



**Barbara J. (Montoya) Brohl**  
B J Brohl Strategies

<https://www.linkedin.com/in/barbara-brohl-a11228a/>

### Objective

*To obtain service on a corporate board using my skill sets in Financial Acumen, Leadership Assessment, Strategy Development, Regulatory & Public Policy, Technology, Governance, Cannabis Regulation, and Operations & Customer Service.*

### Professional Background

I am an accomplished senior executive with over 30 years' experience in delivering high stakes, high profile, leading edge programs by focusing on operating excellence and delivering results that benefit customers, businesses, and the public. I have a strategic mindset and a collaborative style, which allows me to easily navigate complex regulatory environments, develop and execute organizational short-term and long-term strategies, and comprehend and deliver technology transformations. My expertise includes building coalitions with stakeholders on complex and controversial subjects, and building and motivating high-performance teams to carry out mission-critical programs.

### Board Experience

**Regional Transportation District (RTD) Board** – Executive Committee, General Manager (GM) Compensation Committee, Operations & Customer Service Committee Chair; Pension Trustee (2004 – 2011)

- Elected public official – two terms
- Performed Executive Search for the General Manager, evaluated his performance, and set Executive Compensation, based on goal achievement and innovative strategic transit deliverables
- Evaluated all financial documents to ensure appropriate board actions / decisions; approve and oversaw Annual Operating Budget of \$626.1M; Annual Capital Budget of \$1,165.1M; and FasTracks Construction Budget of \$5B
- Managed conflict with union in negotiations and continuing operations during Amalgamated Transit Union (ATU) strike
- As Trustee for Salaried Employees Pension Trust – oversaw and approved trust investment financial documents to ensure ROI to support pension financial health, ensuring full funding of Pension Trust

**Statewide Internet Portal Authority** – Finance Committee, Executive Director (ED) Selection Committee (2011 – 2017)

- Appointed by the Governor
- Perform Executive Search for the Executive Director, evaluated his performance, and set Executive Compensation based on goal achievement and technology innovation deliverables
- Evaluate all financial documents to ensure appropriate board actions / decisions and to ensure profitability of technology portal projects and appropriate fee structures for state, local, and schools board governmental entities

**Latinas First Foundation Board** (February 2018 – present)

- Grant scholarships to students, and oversee comprehensive networking and mentoring program

**Denver Employee Retirement Program (DERP)** (2011 – 2011)

- Appointed by the Mayor
- Oversee and approve trust investment financial documents to ensure ROI to support pension financial health, which ensured full funding of Pension Trust

**Corporate Boardbound Program** 2018 - 2019

- One-year board readiness program for C-suite level executive women

## **Corporate Leadership / Professional Experience**

### **B J Brohl Strategies**, Principal – Denver, CO 2017 – Present

- Government Affairs consulting for the legal cannabis industry and implementing governments.

### **Colorado Department of Revenue** – Denver, CO 2011 – 2017

Executive Director and State Licensing Authority with responsibility for:

- Leading a multi-level organization of approximately 1,400 employees with an annual budget of approximately \$500 million. Internal organizations included internal audit group, hearings division, and program management office.
- Regularly presenting to and testifying before the Colorado Legislature, in particular: 1) the Joint Budget Committee; the Legislative Audit Committee; 3) the Joint Finance Committees; regarding financial matters, audit matters, cannabis regulation, and general state of the Department
- Ensuring the financial integrity in collecting and disbursing \$12 – 14 billion in state tax revenues; integrity of all products and services provided to customers; demonstrated through internal and external annual audits.
- Ensuring that regulatory programs are implemented using education, workshops, compliance, and criminal enforcement, in a manner that balances public safety with burden on the industries.

### **Qwest Communications International** – Denver, CO 1978 – 2011

- Corporate Counsel, Corporate Law Department
- Regulatory Director / Expert Witness, Information Technologies
- Software Developer, Systems Architect, Project Manager, Information Technologies

## **Demonstrated Skills**

### **Strategy Development of Cannabis Regulation:**

- Executive oversight of the development and implementation of the first-in-the-world regulatory program for adult-use cannabis, known globally as “The Colorado Model”.
- Co-chair of the Amendment 64 Implementation Task Force.
- As State Licensing Authority, ensured appropriate licensing requirements were met, rigorous rules were established, and regulatory program was developed that balanced public safety and burden on the industry.
- Consulted with governments on both national and international levels to present “The Colorado Model.”
- Notable engagements include: 1) Panelist at the Commission on Narcotic Drugs at the United Nations in Vienna, Austria; 2) , Keynote speaker at The Transparent Chain Conference in the Netherlands advising government and key stakeholders regarding their move toward full regulation of cannabis; and 3) Member of the expert review panel for the 2018 Report on Regulation by the Global Commission on Drug Policy.

### **Reorganization and Innovation:**

- Directed extensive process and system improvements throughout the Department of Revenue, resulting in streamlined tax processing for taxpayers, doubling the number of on-line filing of sales tax returns to 82% and on-line filing of corporate returns to 56%, and technology projects delivered with quality, on time and on budget.
- Successfully obtained \$94M in funding from the Colorado Legislature Joint Budget Committee to replace the obsolete driver and vehicle systems with a configurable off-the-shelf software system; completed on time and under budget.
- Process & system improvements significantly reduced wait times and increased online capabilities with a 37% increase in online driver license renewals.

## **Business Development and Marketing:**

- Oversaw the Lottery Division's increased profitability by more than 25%, distributing more than \$770M to its beneficiaries

## **Governance:**

- Directed and developed the legal strategy and direction regarding Qwest's general Regulatory Compliance requirements and ensured that company's product strategy direction complied with all federal and state regulatory obligations while furthering corporate product and service goals.
- Executive oversight of all internal audit & external audit activities and directed training on fraud recognition and reporting requirements to all Department of Revenue employees.

## **Regulatory Policy:**

- Worked extensively with the Colorado State Legislature for six years in developing policy and statutes to implement that policy.

## **Education / Awards**

### Education

- J.D., University of Denver, Sturm College of Law, 1995
- B.S., with honors, Regis University – Business Management, with minor in Computer Science

### Awards

- Top 25 Most Powerful Women in Business, Colorado Women's Chamber of Commerce, 2019
- Lifetime Achievement Award, Colorado Hispanic Bar Association, 2019
- State Executive of the Year Award, National Association of State CIOs, 2017
- Lifetime Achievement Award, Center for Legal Inclusiveness, 2017
- Outstanding Women in Business – Finance, Accounting, & Banking Award, Denver Business Journal, 2015
- Outstanding Lawyer Award, Colorado Hispanic Bar Association, 2008

## **Publications / Public Speaking / Media**

### Publications

- Co-Author, [\*If New Yorkers Join The Recreational Cannabis Bandwagon, What Could They Learn From Colorado?\*](#) (Forbes Magazine, Jan 25, 2019)
- Expert Review Panel, [\*2018 - REGULATION - THE RESPONSIBLE CONTROL OF DRUGS, Global Commission on Drug Policy Report\*](#) (September, 2018)
- Expert Advisor, [\*2018 AN EXPERIMENT WITH A CLOSED CANNABIS CHAIN, Advisory Committee to Dutch Government\*](#) (June, 2018)

### Public Speaking

- Frequently requested speaker about cannabis to local, national, and international audiences addressing regulatory, financial, enforcement, and legal matters
- Keynote speaker at numerous local, national, and international conferences, notably:
  - o Uruguay, Switzerland, Germany (Berlin and Frankfurt), the Netherlands (Amsterdam and Utrecht), New York, Rhode Island, Florida, Texas, Pennsylvania, California, Nevada, Illinois, Colorado, District of Columbia, New Jersey, Massachusetts, and the Biennial of the Americas
  - o United Nations Commission on Narcotic Drugs –Vienna, Austria
  - o Plenary Session before Inter-American Drug Abuse Control Commission, comprised of 34 countries in the western hemisphere

### Media / Interviews

- Have been extensively interviewed by local, national, and international media, notably:
  - o Nieuwsuur from the Netherlands, Calgary TV News, Fortune Magazine, The Economist, CNN with Ana Cabrera, CBS This Morning, CNN with Fredricka Whitfield, Brookings, and ABC News Nightline.