

# Holly Bayham

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## AREAS OF STRENGTH & EFFECTIVENESS (CAREER SNAPSHOT)



### Legal Counsel Leadership

- **Overview:** Over 10 years of progressive leadership experience, building compliant infrastructures and navigating complex legal landscapes to support organizational growth and positive change.
- **Strategic Framework:** Deeply integrates with business operations to understand stakeholder priorities and departmental pain points, positioning legal as a value-added resource. Continuously innovates processes to drive organizational improvements.
- **Key Achievements:**
  - Established and optimized legal operations across HR, Sales, Finance, Compliance, and other departments, achieving \$500K in annual savings.
  - Played a pivotal role in six successful M&A integrations, ensuring seamless transitions and scalable legal frameworks for rapid growth.
- **Industries:** Expertise in financial services (healthcare receivables), cannabis, and tax.
- **Clients:** Supported diverse B2B enterprises, including hospitals, physician groups, surgery centers, and cannabis operators, as well as D2C clients. At Wakefield, specialized in healthcare receivables and financial services for enterprise clients. At Good Chemistry, provided comprehensive legal counsel to a mid-sized cannabis company, fostering relationships with regulators, vendors, and strategic partners.



### Legal & Risk Mitigation Operations

- **Risk Management:** Minimized organizational exposure, reducing insurance premiums and defense costs while aligning with strategic business goals.
- **Process Efficiency:** Designed and implemented document and quality management systems, improving compliance tracking and reducing operational inefficiencies.
- **Technology Proficiency:** Advanced user of Veeva/C15 eQMS, Microsoft 365, Westlaw/LexisNexis, and contract management tools. Proactively evaluates emerging technologies to enhance efficiency and scalability.
- **Data-Driven Analysis:** Continuously analyzes complex legal data to provide actionable insights to stakeholders and drive informed decision-making.



### Team Building and Cross-Functional Collaboration

- **Leadership Style:** Employs a balanced leadership style combining Conscious, Servant, and Democratic approaches, fostering accountability, engagement, and team growth.
- **Team Management:** Directed U.S.-based teams of up to 10 attorneys and 4 Legal Managers, with oversight of 75-90 indirect reports. Currently managing a 5-person compliance team, achieving significant efficiency gains.
- **Collaboration & Innovation:** Partners with diverse departments to develop innovative solutions, break down silos, and align legal strategies with business priorities.

## PROFESSIONAL EXPERIENCE

### Vice President & General Counsel | GOOD CHEMISTRY | Denver, CO | Feb 2021 to Present

Good Chemistry is a multistate cannabis operator focused on cultivating and distributing premium cannabis products while maintaining rigorous compliance with evolving regulatory standards.

- **Overview:** Joined as the first in-house attorney to establish the company's legal infrastructure, including contract and document management, risk mitigation, intellectual property strategy, and formal regulatory compliance program.
- **Risk Mitigation:** Reduce organizational exposure by 40% through consolidating insurance carriers and increasing policy limits, saving \$200K annually while maintaining comprehensive coverage.
- **Contracts Management:** Review and negotiate 25+ agreements annually, including commercial leases, software licensing contracts, NDAs, MSAs, and financing arrangements. Recently led a rapid HRIS platform transition, securing a vendor offering enhanced services at 10% lower cost and finalizing the agreement in just five days.
- **Document Management:** Spearhead the implementation of an enterprise-wide document management system (Veeva-C15), reducing contract retrieval time by 50% and automating deadline tracking for renewals. Generate custom reports for department heads to enhance vendor oversight.

- **Human Resources and Employment Law:** Provide legal oversight for personnel matters (including Title VII claims, OSHA, Workers Compensation, Collective Bargaining, etc.), resolving all cases without litigation and saving over \$750k in potential legal and settlement costs.
- **Regulatory Compliance:** Manage interactions with regulatory agencies, ensuring no fines, penalties, or enforcement actions during routine inspections and inquiries.
- **Privacy and Security:** Advise business on legal and strategic matters surrounding privacy/data protection and monitor products and services in use to assure compliance with privacy and data protection laws.
- **Leadership:** Revamp the compliance department, streamlining processes and tracking deliverables to save \$500K annually in employee and operational costs. Empower a 5-member team to collaborate cross-departmentally, improving efficiency and morale.
- **Licensing:** Manage all marijuana licensing matters across the company, including obtaining new licenses, renewals, and modifications for operations in multiple states. Oversee corporate licensing for all active entities, ensuring compliance with state and local regulations while maintaining operational continuity.
- **Restructuring:** Merge legal and compliance departments, eliminating role redundancies and aligning cross-functional goals. Achieve a \$750K annual cost reduction, including \$250K in external counsel fees and \$500K in salaries.

### **Vice President & General Counsel | WAKEFIELD & ASSOCIATES, INC. | Aurora, CO | Nov 2015 to Feb 2021**

Wakefield & Associates developed long-term quality partnerships in the medical recovery services industry.

- **Overview:** Contributed to operational leadership, including overseeing risk, compliance, collections, legal, and other critical business functions.
- **Company Expansion:** Led legal and compliance operations during company expansion from 220 to 1,300 employees, implementing scalable processes to support growth and streamline compliance across multiple offices.
- **Risk Administration:** Directed risk management initiatives, conducting regular audits and aligning the risk portfolio with long-term financial goals, reducing organizational exposure.
- **Team Expansion:** Recruited and managed a team of 10+ attorneys and 4 legal operation managers, increasing total staff to 1,300 and boosting team productivity.
- **Growth Initiatives:** Collaborated with the executive team to drive strategic growth, increasing legal revenue by 30% through targeted client approach and optimized service delivery models.
- **Team Leadership:** Supervised 10+ attorneys and 4 legal operation managers, overseeing 75+ employees to implement streamlined internal operations, achieving 30% improvement in team efficiency.
- **Strategic Management:** Addressed State AG and CFPB inquiries to protect consumers from unfair, deceptive, and abusive practices by directing and delivering feedback to compliance and audit teams.
- **Contractual Matters Analysis:** Negotiated 100+ contracts annually, including high-value MSAs and vendor agreements, securing favorable terms that saved the company \$250k and minimized legal risks.
- **Bargaining Techniques:** Negotiated settlements and agreements with each involved party.
- **HR Assistance:** Collaborated with HR leadership to develop and enforce company policies, ensuring compliance with employment regulations and reducing legal risk by 25%.
- **Cross-Functional Association:** Liaised with Chief Compliance Officer on various initiatives, including formulating comprehensive compliance management system to automate most processes, including task scheduling and compliance monitoring.
- **Weekly Calls Assessment:** Led weekly litigation strategy meetings with executive leadership, resolving 75+ active cases annually and mitigating organizational risks, resulting in \$2m in annual cost savings.
- **Regulatory Compliance:** Ensured compliance with FDCEPA, TCPA, FCRA, and state regulations, successfully passing 100% regulatory audits without violations or penalties.
- **Top Results:**
  - **Efficient Service Delivery:** Validated proper delivery of services cost-effectively by collaborating with outside counsel, saving company \$100K+ each year.
  - **Cost-Reduction:** Counseled shareholders on settlement/defense of numerous class actions via strategic and operational due diligence, reducing \$500K+ in legal costs and attorneys' fees.
  - **M&A:** Delivered critical strategic guidance with acquisitions and due diligence (6 acquisitions in 6 years), allowing buyer to confirm pertinent information, such as contracts, finances, and customers.
  - **Company Integration:** Strategized integration and onboarding of acquired companies, realigned resources, established *best practices* for future acquisitions.

### **Tax Attorney | SAFE HARBOR FINANCIAL CONSULTANTS, LLC | Denver, CO | Oct 2014 to Sep 2015**

Safe Harbor Financial Services provides tax and financial planning to offer sound, accurate advice for individuals and small businesses.

- **Client Advisory:** Provided strategic tax and financial planning counsel to businesses, self-employed individuals, and individual taxpayers, addressing complex IRS, state, and local tax obligations.
- **Caseload Management:** Managed a portfolio of 130+ active and dormant clients, resolving diverse tax compliance issues across multiple jurisdictions.

- **Strategic Case Evaluation:** Assessed client cases to develop tailored strategies, achieving optimal resolutions and minimizing liabilities.

#### **EXPERTISE & INDUSTRY KNOWLEDGE**

Complex Commercial Agreements • Strategic Transactions • Healthcare • Contract Template Development • Legal Services  
Technology Integration • Legal and Commercial Negotiation • Legal Operations Administration • Data Privacy and Security • Contract Management Systems (CMS) • Patient-Centered Care Legal Issues • Outside Counsel Management • Westlaw/Lexis • Legal Research • Compliance and Auditing • Litigation Procedures • Corporate Defense • Litigation • Settlements • Mediation • M&A Activity • Risk Management • Motions Filing • Due Diligence • Cost Savings • Legal Assistance • Document Drafting • Insurance Reporting & Claims • Oral & Written Communication Skills • Employment Law Compliance • Legal Advice • Transactional Matters • Employment Law • Contract Negotiation • Contract Management • Legal Compliance • Policy Analysis

#### **PROFESSIONAL ORGANIZATIONS**

Admitted in Colorado – November 2013 (Member of Colorado Bar Association)  
Admitted in United States District Court for the District of Colorado – October 2015  
Admitted in Arizona – August 2016 (Member of Arizona Bar Association)  
Admitted in Washington – March 2017 (\*Inactive\* Member of Washington Bar Association)

#### **COMMUNITY INVOLVEMENT**

**Volunteer Attorney** | Denver Bar Association – Metro Volunteer Lawyers & Young Lawyers Division | 2013 - Present

#### **EDUCATION**

**Juris Doctor (JD) (Cum Laude)** | Florida Coastal School of Law, Jacksonville, FL; Phi Delta Phi, National Honor Society 2010-2013  
**Bachelor of Science (BS), Business Administration & Management, Minor in Sustainability** | California State University, Chico, Chico, CA