 Criminal Justice, State Certified Police Officer

## EXPERIENCE

U.S. Army • Ft. McClellan, AL. Military Police Officer June 1987 – May 1991

Protect and Serve the community of Ft. McClellan, patrol, investigation of criminal activity, Combat Operation in Iraq and Kuwait, Interrogation and Security of Enemy Prisoners of War

Anniston Police Department

Police Officer/Undercover Narcotics June 1990-November 1992

Protect and serve the people of Anniston, Patrol assignment, Undercover Narcotics Investigations

## **SKILLS**

Public Speaking
Mentoring
Personal Development Coaching
Contract Negotiation
Online Marketing
Home Sales
Retail Sales
Working with Non Profits



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Board Name Denver African American Commission Status In Process  Salutation Mr. Type Appointment	_
Salutation Mr.	
Salutation Mr. Type Appointment	
First Name Misgana Preferred Email misgana_tesfaye@yahoo.e	com
Last Name Tesfaye Other Email misgana_tesfaye@yahoo.e	com
Contact Name Misgana Tesfaye Preferred Phone 3036689797	
Middle Name Other Phone 3036689797	
MMAC Trans. Mode Group	
Work and Home Address	
Work Address 720 South Colorado Blvd, Suite 400N Home Address	
Work City Denver Home City	
Work State CO Home State	
Work Zip 80246 Home Zip	
Additional Information	
Are you a registered Yes Gender Male voter?	
If so, what county? Denver Other Gender	
Denver City Council 5 Race/Ethnicity African American District No	
Occupation/Employer State of Colorado Other Ethnicity	
Objection to No appointment?	
Special Information	
Reference Details	
Reference Name #1 Joseph Graves Reference Email #1 jgraves@ochhoalaw.com	
Reference Phone #1 303-378-5901	
Reference Name #2 Dr. Henry Frazier Reference Email #2 henry.frazier@yahoo.com	
Reference Phone #2 303-522-4563	
Reference Name #3 Tsehai Teklehaimanot Reference Email #3 tteklh@denverhousing.org	
Reference Phone #3 303-718-9839	
Owner Denver Integration Created By Denver Integration, 2/9/201	8 1:39 PM
Last Modified By Denver Integration, 2/9/201	8 1:39 PM

## **Notes & Attachments**

Tesfaye.Misgana.Resume Boards & Commissions.pdf

# MISGANA TESFAYE, MBA, EA

## **AUDIT • INNOVATION • INTEGRITY • LEADERSHIP**

Leader with over 13 years of technical tax audit and organizational management experience with the State of Colorado, plus over 2 years of professional experience in private sector internal audit and accounting. Capable of planning and managing multiple engagements or projects within budgetary limitations. Proven history of delivering results on high profile projects through organizational development and change. Expertise in accounting, internal controls, staff recruitment and development, risk assessment, statistical sampling and data analytics. Thrive in a role requiring high level problem solving, organizational leadership and staff mentoring. Excellent ability to deliver practical solutions that solve complex problems.

#### **Areas of Expertise**

Government Administration • Government Auditing Standards • Financial Analysis • Financial Controls
Team Leadership & Motivation • Project Management • Process Improvement
Accounting Management • Consensus Building • Staff Training • Legal Research
Performance Audits • Budgeting & Forecasting • Variance Analysis

## PROFESSIONAL EXPERIENCE

## **COLORADO DEPARTMENT OF REVENUE**

TAX AUDIT MANAGER - REVENUE AGENT IV (JUN 2010-PRESENT)

2004-Present

NEW YORK REGION & MULTISTATE TAX COMMISSION AUDIT PROGRAMS (Jan 2015 - Present)
Set the strategic direction for the NY Metro Region Audit Program, as well as the Multistate Tax Commission (MTC) Joint
Audit Program for the Colorado Department of Revenue (CDOR). The MTC is an intergovernmental agency working on
behalf of states and taxpayers to administer tax laws that apply to multistate and multinational enterprises. Plan, direct,
and execute audits under these 2 separate and distinct audit programs through a subordinate staff of 4 remote auditors
based in the NY Metro Region, and a group of 5 Colorado based auditors.

- Collaborate with MTC Executive Management to administer the Joint Audit Program for the State of Colorado. Plan, authorize, support and give final approval of audits conducted by the MTC on behalf of the State of Colorado.
- > Present the CDOR's most consequential tax audit findings to MTC Executive Management, as well as representatives of other states at annual audit committee meetings.
- Collaborate with the Colorado Attorney General's Office and other external stakeholders to present and defend tax audit findings during potential litigation. Represented the CDOR in litigation as a "Rule 30(b)(6)" expert witness. Maintain the highest level of confidentiality and professionalism in this politically sensitive environment.
- > Conducted a nationwide auditor recruitment search through the Colorado State Personnel System (required a residency waiver) to restore auditor staffing levels in the NY region. Fully staffed the regional program in less than 9 months.
- Performed the NY regional audit program by providing vision and leadership to the remote auditors based in that region. Set clear objectives and provide auditors with the proper tools, training and other resources to achieve their goals.
- Reduced overhead costs for the NY regional office by over 50% and increased regional audit coverage through an innovative virtual office approach. Leveraged the online audit case management technology implemented as Audit Selection Manager (below) to create a functional and effective remote field audit staff, which now covers a larger geographic area.

## AUDIT SELECTION MANAGER (Jun 2010 - Dec 2014)

Oversaw the daily operations of the CDOR Audit Selection and Tracking Unit. Developed the annual tax audit plan and set the strategic direction for the CDOR Field Audit Section, which is comprised of over 100 auditors. Defined audit goals, objectives, policies and procedures; and introduced a modern data driven audit scoring and case management system to promote an efficient audit selection and tracking process.

- Overhauled Field Audit Division internal controls, and authored an extensive policy manual to memorialize the new procedural framework. Presented the new policies and procedures to the entire division of professional auditors and the audit management team.
- > Served as the Project Liaison between CDOR Executive Management and Audit leadership for a period of 3 years for the Colorado Integrated Tax Architecture Project (CITA). Served as technical expert regarding all audit related activities; legal guidelines, work processes, policy changes, business requirements, and project milestones. Successfully accomplished many contentious project goals for the Audit Division by building consensus between these two groups.

## MISGANA TESFAYE, MBA, PAGE 2

303-668-9797 | misgana\_tesfaye@yahoo.com

## **COLORADO DEPARTMENT OF REVENUE**

Continued...

- > Leveraged the CITA Project to conceive and implement CDOR's first automated data mining audit selection system. Created a sophisticated model that includes a risk scoring and data matching logic for robust audit lead identification. Provided technical subject matter expertise, business requirements, and selection criterion.
- > Spearheaded the design, implementation and transition to the Department's first paperless audit case management system. Seamlessly integrated over 6,000 paper audit files into paperless data cases linked directly to their corresponding accounts for permanent storage and instant retrieval.
- Led a search for new accounting and audit talent. Recruited and retained supervisors, analysts and auditors to foster and maintain a collaborative, proactive and open working environment.
- Supervised a team of 10 professional and support staff. Directly supervised; 3 auditors and 1 supervisor. Indirectly supervised; 1 lead audit analyst and 2 administrative assistants as 2nd-level indirect reports, and 3 audit analysts as 3rd-level indirect reports.

## SENIOR AUDITOR - REVENUE AGENT I, II, & III (JUL 2004-JUN 2010)

- Acted as the Computer Audit Specialist (CAS) for the Field Audit Section, mentoring audit staff on statistical sampling of electronic records and related documentation.
- Orchestrated sampling plans to generate statistically significant audit samples from data sets covering companies in all industries, and of all sizes. Used ACL, MS Access and MS Excel software to extract and interpret large data sets.
- Contributed all historical data, financial analysis and budgeting forecasts to support the leadership team in developing the "Change Request for Increased Travel Appropriation for TAC Field Audit" which was ultimately approved by the Colorado Joint Budget Committee.

#### COLORADO BUSINESS BANK

2002-2004

INTERNAL AUDITOR (JAN 2003-JUL 2004)

Performed audits on the operations, financial practices and internal controls of this business banking subsidiary of CoBiz Financial, a \$2.4 billion financial holding company. Worked extensively in the field to assess compliance with internal policies, laws and regulations. Wrote conclusions and work papers according to internal audit procedures, and delivered recommendations for improvement to management.

Assisted the audit team in developing more technologically advanced internal audit practices.

#### ACCOUNTANT (FEB 2002-JAN 2003)

Completed and maintained journal entries, accounts reconciliation, accruals, prepaid schedules, and fixed asset records. Delivered financial information, reports, and analyses related to daily loan and deposit balances, monthly budgeting, and month-end close.

> Converted a manual, daily cash account reconciliation process into an automated data based system that improved accuracy and cut processing time from 2 hours down to 30 minutes.

#### **EDUCATION & OTHER INFORMATION**

#### UNIVERSITY OF COLORADO

Denver, CO

Master of Business Administration (May 2007)

Bachelor of Science - dual major in Accounting and Finance (Dec 2001)

Certifications:

Enrolled Agent - Internal Revenue Service

Interests & Volunteer Activities:

Youth Mentor - Mentoring of Men, Inc. (Sep 2014-Present)

Treasurer, Board of Directors - Barclay Towers Condo Association (Dec 2008-Apr 2013)



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Board Name	Denver African American Commission	Status	In Process
Salutation	Ms.	Туре	Appointment
First Name	Monica	Preferred Email	msmonee07@gmail.com
Last Name	Badgett	Other Email	msmonee07@gmail.com
Contact Name	Monica Badgett	Preferred Phone	3033500225
Middle Name		Other Phone	3033500225
MMAC Trans. Mode Group			
Work and Home Ad	dress		
Work Address	8500 Pena Bivd, Lvl 5	Home Address	
Work City	Denver	Home City	
Work State	со	Home State	
Work Zip	80249	Home Zip	
Additional Informat	ion		
Are you a registered voter?	Yes	Gender	Female
If so, what county?	Arapahoe	Other Gender	
Denver City Council District No	Unknown	Race/Ethnicity	African American
Occupation/Employer	City and County of Denver	Other Ethnicity	
		Objection to appointment?	No
		Special information	
Defense Detelle			
Reference Details			
Reference Name #1	Kyontha Nelson	Reference Email #1	knelson@da18.state.co.us
Reference Phone #1	7093345293		
Deferred Name #9	Oothers Barden	Defended Feed #0	
Reference Name #2	Satima Porter	Reference Email #2	satima@porterlegalservices.com
Reference Phone #2	7703672616		
Deference Name 42	Patalla Mana	D-f	addia kaan@amaii
Reference Name #3	Eddie Koen	Reference Email #3	eddie.koen@gmail.com
Reference Phone #3	7202156478		
Owner	Denver Integration	Created By	Denver Integration, 11/29/2017 1:45 PM
		Last Modified By	Denver Integration, 11/29/2017 1:45 PM

## **Notes & Attachments**

PROFESSIONAL BIOGRAPHY II 11292017.docx

**Badgett Resume Sept 2017.docx** 

# PROFESSIONAL BIOGRAPHY OF MONICA SUZANNE BADGETT

Monica Badgett received her BA in Psychology with and emphasis in Psychology with emphasis Social Psychology Research from Wilberforce University in Wilberforce, Ohio, and holds a Masters in Organizational Leadership with and emphasis in Strategic Innovation and Change Management at CSU-Global Campus. She is a native of Colorado and works for Denver City and County, Office of Economic Development, in Denver Workforce Services as a Program Administrator/ Training and Development. Training and Development professional with over 24 years of experience in working with individuals on public assistance, co-occurring mental health disorders, national and local committees and private professionals. Ms. Badgett has also facilitated training workshop for The Colorado Accounting Group on "12 Ways to Stay Miserable" to promote inter-departmental effectiveness and cooperative office relations. She developed and facilitated program curriculum for young adult and college women from 13-27 years of age. She has been consistently commended for exceptional customer relation skills, the ability to resolve problems and enhance over all service satisfaction. She has also conducted various presentations and workshops on cultural diversity, interpersonal relationships, self-esteem and health related issues nationally and in the Northeast Denver Community. Her community efforts include developing and executing program objectives and processes for non-profit organization for community families and women, while continuing to be active in organizations such as Delta Sigma Theta Sorority Incorporated, Denver Alumnae Chapter. Full Circle Intergenerational Project Incorporated, Old Landmark Baptist Church, Colorado Sisterhood Crusade and part of the Founding Family of Monarch Montessori in Northeast Denver. She and author and is also in the process of establishing a non-profit organization assisting families with temporary to permanent housing who have fallen victim to the housing crisis. Ms. Badgett is the proud mother of two and resides in the Denver Metro area.

## MONICA S. BADGETT

Denver, CO

225 BadgettMS15@outlook.com

www.linkedin.com/in/MonicaBadgettGCDF

## SUMMARY OF QUALIFICATIONS

- Workforce/community development professional with over 24 years of facilitation, classroom management, assessment
  interpretation, curriculum design and revision, interviewing, placement, program research and implementation for government
  and non-profit populations.
- Over 20 years working with disadvantaged community members connecting to community and training opportunities
- Results and detail oriented, strong execution of leadership and communication skills to address diverse audiences
- Investigative and research experience (producing quality and effective applicable results), coupled with an exceptional professionalism, coordination of services, building and sustaining organizational collaboration and resource pipeline
- Also consistently commended for exceptional customer service, the ability to resolve problems and enhance over all service
  delivery and satisfaction. Exceeded expectations of training outcomes consistently by 89% over a ten-year period

#### **CORE COMPETENCIES**

•	Curriculum development // // // // // // // // // // // // //	•	Community Outreach	•	Microsoft Office	•	Facilitation
•	Program evaluation/Assessment	•	Barrier identification	•	Policy Engagement	•	Communication
•	Training and Development Intercultural Communication Competence	•	Interviewing Relationship Building	•	Assessment Problem Solving through Applied Research	•	Team Collaborations Analyzing & Applying Global, Integrated Diversity

## **AREAS OF EXPERTISE**

#### PROGRAM ADMINISTRATION/ ORGANIZATIONAL DEVELOPMENT

- Identify and determine the initial/subsequent eligibility of training providers. Ensure training providers' applications and programs are approved, reviewed, and meet industry certification and application criteria to be placed on the Colorado Eligible Training Provider List for Workforce Innovation Opportunity Act for Denver county funding region
- Provides technical assistance and serve as a professional support to training providers, one-stops and contractors regarding program requirement an credential or certificate accord to industry standards
- Meet with community groups, service providers, officials, other agencies, and customers soliciting input regarding a program's direction, evaluate a program's effectiveness, and assist in developing new programs
- Monitors and review proposed legislation affecting program area(s) and its impact on a program, prepare program position in response to proposed legislative changes
- Conducts training needs assessments to determine workforce development opportunities and potential educational services solutions, coordinating/ facilitating education, assessment, and training classes to achieve the training, job placement and retention goals of the employer
- Develop industry specific career pathway roadmaps and tools, conduct research on existing tools and current best practices, consults with employers and training providers within the industry on an ongoing basis to ensure accurate and real-time information. Maintain a published inventory of career pathway roadmaps, and incorporates career pathways into all applicable education and training activities and provide technical assistance to service deliveries
- Prepared workers and hard to serve populations to obtain and maintain employment, careers and self-sufficiency; facilitated processes that businesses use to assess and retain a workforce that enabled job seekers to maintain and improve their economic competitiveness
- Restructured career development coursework and Community Based Training program to reflect the changes of the employment market, employer demands and agency changes to complement State of Colorado MOU implementation
- Formulated program training modules for staff of area non-profit organizations, helping pinpoint organizational needs and deficits to improve recruitment of skilled staff for new implementation of new program objectives

303 350 0225

#### COMMUNITY PROGRAM DEVELOPMENT/ FACILITATION

- Designed professional career development workshop for EPA Region 8 division of the Federal Women's Program, Woman in Science and Engineer and Administration Council for Excellence to improve internal and external networking strategies and resources while enhancing division morale for 800-1000 participants
- Created and facilitated workshop for The State of Colorado Accounting Group on "12 Ways to Stay Miserable" to promote inter-departmental effectiveness and cooperative office relations throughout the State of Colorado
- Delivered Train-the-Trainer workshops for area non-profit organizations to improve community innovation deliveries and establish long-term organizational growth potentials by 65%
- Collaborated with metro Community Based Organization providing services and resources for community members with significant barriers to employment, one on one counsel and applying case management interventions when necessary
- Coached Job Readiness training workshop for Summer Youth Employment Program for the Division of Workforce Development to improve youth employment outcomes and effective placements for youth ages 15-21 in City and County of Denver through job readiness and networking approaches
- Pinpointed employment needs of displaced and hard to serve populations, improving job retention and marketability for population by 35%

#### AGENCY ADVANCEMENT AND IMPLEMENTATION

- Designed and facilitated professional development workshop for Denver Department of Human Services employees on professional dress in the workplace for P.A.T.H conference (sponsored by Denver Department of Human Services)
- Supervised and coordinated Community Based Training program for hard to serve job seekers in Denver and Arapahoe counties, strengthening training site prospects establishing long-term employment and retention
- Formulated training materials for non-profit organizations in Denver Metro area for the advancement of organizational business practices, community outreach approaches and ongoing staff development improving visibility and program deliveries
- Redesigned Temporary Assistance for Needy Families orientation delivery to reflect program requirements (county, state and federal) regarding and WIOA legislation and compliance standards
- Partnered with Employment First program in facilitation of Job Readiness Workshop to advance related skill sets of participants for program requirements in relation to federal and state program standards

#### **EDUCATION**



Masters of Science in Organizational Leadership, Colorado State University - Global Campus Awards of Achievement:

- Research and Decision Making-3/2016
- Strategic Global Organizational Leadership 5/2016

## **AFFILIATIONS / CERTIFICATIONS**

- Center for Credentialing and Education. Certified Global Career Development Facilitator
- Monarch Montessori Charter School of Denver. Board of Directors 2013-2017
- \* British Petroleum (BP) Helios University. Effective Leadership Program
- CCRY Network (Communities Collaborating to Reconnect Youth). Association Member-Denver
- ❖ Greater Metro Denver Healthcare Partnership- Youth Employment Subcommittee
- Colorado Rapid Response Team- Trainer for Denver County
- ❖ Denver County Administrator- Colorado Eligible Training Provider List
- ❖ Delta Sigma Theta Sorority Incorporated, Denver Alumnae Chapter- Various local committees/Regional Position

#### EMPLOYMENT CHRONOLOGY

Program Administrator	City and County of Denver	Denver, CO	06/2016- Present
Business Development Associate II	City and County of Denver	Denver, CO	07/2007-06/2017
Workforce Development Advisor	City and County of Denver	Denver, CO	08/2005-07/2007
Organizational Trainer	Teach to Reach	Aurora, CO	01/2011-Present



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Board Name	Denver African American Commission	Status	In Process
Salutation		Туре	Appointment
First Name	Michelle	Preferred Email	michellelwebster@gmail.com
Last Name	Webster	Other Email	
Contact Name	Michelle Webster	Preferred Phone	213-247-8065
Middle Name		Other Phone	720-306-1936
MMAC Trans, Mode Group			
Work and Home Ad	idress		
Work Address		Home Address	
Work City		Home City	
Work State		Home State	
Work Zip		Home Zip	
Additional Informa	tion		
Are you a registered voter?	No	Gender	Female
If so, what county?		Other Gender	
Denver City Council District No	5	Race/Ethnicity	African American
Occupation/Employer	Writer/Self-Employed	Other Ethnicity	
		Objection to appointment?	No
		Special Information	
Reference Details			
Reference Name #1	Margaret Jurineack, Director of Finance Re and Development, McDonald's Corporation	Reference Email #1	
Reference Phone #1	630-623-3000 or 602-206-3872		
Reference Name #2	Weldon B. Johnson, Reporter - AZCentral.com, Arizona Republic	Reference Email #2	
Reference Phone #2	602-444-7801		
Reference Name #3	Diana White, Coconino Director of the SBDC (Small Business Development Center)	Reference Email #3	
Reference Phone #3	602-690-9046		
Owner	Denver Integration	Created By	Denver Integration, 5/9/2018 1:12 AM
		Care Mandilla Amir	Daniel I. (1997)

**Last Modified By** 

Denver Integration, 5/9/2018 1:12 AM



## MICHELLE WEBSTER

#### PROFESSIONAL SUMMARY

Management professional experienced in all aspects of operations management, from budget-forecasting to staff development. Well versed in sales, vendor alliances, coordinating events and media relations. Extensive retail merchandising and buying background: Exceptional communication and strong process improvement skills.

ACCEPTAGE TO SECURITION OF

#### MICHELLE WEBSTER - SELF-EMPLOYED | DENVER, CO

Freelance Writer / Editor 1 Nov. 2008 - Current

Independent projects from proposal and technical writing to creative works.

# FOLLETT HIGHER EDUCATION GROUP - HUMBOLDT STATE UNIVERSITY BOOKSTORE | ARCATA, CA

Store Manager III | Nov. 2015 - Feb, 2017

Responsible for \$4 million dollar operation including textbooks sales, general merchandise, Apple Store and Technology department and internal Post Office substation, Hiring, Recruiting, Training and Development and Performance Reviews for staff of 45 expanding up to 60 during busiest seasons; including four full time managers, 8 Part time store leads and 3 Apple technicians. Handled visual merchandising standards, buying product for departments through local purchase orders and Home Office replenishment. Also coordinating of grad fairs; including selecting and ordering graduation regalia. Managed off-site sports events and author events sales staffing inventory and sales. Processing of Accounts Receivables/Payable, involving House Accounts for credit for students, faculty, veteran affairs and all University Departments. Facilitating upkeep of Store Media Accounts, for Facebook and Instagram accounts and coordinating ads for sporting events with local news outlets. Seeking out and securing Guaranteed Sales for technology, General Merchandise and Textbook Departments, including emblematic sportswear and gifts. Auditing Weekly, Monthly and Yearly Inventory and procedures and results. Focus on Customer Service, seeking positive survey results and feedback as a tool while striving to meet budget-forecasting goals.

#### OAKLAND MUSEUM OF CALIFORNIA | OAKLAND, CA

Museum Retail Operations Manager / Interim Asst. Director | Lun, 2013 – Aug, 2014

Responsible for store operations including online business [\$1.2 million]. Staffing; training and development, scheduling and performance reviews. Store procedures and policies. Merchandising and visuals. Order supply requests to replenish and enhance buying selection. Working with Assistant Director to formulate and build Museum store brand. Annual Inventory procedures. Customer service campaigns through sales, promotions and strategic events to coincide with exhibitions. Working with inter-departments to help maximize sales and visitor attendance.

#### ASCENA RETAIL GROUP | [SAN FRANCISCO / EAST BAY] CA

Store Manager | Oct. 2010 - Nov. 2012

In charge of store operations, \$750,000-volume location. Primary focus on women's clothing and accessories. Increased profits through effective sales training/troubleshooting profit loss areas. Generated repeat business through exceptional customer service. Conducted store inventories twice yearly. Completed profit and loss performance reports. Managed staff of 10-14 sales associates and 3 assistant managers. Partnered with upper management for sales promotions and event planning. Received Best Store Performance in 2011 in district for new credit applicants. Trained and promoted several members to management after coaching to increase sales.

#### MARCEL SCHURMAN - PAPYRUS | SAN FRANCISCO, CA

Store Manager | Sep. 2004 - Oct. 2003

Managed a prime location in the Financial District with annual revenues of \$500,000. Responsible for overall operations; including budget, schedules, recruiting, hiring and training. Also for company outreach, vendor relations and increasing company margins in custom printing business. The location's primary focus was on greeting cards, gift items and custom printing. The location ranked #1 in each Company measure in the San Francisco district for fiscal 2006 and #2 in most measures in fiscal 2007. Provided insight on increasing sales average with stamp sales/packaging leading to successful brand marketing stamp campaign for Company.

#### AFROCENTRIC BOOKSTORE INC. | CHICAGO, IL

General Manager 1 Feb, 2003 - Aug. 2004

Managed chain of two bookstores located in downtown Chicago and Bronzeville area. Ordered books and attended book fairs and events across the country, including Los Angeles Book Expo. Reorganized the sales floor to meet company demands. Directed and supervised employees engaged in sales and customer outreach. Coordinated promotions between stores to balance audience and target local community and businesses. Planned events, including book signings in stores and in collaboration with Harold Washington Library. Created radio spots for store advertising. Contracted various events to generate profits through additional store space; wine tastings, book clubs and filming for the pilot of a television show.

#### MICHELLE WEBSTER - SELF-EMPLOYED | LOS ANGELES, CA

Whiter / Editor | Feb. 1995 - Jan. 2003

Specialized in travel and tourism covering hotels, convention centers, bed and breakfasts and other properties and venues, including restaurants, local attractions and events. Focus also included incentives and profiles of industry specialists.

#### FLINT JOURNAL NEWSPAPER | FLINT, MI

Reporter | Feb. 1994 - Feb. 1995

Daily circulation of 130,000 in Flint and East Central Ml. Covered council meetings and school boards for six municipalities. Wrote features and assisted with various news projects.

#### WALL STREET JOURNAL [LOS ANGELES BUREAU] ! CA

Research Assistant | Feb. 1993 - Jan. 1994

Duties included research as related to general business and finance for the Business World Editor and the editorial department of the Wall Street Journal.

2000

# CALIFORNIA INSTITUTE OF INTEGRAL STUDIES | SAN FRANCISCO, CA

M.F.A. - Writing | Ang. 2010 - May. 2012

# CALIFORNIA INSTITUTE OF INTEGRAL STUDIES | SAN FRANCISCO, CA

B.A. - Interdisciplinary Studies | Sep. 2008 - Jun, 2010

## SANTA MONICA COLLEGE | SANTA MONICA, CA

A.A. - Journalism | Feb, 1992 - Dec, 1993

Attended Academy of Entertainment & Technology, a division of Santa Monica College, for study of business courses in accounting and production for the entertainment industry. 1999

10.11

**Budgeting and forecasting** 

Project planning and development

Customer relations specialist

Performance evaluations

Process improvement

Results-oriented

Unsurpassed work ethic

Detail-oriented

Alta De como

Email:

michellelwebster@gmail.com

Telephone:

720.306.1936



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# **Notes & Attachments**

Genene Duran Emory.pdf

# HEALTH CARE ADMINISTRATION | HUMAN SERVICES | COMMUNICATION

Experienced leader, facilitator and change agent with comprehensive knowledge of sociology, communication tactics, outreach, conflict resolution and strategic planning. Exceptional at establishing and fostering relationships, providing both internal and external customer service and achieving results in fast paced environments. Subject Matter Expert in the fields of change management, administration management, government relations and adult training. Superior ability to conduct audits of operational processes and develop Standard Operating Procedures (S.O.P's). Extensive

project management and business operation skills, proven ability to prioritize simultaneous projects/tasks in challenging and diverse environments. A polished and persuasive communicator who uses strategic problem solving, creative and logical reasoning. Strong commitment to excellence and team player with an unyielding will to win.

## CORE COMPETENCIES | VALUE OFFERED

PUBLIC RELATIONS ACHANGE MANAGEMENT AMEDIATION: ACULTURAL COMPETENCY
ARELATIONSHIP MANAGEMENT ALEADERSHIP AMANAGEMENT ADIVERSHY & INCLUSION AOUTREACH AORGANIZATION
COACHING TRAINING & DEVELOPMENT AIDENTIFICATION OF PROCESS IMPROVEMENT LEFFICIENCY GAINS

#### **CREDENTIALS**

DOCTORATE/HUMAN SERVICES UNIVERSITY OF THE ROCKIES	2019
MASTERS/HEALTH CARE MANAGEMENT & ADMINISTRATION COLORADO STATE UNIVERSITY GLOBAL CAMPUS	2015
BACEHLOR OF ARTS/COMMUNICATION UNIVERSITY OF COLORADO-DENVER	2011
CERTIFICATE/PUBLIC RELATIONS UNIVERSITY OF COLORADO-DENVER	2011
CERTIFICATE/MEDIATION UNIVERSITY OF COLORADO-DENVER	2011

## CAREER TRACK & PERFORMANCE | DRIVING FORCES

## REGIONAL TRANSPORTATION DISTRICT (RID)

Denver, CO

SENIOR SAFETY COMMUNICATIONS SPECIALIST/ SENIOR COMMUNITY ENGAGEMENT SPECIALIST

2017 - Present

- ▶ Develop initiates and monitors Key Performance Indicators for the community engagement division
- Develop collaborative relationships with stakeholders to develop and disseminate safety and security initiatives, campaigns, promotional materials and other department deliverables
- Conceptualize themes and ideas for implementing internal and external safety/security education and awareness campaigns
- Research, writes, edits and distributes collateral materials regarding transit safety/security and translates complex concepts and data into understandable communication materials
- Develop and deliver educational information concerning organizational services at neighborhood meetings;
   public meetings, and with emergency response organizations
- Serve as a back-up media spokesperson, as needed, for transit safety related media requests

- 1- Develop and maintain effective working relationships with elected officials and business/community leaders to keep them updated and engaged regarding transit safety related issues
- System Administrator for WIQ brainstorming and consensus building software used for community outreach Mobile Lab sessions
- ▶ Develop mobile lab consensus building sessions and creates report at session conclusions
- Develop distinct Community Engagement Plans for all 15 RTD districts
- ► Facilitate Telephone Town Halls for all 15 RTD districts
- Develop and executed community walking tours for all 15 RTD districts
- Conduct workshops regarding gentrification and transit equity
- Represent RTD at community events and meetings

## SILTRO COMMUNITY PROVIDERS NETWORK (MC PN)

Wheatridge, CO

**CLINIC OPERATIONS MANAGER** 

 Provided oversight for 8 Federally Qualified Health Center integrated health care clinics comprised of medical providers. mental health providers, dentistry and patient navigation

Worked with underserved populations and those who were disproportionately affected by certain diseases to ensure

Developed process and procedures to assist the organization in meeting the Triple Aim of health care

Managed approximately 75 employees (25 medical providers, 50 support staff and an estimated 100 patient exam rooms)

Ensured compliance with policies, procedures and protocols at assigned MCPN clinics

Conducted monthly audits of 3 clinics within the system of 26 to ensure compliance adherence

Oversaw management functions and clinic flow

Ensured proper planning of staffing needs to meet goals of the organization

Met regularly with staff to ensure consistent delivery system across sites, assign and review work

Worked with community based organizations and state and federal government to implement programs which would remove

Coached team members to optimal performance and customer service

Established and maintained collaborative and effective relationships with Providers

Mediated patient concerns

Managed a \$750,000 annual budget

Represented MCPN at external meetings with community partners and agencies to ensure joint projects were successful

Effectively facilitate/implement change management initiatives by providing positive recommendations, guidance, and communication to staff regarding the direction of the organization

Facilitated monthly all staff meetings for all 75 employees

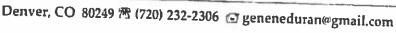
## AMERICAN CANCER SOCIETY

# COLORADO AND WYOMING STATE BASED HEALTH SYSTEMS MANAGER

Denver, CO

2015-2016

- Cultivated relationships with targeted health systems to create a sense of urgency related to awareness of cancer as a major health problem
- Motivated to action in prevention and early detection, and influence strategies and techniques
- ▶ Represented the Society effectively and professionally to state-based health systems, community leaders, including working with disparate populations and diverse constituents
- Understood and worked within a complex organizational structure
- F. Community-based program planning and implementation including the HPV vaccination
- Utilized product marketing/sales concepts
- Effectively responded to changing circumstances and priorities
- Managed and motivated groups and individuals
- Utilized excellent oral and written communication, presentation and interpersonal skills
- Demonstrated success collaborating with staff account teams in order to develop appropriate plans for
- Utilized strong market, community and constituent perspective



- Analyzed and integrated information from relevant sources
- Maintained extensive knowledge of state health care and insurance structures, Medicaid and Medicare practices and policies
- Maintained knowledge of program development, outcome based interventions, educational processes and evaluations
- Maintained strong knowledge of health status data statistics and analysis, chronic disease tracking, and reading and interpreting cancer statistics
- Maintained general knowledge of science and evidenced based best practices through monitoring current research and practices, attending trainings, and participating in enterprise and regional meetings
- Affected Policy Initiatives by significantly contributing to the creation, initiation, implementation and monitoring of the state 2016-2020 Cancer Plans for Colorado and Wyoming
- Solicited sponsorships from businesses and individuals

## MAXIMES (COLORADO LEIGIBILLIS & ENROLLMENT FOR MEDICAL ASSISTANCE PROGRAMS COLLMAN)

Glendale, CO

## COMMUNICATIONS MANAGER

2013-2015

Represented the COEEMAP project at all meetings with the Department of Health Care Policy and Financing, counties, Connect for Health Colorado (state insurance marketplace), stakeholders, eligibility sites and community based organizations

- Managed internal and external communications for approximately 200 staff members
- Consistently collaborated with the Project Director in order to ensure correct messaging for sensitive topics
- Responsible for the development and publishing of the quarterly state Medical Assistance newsletter
- Developed and published a monthly newsletter, installed a scrolling marquee, installed TV screens with rolling messages and installed a large bulletin board in order to better streamline internal communications
- Effectively facilitated quarterly meeting of all eligibility sites
- Provided ongoing training to staff members regarding policy updates and application processing procedures
- Provided resolutions/responses to partners and clients with escalated case inquiries
- ▶ Maintenance to the Child Health Plan plus (CHP+) website
- Provided direct management of the 2 front lobby staff members
- Ensured that all state processes and procedures were being followed
- Provided Mediation and de-escalation for front lobby situations which involved frustrated clients
- Established and maintained rapport with staff members in order to continually gauge the pulse on the floor
- Acted as a conduit and encouraged feedback/suggestions from staff members
- Maintained advanced knowledge of all Medicaid, Child Health Plan plus and Affordable Care Act policies

## COLORADO DEPAREMENT OF HEALTH CARE POLICY AND TINANCING

Denver, CO 2012-2013

## ELIGIBILITY OUTSTATIONING TRAINING SPECIALIST

- Developed and implemented of a variety of training courses, methods and materials for state of Colorado Medical Assistance Programs
- Delivered training to staff at newly designated hospital Outstationing sites
- Designed training modules utilizing Adobe Captivate 6 E-learning software
- Ensured that all eligibility staff at each Outstationing location statewide processed applications for Medical Assistance Programs accurately in the Colorado Benefits Management System (CBMS) and in compliance with federal and state rules, regulations, policy and guidance
- Created reporting structure for Outstationing sites
- Maintained constant communication with sites in order to assess training needs
- Collaborated with key stakeholders while soliciting hospitals to apply for the Outstationing grant
- Implemented business process improvements and efficiency gains for training modules and training to the four adult learning styles: audio, visual, read/write, and kinesthetic

Additional duties assigned: Contract management including MAXIMUS, Refugee & Asylees and Disability Determination

BREASTCANCERNELWORK OF SERVACHE

Denver CO

2008-2011

## **OUTREACH COORDINATOR**

- Created and implemented "A Day for You Program," which provided free mammograms and breast health education to uninsured and underinsured women with an emphasis on the African American population throughout the Denver Metropolitan area
- Initiated and maintained key relationships with community organizations, hospital and radiology staff
- Prepared operational plans and procedures
- Developed and implemented creative outreach activities and communication to target specific populations
- Conducted surveys, performed patient analyses and analyzed public sector data in order to determine effectiveness of the program within specific communities
- Summarized national and regional news to analyze the impact on agency programs and activities on organizations providing similar services
- Branding Development for program
- Marketing material development.
- Represented the organization at health fairs, health coalitions and community meetings
- Prepared advertisements for events, wrote press releases, designed brochures and posters, and provided social media updates and radio advertisements
- Solicited donations from businesses and individuals
- Advocacy and lobbying for changes to Breast Cancer Legislation to Congressional Representatives
- **Designed Crisis Communication procedures**
- Complex cases, case management
- Managed 4-7 volunteers for the organization

#### OPPI NUMBER LINDS

QUALITY & TRAINING SUPERVISOR

Centennial, CO

2003-2008

- Supervised a team of 12 individuals whose responsibility was to provide training and quality monitoring of redemptions transactions processed by employees of the Transfer Agency
- Designed and implemented Continued Education, New Hire, and Leadership curriculum
- Ensured organizational compliance to federal Security Exchange Commission (SEC) regulations and procedures
- Developed and monitored corrective action plans for underperforming staff members
- Strategically managed the company wide implementation of complex processing systems
- Held monthly feedback sessions with staff and wrote and delivered annual reviews
- Coordinated with other departmental supervisors for training needs and special requests
- Conducted department Change Management Training for all senior managers
- Developed new departmental procedures and created marketing materials to inform the staff of the changes
- Designed training courses and marketed to executives for implementation
- Designed supplemental training materials including flyers, posters, brochures, emails, memos and online
- Designed process for management and resolution of customer complaints
- Dispute resolution between my staff and Transfer Agency employees for quality monitoring issues

COMPUTER COMPETENCIES

Microsoft Office &InDesign &10 key & PiktoChart &Customer Relationship Management Systems (CRM) & Adobe Captivate & Colorado Benefits Management System (CBMS) &Raiser's Edge &Oracle &WIQ electronic brainstorming and consensus building Administrator &Social Media Tools: Facebook, Twitter, LinkedIn, Instagram

Student: Genene L Duran Address: 20969 E 41st Pl

StudenUD: GEDURA9656

DOB:

07/01/81

	Denver CO 80249-8201				StudenUD: GEOORA9656			
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## **Unofficial Transcript**

7800 East Orchard Road Suite 200 Greenwood Village, CO 80111 http://www.csuglobal.edu

Student:	Genene L Duran						DOB:	7/1
Student #:	210414	Orig	inal Start Date:	9/30/2013		Cumulativ		
Course Code	Course Description				Credits Attempted	Credits Earned	Grade	Qualit
Program:	Healthcare Administration and Status: Graduated Management					/30/2013		
FALL13	Fall Trimester 2013					7/8	/2013-1	1/24/20
ORG502	EFFECTIVE ORGANIZ	ATTONS: THEORY AND	PRACTICE		3.00	3.00	A-	11.0
Term GPA:	3.67	Cumulative GPA:	3.67	_	3.00	3.00		11.0
WINTER13	Winter Trimester 20:	13				11/11	1/2012	3/30/20
HCM510	HEALTHCARE MODEL	S ACROSS THE GLOBE			3.00	3.00	A A	12.00 12.00
HCM520	HEALTHCARE QUALT	TY, REGULATION, AND	RISK MANAGEMEN	ıт	3.00	3.00	A	12.00
Term GPA:	4.00	Cumulative GPA:			6.00	6.00		24.00
SPRING14	Spring Trimester 201	.4		·		3/10	1/7014.	7/27/20:
HCM540	MARKETING AND CO	NSUMERISM IN HEALT	HCARE		3.00	3.00	7, 2014- A-	7,23,20. 11.01
HCM560	STRATEGIC HEALTHO	ARE MANAGEMENT			3.00	3.00	A	12.00
Term GPA:	3.83	Cumulative GPA:	3.86		6.00	6.00		23.01
FALL14	Fall Trimester 2014					7/7/	2014-1	1/23/201
HCM550	HEALTHCARE POLICY ANALYSIS AND DEVELOPMENT				3.00	3.00	8+	9,99 9,99
HCM570	HEALTHCARE INFORM	MATTON SYSTEMS			3.00	3.00	A	12.00
ORG515	DYNAMICS OF POWE	R IN ORGANIZATIONS			3.00	3.00	A	12.00
Term GPA:	3.77	Cumulative GPA:	3.83	_	9.00	9.00		33.99
WINTER14	Winter Trimester 201	4		-		11/10	/2014-3	3/29/201
ORG521	MANAGING DYNAMIC	ENVIRONMENTS			3.00	3.00	/ 2014-3 A	12.00
ORG561	EXAMINATION OF MO	DERN LEADERSHIP			3.00	3.00	A	12.00
Term GPA:	4.00	Cumulative GPA:	3.86	_	6.00	6.00	<del>~</del>	24.00
SPRING15	Spring Trimester 201	5				3/0	/201E 3	/26/201
HCM580	ORGANIZATIONAL MANAGEMENT: STRATEGY AND EXECUTION (CAPSTONE)				3.00	3.00	/ 2015- <i>/</i> A	12.00
ORG525		I A GLOBAL MARKETPL	ACE		3.00	3.00	A	12.00
Term GPA:	4.00	Cumulative GPA:	3.88		6.00	6.00		24.00
Healthcare Adm Management	inistration and	Program GPA:	3.88	-11.0				
	<u> </u>			Total:	36.00			

## \*\*\* End of Transcript \*\*\*

#### Accreditation:

Established in 2008, Colorado State University-Global Campus is regionally accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools (NCACS).

<sup>\*\*</sup> Indicates Retaken Course

R\* Indicates Retaken Override