

NICOLE M. BROOKSHIRE, MBA, BS

Milwaukee, WI

Operations Enhancement Executive

BPI [business process improvement] solutions excellence

EXECUTIVE PROFILE

CONTRIBUTION SUMMARY

- Throughout career, undertook heavy-lifting roles with a consistent record of expectation surpassing results.
- 2014–2015—Upgraded operations to serve over 163,000 students annually.
- 2009–2015—Refined Milwaukee's grants acquisition, monitoring, reporting and compliance systems.
- 2001–2008—Increased annual underwriting volumes by millions to tens of millions.

OVERVIEW

- Development expert for district management, professional services center operations, and client-employee-government-public relations.
- Hands-on leadership includes generating numerous operational solutions covering HR, finance/ accounting, community & public relations and organizational development. Recent contributions include intensifying accountabilities, eliminating counterproductive processes, and improving employee professionalism.
- In each mandate since 2001, played a leading role in the development of high productivity audit, compliance and business development centers.

CAREER HISTORY

JUNIOR ACHIEVEMENT OF WISCONSIN, Milwaukee, WI

Jan. 2015 – Present

Vice President of Operations

Summary: Oversee \$5.4M annual budget covering 11 districts (state-wide). Direct a team of assistants (3–4) and a staff of 70+ employees through 3 regional directors. Influence board development, HR, fiscal and program management, and oversee operational accounting. Monitors district revenues and expenses.

Achievement Highlights

- **OPERATIONS DEVELOPMENT**—Tightened up monitoring and oversight; credited with compelling districts to improve efficiency and per-dollar-value. Set up contingency planning credited with improving fundraising and ensuring budget goals of close to \$3M are met.
- **FINANCIAL PROCESS UPGRADING**—Standardize financial processes to recoup funds. Improved staff accountability on the HR side and integrity reporting on the accounting side.
- **COMMUNITY AND PUBLIC RELATIONS**—National liaison for JA USA programs as well as the state liaison with governmental agencies. Attend and provide statewide operation updates at JA Wisconsin and JA National meetings. Serve on Executive and Program committees; participate in Board Leadership, Quarterly Board Meetings, and Strategic Planning. Manage relationships with regulators and stakeholders including Wisconsin Department of Public Instruction, Milwaukee Public Schools and City of Milwaukee.

THE CITY OF MILWAUKEE

2009 – Dec. 2014

COMMUNITY DEVELOPMENT GRANTS ADMINISTRATION

Grants Compliance Manager (since Jan. 2014)

Summary: Oversaw 30–40 projects annually. Administered (from grant writing through to compliance) annual budgets in the \$10M–\$16M range and managed the Homeless/Shelter [H/S] division.

Generated government reports to Mayor's Office, State of Wisconsin and Department of Housing and Urban Development [HUD]. Directed a team of 3 supervisors and 2 assistants; directed 30–40 program staff, managers and agency executives (non-municipal employees). Oversaw grants administration, compliance and auditing of key programs; Continuum of Care [CoC], Emergency Solutions Grant [ESG], and Homeless Opportunities for People with Aids [HOPWA]. Coordinated multi-jurisdictional (city, county, state, federal) parties with respect to ordinances and zoning on the administrative side, issue resolution and policies on the tactical side, and regionalization on the strategic side.

Achievement Highlights

- **OPERATIONS DEVELOPMENT**—Set up the CoC including recruiting and developing its executive board and workgroups. Promoted human services public education and led initiatives to enroll tens of thousands in Obamacare. Key strategist for two major initiatives geared to ameliorating veteran and chronic homelessness. Standardized annual reapplication process for grants to ensure compliance.
- **FINANCIAL PROCESS UPGRADING**—Audited H/S projects; implemented ranking policy and negotiated financial cuts on non-performing projects (FY 2012, FY 2013 and FY 2014); reallocated over \$1M+ annually to superior programs. Uncovered and oversaw correction of over a score of process anomalies. Uncovered and ended fraud. Continually developed agency manager knowledge for financial and regulatory compliance.
- **COMMUNITY AND PUBLIC RELATIONS**—Resource for media outlets; hosted 4–6 annual events; planned and organized an annual citizen participation forum.

Compliance Program Officer (Nov. 2009–Dec. 2013)

Summary: Grew revenues from \$34M to \$45M and administered annual budgets for seven Federal/State foreclosure and housing grant initiatives (included NSP, CDBG, LIHTC) for the Wisconsin Southeast Region (4 municipalities). Led audit-based policy improvements and served as financial oversight resource to numerous executives. Supervised a team of 2 and matrix managed program managers functioning to oversee compliance and finance functions for 58 individual programs. Monitored policies and legislation; transitioning the managed compliance initiatives.

Achievement Highlights

- **OPERATION DEVELOPMENT**—Established electronic record keeping system. Upgraded oversight processes for contracted services; improved fiscal and regulatory compliance through comprehensive audits and continuous professional skills training.
- **COMMUNITY AND GOVERNMENT RELATIONS**—Key member of the Wisconsin Regional Housing Consortium. Subject matter expert for HUD entitlement grants and Office of Management and Budget Financial Management circulars. Functioned as regional advisor to city officials and Housing Committees.

MORTGAGE GUARANTY INSURANCE CORPORATION [MGIC], Milwaukee, WI

2001 – 2008

National Field Operations Account Manager/ Quality Control Auditor II

Summary: Provided underwriting guidance to eight Field Offices, three Regional Processing Centers and one off-shore global data center while managing contracted underwriting and mortgage insurance processing and service centers for 23 major accounts (included Bank of America, Washington Mutual, and GMAC). Led training to division on automated underwriting systems. Personally-led classrooms/webinars, trained and coached 600–700 staff.

Achievement Highlights

- **BUSINESS DEVELOPMENT**—Increased volume from \$3.7B to \$5.1B in one year. Increased mortgage insurance volumes from 13% to 33% in first quarter. Consistently achieved \$100M monthly volumes. Gained “outstanding” customer characterization feedback based on risk mitigation, strategic guidance and bulk pricing analyses.
- **OPERATIONS**—Provided fiscal and operation leadership direction to field operations and sales managers. Implemented new national contract underwriting policies and procedures. Maximized business efficiencies, increased productivity and account receivables.
- **CLIENT AND EMPLOYEE RELATIONS**—Generated underwriter performance training materials and served as model consultant and coach. Generated flowcharts and dashboards to ensure compliance integrity.
- **FINANCIAL PROCESS UPGRADING**—Recouped \$.5M in unpaid contract service fees. Improved billing through automation and process consolidation to achieve record lows in delinquent A/R accounts.

PROFESSIONAL DEVELOPMENT

EDUCATION: Master of Business Administration (2008; accounting major; GPA: 3.8) and Bachelor of Science (2006; business management major; GPA: 3.7), University of Phoenix.

ACCREDITATIONS: Project Management Certificate (2007).

PROFESSIONAL AND COMMUNITY AFFILIATIONS: National Association of Professional Women (NAPW). Institute of Real Estate Management (IREM). National Black MBA Association. Junior Achievement of Wisconsin Volunteer. Make a Difference Wisconsin Financial Literacy Instructor.