

Nicholas R. Sinram J.D.
Professional References

Eduardo Galvan, Retired Interim Superintendent / Deputy Superintendent, Milwaukee Public Schools

Dr. Tina Owen-Moore, Board Clerk / Chief Officer of the Office of Board Governance, Milwaukee Public Schools

Todd Gray, former Interim Chief Financial Officer, Milwaukee Public Schools

Chris Thiel, Legislative Coordinator, Milwaukee Public Schools

Jennifer Miims-Howell, Chief of Academics, Milwaukee Public Schools

Michael Harris, Chief of Staff / Interim Deputy Superintendent, Milwaukee Public Schools

Paulette Chambers, Chief Advisor to the Superintendent, Milwaukee Public Schools

Dana Berlin, Senior Director of Talent Management, Milwaukee Public Schools

Janine Adamczyk, Director of Procurement and Risk Management, Milwaukee Public Schools

Christy Stone, Director of Strategic Partnerships and Customer Services, Milwaukee Public Schools

David Fifarek, Director of Transportation and Business Operations, Milwaukee Public Schools

Denise Jess, Executive Director, Wisconsin Council for the Blind and Visually Impaired

Eric Pearson

Finance Director, Campbell County, Tennessee



Budget Analytics, Inc.

To the Milwaukee County Board of Supervisors;

I am writing on behalf of Nick Sinram to support his hire as Budget Director. I had worked as the Interim CFO for Milwaukee Public Schools from late May through September of 2024, until the hire of the permanent CFO. To that end I had worked directly and often with Nick in his role as district Budget Director. I found Mr. Sinram to be very professional, hardworking and with great understanding of what needed to be done to help turn around the financial chaos that had occurred in the district that year.

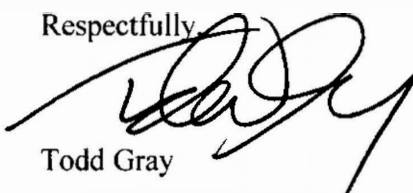
Nick had the presence and foresight to be one of the first Directors to embrace the needed plan to change in the district's accounting system to match the state's Wisconsin Uniform Financial Accounting Requirement. Nick also created an incredibly impressive and transparent district budget that received accolades from various media sources. Given the opportunity, I would have no reservations to hire Nick Sinram to work in my district (although no district now as I'm semi-retired!).

As to the reported budget deficit, which was roughly under 3% of operating costs, keep in mind there are multiple phases to budget management. I don't believe the issue was a budget development issue as much as a spending, accounting and tracking issue, which are divisions Nick had no control over. Unexpected needs occur throughout the year. Problems arise (such as lead paint in schools) that require immediate unbudgeted expenditures. Another example; the district may be entitled to, and budget for, a \$5 million grant. If the accounting and tracking of the grant expenditures and funds are performed ineffectively or haphazardly as conducted in other divisions, as was the case back in 2024, you will lose some of that funding or end up overspending on the related costs.

You can create the world's best budget, but if the spenders don't adhere to it, it goes into deficit. This is happening in many other districts in Wisconsin, not just MPS.

I would be glad to answer any other questions regarding Nick Sinram and hope this helps that Nick would be a strong addition to Milwaukee County.

Respectfully,


Todd Gray

January 2026

To Whom It May Concern:

I am writing to enthusiastically recommend Nicholas R. Sinram for any professional opportunity that requires exceptional leadership, financial expertise, and strategic vision. I have had the privilege of observing Nicholas's work in various capacities, and his contributions have consistently demonstrated a rare combination of technical proficiency, organizational insight, and collaborative leadership.

As Director of Financial Planning and Budget Services for Milwaukee Public Schools (May 2023–Present), Nicholas leads a twelve-person team responsible for developing and managing the district's \$1.486 billion budget, supporting nearly 9,500 employees and providing educational services to over 60,000 students across 156 schools. His ability to advise the Superintendent and Board of Directors on all financial aspects of operations reflects his deep understanding of fiscal policy and governance. Nicholas ensures compliance with board policy, state and federal law, and grant requirements while implementing best practices and process improvements to maximize efficiency and transparency in the use of public resources.

Previously, as Assistant City Attorney for the City of Milwaukee (July 2021–March 2023), Nicholas served as General Counsel for Milwaukee Public Schools, providing legal counsel on procurement, educational law, real estate, employment law, and liability issues. He successfully negotiated complex contracts and guided policy changes to ensure compliance with state and federal regulations, demonstrating his ability to bridge legal and financial considerations seamlessly.

Earlier in his career, Nicholas excelled as Special Assistant to the Budget Director and Finance and Policy Specialist (December 2017–July 2021) in the City of Milwaukee's Budget and Management Division. He prepared annual budgets, managed departmental spending, and conducted policy research and financial analysis to support strategic decision-making. His leadership in developing a \$1.6 billion city budget, implementing risk assessment strategies, and driving process improvements—including automation and adoption of tools like Power BI and MS Project—underscores his commitment to innovation and operational excellence.

Nicholas's expertise spans financial planning, compliance, contract negotiation, risk management, and legal consulting, making him an invaluable asset to any organization. His ability to lead complex projects, rebuild and strengthen departments, and foster collaboration across diverse stakeholders speaks to his exceptional professionalism and integrity.

I am confident that Nicholas will bring the same level of dedication, strategic thinking, and results-driven leadership to any future endeavor.

Sincerely,



Eduardo Galvan



**MILWAUKEE
PUBLIC SCHOOLS**

May 15, 2026

To Whom It May Concern:

I am pleased to have this opportunity to write a letter of recommendation for Nick Sinram. Mr., Sinram served as the Director of Financial Planning and Budget Services for Milwaukee Public Schools (MPS). In this capacity he led the development of the district's budget and was an advocate for pushing MPS towards maximizing revenues and reducing expenses. I have known and worked with Mr. Sinram since 2021, when he led the district's legal strategy. His focus was collaborative problem solving with all stakeholders and addressing potential threats before they occur, rather than reacting after the fact. In 2023, I began working with Mr. Sinram on financial projects regarding the allocation of federal funds received for students with disabilities, multilingual learners, educational materials and agency contracts.

Mr. Sinram led the district's legal strategy for almost two years. In the capacity of general counsel for MPS, he collaborated with the government agencies on behalf of MPS, helped write board policies that provided services for our students as well as drafted contracts and external memorandums of understanding. Mr. Sinram easily established relationships with department leaders that kept the work moving forward and had an easy rapport with the team he was assigned to work with. When he and I worked on contentious negotiation with families, he remained professional and was ethical. He was a needed thought partner and was open to the views of others; which he incorporated when he saw an opportunity.

As the financial planning and budget services director, Nick budgeted for best outcomes for all students. To be transparent with the constituents of Milwaukee Public Schools, he developed a new, more transparent budget book to communicate the district's annual budget to the public in a more effective and digestible way. The calculation and descriptions were written respectfully in layman's terms. I was often impressed with his cultural awareness and willingness to volunteer to participate in workgroups where he freely shared his knowledge of finance so the group could make fiscally responsible decisions for the school system. Mr. Sinram's ability to navigate our complex educational systems and still help us stabilize the district's financial situation for instruction and organizational development, was remarkable.

Mr. Sinram worked to improve long-standing deficiencies in the district's financial processes and supported the accounting team towards implementing our corrective action plan for the Department of Public Instruction. Again, he remained professional while he continued to offer sound financial recommendations. He championed automated data tools and dashboards to improve transparency for all involved.

It is without reservation that I strongly recommend Mr. Nick Sinram to the county board for an appointment as the Director of the Milwaukee County Office of Strategy, Budget and Performance. I encourage you to contact me at ----- with any questions.

Sincerely,

Jennifer N. Mims-Howell
Chief Academic Officer

Recommendation Letter for Employment for Nick Sinram

May 17, 2026

To whom it may concern:

I am pleased to write a letter of recommendation for Nick Sinram. I highly recommend Nick for the position of Director of the Milwaukee County Office of Strategy, Budget and Performance.

I worked in senior management in the City of Milwaukee Budget Office for over two decades. Nick Sinram was one of the budget analysts I supervised. Nick was an important part of a team of budget staff that worked collaboratively to develop the City's annual budget, including producing the City's annual budget books, ensuring compliance with the budget process, conducting research and analysis, and presenting the budget to Common Council's Finance & Personnel Committee. Nick's work also involved meeting with the Mayor on budget issues.

Nick was responsible for several departmental budget assignments and was an excellent budget analyst, including analyzing and monitoring fiscal and budget performance, reviewing and reporting on departmental performance, addressing budget variances, making revenue recommendations, and responding to questions from the Mayor and the Common Council. Nick also contributed to research into the City's pension system and developing a multi-year forecast of the City's financial condition.

I believe that Nick would be an excellent addition to Milwaukee County. Nick is an effective and thoughtful employee, has strong communication and analytical skills, focuses on productive collaboration, and will add value to the County's management. I would not hesitate to hire Nick again if the opportunity arose.

Sincerely,



Eric Pearson
Finance Director, Campbell County, Tennessee



Wisconsin Council of the Blind & Visually Impaired

www.wcblind.org
info@wcblind.org

May 18, 2026

Dear Milwaukee County Board,

I am honored to provide a recommendation for Nicholas Simran's confirmation as Director of Strategy, Budget, and Performance for Milwaukee County. In his role as board chair with the Wisconsin Council of the Blind & Visually Impaired, he and I work closely together to provide leadership for this statewide nonprofit organization to promote the dignity and empowerment of the 125,000 Wisconsinites living with blindness and significant vision loss.

Nick joined the Council's board in 2018. Early in his tenure, Nick demonstrated potential for leadership through his insightful questions and observations, as well as his thoughtful consideration of others' perspectives and experiences. When the treasurer position opened midterm, due to an illness, Nick was enthusiastic when asked to finish the term, maintaining his sense of curiosity and humility as he learned the role. Nick brought forth his professional expertise in budget and finance in a manner that was approachable and accessible. He was then selected by his board peers to continue as treasurer and chair of the finance committee, overseeing the Council's budget and investment portfolio, working closely with me and our accountant.

When our outgoing board chair and I were identifying potential leaders to put forth as chair, Nick was at the top of both of our lists. He had earned the trust and respect of his fellow board members and had made excellent connections with staff. We believed that he would be a

thoughtful decision-maker, considering diverse points of view while managing short and long-term consequences of these decisions. He has served as chair since January 2022 and has repeatedly demonstrated these excellent leadership qualities, particularly in times of transition as we welcome new board members and experience the challenges of nonprofit management in this current environment.

It is both my observation and opinion that Nick brings the leadership skills, technical knowledge and passion for service that are critical in serving the people of Milwaukee County.

Respectfully,

Denise Jess
Executive Director