

## KELLY JEAN BROUGH, MBA

*Over 30 years of diverse domestic and international experience working in public, private and non-profit sectors with specific expertise in construction, energy, health care, and real estate; and conflict management, governance, government regulation, and human resources.*

### **Business-Related Board Service:**

- **Delta Dental of Colorado Board of Directors:** 2012 to present

Colorado's largest provider of dental coverage with annual revenue exceeding \$425 million servicing more than 1.3 million members; Chair of the Board 2018 to 2020; member of the Finance and Audit Committee since 2012; oversaw hiring of new CEO; and focused on diversifying business by creating spin-off companies and investing in start-ups.

- **U.S. Chamber of Commerce Board of Directors:** 2019 to present

World's largest business organization representing over 3 million companies; focus on policy advocacy and trade relations; serve on workforce and small business policy committees; review and approve annual work plan and key priorities; and oversee operating budget of over \$180 million.

### **Additional Board Preparation:**

- **National Association of Corporate Directors**, Fellow
- **Harvard**, 2018, Five-day program on the Role of Directors of Publicly Traded Boards
- **JFK School of Government**, 1994, 2000, 2005, Conflict and Negotiation and Leadership Development

### **International Experience:**

**German Marshall Fund:** Selected as a German Marshall Memorial Fellow in 2001 and served on the Trans-Atlantic Network for GMF, 2007 to 2010

Explored expanding public-private partnerships and identified best practices for application in the U.S. including implementing the use of social impact bonds in Colorado and the first bike share program in Denver. Countries of focus were Belgium, Germany, Italy, Morocco, Netherland, Poland, Slovakia and Spain.

**Non-Profit Board Service:** Colorado Mesa Board of Trustees, Denver Metro Chamber Leadership Foundation, Habitat for Humanity Metro Denver (Chair of Policy Committee) and Urban Leadership Foundation

**Past Board Service:** Bioscience Advisory Board for Denver Anschutz Medical Campus, Boy Scouts of America, Brain Injury Board of Colorado, Denver Public Schools Foundation, Denver Scholarship Foundation, Denver Sports Commission, Denver Urban Renewal Authority, Denver Zoo, Goodwill Industries of Metro Denver and Visit Denver

### **Professional Experience:**

- **Denver Metro Chamber of Commerce:** President and CEO, 2009 to present

Colorado's largest business organization representing over 3,000 members with 400,000 employees. Doubled revenue (over \$16 million), diversified boards and teams, led numerous ballot efforts raising over \$40 million (open primaries, higher education, transportation, health care policy, energy production, tax policy and growth) and advocated for business-friendly policies on highly controversial issues, including immigration policy, trade, workforce development, oil and gas regulations, LGBTQ rights, health care, pension funding and housing.

- **City and County of Denver:** Chief of Staff to the Mayor of Denver, Deputy Chief of Staff and Director of Human Resources, 2003 to 2009

Oversaw \$863 million general fund budget and \$4 billion in total operations and 11,000 employees; passed and implemented a \$550 million capital investment in infrastructure with voter approval in 2008; delivered Denver's 311 system achieving 20 percent return on investment upon implementation; assisted in consolidating financial functions and creating Denver's first CFO; and negotiated contracts and working conditions with three public safety unions and annually with health insurers.

- **University of Colorado At Denver:** Director of a nationally recognized leadership program, The Rocky Mountain Program, 1997 to 2003

Developed all curriculum and engaged speakers. In addition to the leadership program, ran a consultancy practice that mediated numerous land use disputes; managed comprehensive planning efforts such as A Drug Strategy for Denver, Law Enforcement 2000, and A Parks and Recreation Game Plan; and worked internationally (Hungary) to build capacity for public- private partnerships.

- **City and County of Denver:** Personnel and Legislative Analyst, 1989 to 1997

Developed pay for performance system, on-call snowplow operator at Stapleton International Airport, researched and draft ordinances, advised 13 members of City Council and served on management team in labor negotiations.

- **Brough and Associates:** Owner and manager of real estate and construction company, 1996 to 2012

Managed rental properties, made all real estate investment decisions, oversaw residential construction company specializing in interior finish work.

- **Brough Consulting:** Sole proprietor of a dispute resolution company, 1997 - 2003

Specialized in land use disputes and employment mediation. Trained at Harvard, MIT and CDR in Boulder

### **Education:**

- **Montana State University**, 1986, Bachelor of Science / Sociology
- **University of Colorado Denver**, 1989, Master of Business Administration