

HOLLY DAVIS

◆ Shorewood, WI 53211 ◆

EXPERIENCED MANAGEMENT PROFESSIONAL

Results driven professional with a progressive management career primarily in the non-profit sector. Skilled at driving clear objectives and goals which advance agency mission. Highly effective communicator and team leader with proven ability to develop collaborative relationships. Visionary leader with solid understanding of business priorities and demonstrated skill in advancing goals.

CORE LEADERSHIP QUALIFICATIONS

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| <i>Staff Training & Development</i> | <i>Experienced in Interviewing, Hiring, Evaluation & Termination Procedures</i> | <i>Mediation & Negotiations</i> |
| <i>Skillful & Creative Administrator</i> | | <i>Performance Management</i> |
| <i>Budget Management</i> | <i>Excellent Leader of Work Groups & Teams</i> | <i>Organizational Development</i> |
| <i>Excellent project management skills</i> | <i>Skilled in Public Speaking</i> | <i>HR Policies & Procedures</i> |

PROFESSIONAL EXPERIENCE

DEPARTMENT OF CHILDREN & FAMILIES, Milwaukee WI

2010-present

A State of Wisconsin Bureau focused on achieving early care and education program goals in Milwaukee County to support economic self-sufficiency for families, assisting families in their roles of primary caregivers for their children and enhancing the positive development and early education of children. This is accomplished through a staff of 65 employees responsible to over 20,000 stakeholders.

Bureau Director- Milwaukee Early Care Administration

Responsible for the coordination of Milwaukee-based early care programs, policies and procedures and administering and supervising the Milwaukee based program staff for early care and education within the division. This bureau has a \$12.2 M operating budget, but is also responsible for an additional \$12 M in programmatic dollars as well.

- Provided reliable supervision to a workforce plagued with low morale and productivity due to workplace culture and extreme work related stress by effective project management skills, team development and leadership techniques
- Successfully coached and mentored failing employees
- Success in dealing with complicated personnel issues including discipline and termination
- Cultivated and nurtured key relationships not only within the Department, but identified and grew relationships with external partners and stakeholders as well
- Provided recommendations to the Secretary's office by conducting complex quantitative & statistical budget & programmatic analyses
- Expertise in budget management which included multiple funding streams (grants, government funds and donations)

Selected Accomplishments:

- Through careful communication and support, successfully accreted a workforce of 73 Milwaukee County positions into State positions
- Strong focus on management development with particular focus towards data analysis and using higher level metrics to drive outcomes.
- Using excellent communications and writing skills, was able to effectively message to wide ranges of diverse audiences, which included executives, vendor agencies, advocates, front line analysts and program staff.
- Developed and coordinated training curriculum to be implemented for Milwaukee County child care providers
- Successful development and implementation of bureau wide Quality Assurance/Accountability metrics
- Creation of bureau Community Action Committee which extends state employee civil servitude beyond the parameters of prescribed positions

PROFESSIONAL EXPERIENCE (CONTINUED)

NEXT GENERATION NOW — Racine, WI

2004-2010

A nonprofit agency focused on achieving better outcomes for children through early education and family support with 20-30 employees serving on average, 110 low income families each year.

Executive Director

Promoted to this role within 16 months with the organization. Responsible for all aspects of flourishing nonprofit with a \$1.5M annual budget with particular focus on using data to drive employee performance in order to achieve agency objectives.

- Provided reliable supervision to an industry plagued with high level of staff turnover due to extreme work related stress
- Successfully coached and mentored failing employees
- Success in dealing with complicated personnel issues including discipline and termination
- Successful resolution of worker compensation cases
- Expertise in budget management which included multiple funding streams (grants, government funds and donations)

Selected Accomplishments:

- After a year and a half with the agency, appointed by the board of directors to provide leadership as Executive Director to the near failing organization.
- Within the first year of hold the position, the agency ended the year with a positive net gain for the first time in its history
- Realized a 231% increase in donations from year one to year four of leading the agency

Child Development Center Director

Responsible for daily operations of child development center, with 32 direct reports

- Effectively managed revenue and appropriately managed plan margins.
- Increased quality and expectations of teaching staff by providing intense supervision and training opportunities

Selected Accomplishments:

- Actively recruited into the position
- Created and implemented strong policies which supported staff in a way that enhanced quality of services provided to clientele

KINDERCARE LEARNING CENTER — Racine, WI

2001-2004

A private sector early education center with 20 employees serving children ages birth through 12.

Child Development Center Director

Managed daily operations of nationally accredited center, while providing constructive support to a struggling staff.

- Maintained NAEYC (National Association for the Education of Young Children) Accreditation, keeping center aligned with corporate visioning
- Employed active marketing strategies to increase (& maintain) revenue stream

Selected Accomplishment:

- Having never worked in this industry before, had to quickly and thoroughly get up to speed on regulations and requirements set forth by the State of Wisconsin (licensing entity) and by the NAEYC accrediting body.

CHILDREN'S SERVICE SOCIETY— Racine, WI

1999-2001

The state's largest not for profit provider of child welfare services. The mission of which is to build, sustain and enhance a nurturing environment for Wisconsin's children.

Area Programs Manager

Maintained and supervised all social service programs offered in the Racine office.

- Invested heavily in relationship building between the agency and the Racine County Human Services Department
- Drove benchmarks set forth through positive engagement with social workers, counselors and staff

Selected Accomplishment:

- Promoted into this key management position, created specifically for me

Family Resource Center Director

Maintained daily operations of this community resource with a staff of 5.

- Developed short and long term planning for the center
- Created a network using other community agencies to provide collaborative service delivery, thereby avoiding duplication
- Designed, developed and managed center programming in addition to coordinating all of the center's components

ALCOHOL & OTHER DRUGS COUNCIL — Kenosha, WI

1997-1999

A non profit organization dedicated to providing supportive services to the Kenosha community in order to develop stronger individuals, stronger families and a strong Kenosha (now named the HOPE Center).

Neighborhood Outreach Services Manager

Responsible for coordination and implementation of Frank Neighborhood Project and its ancillary projects, managing a staff of 10.

- Developed and maintained key community relationships, furthering the success of programming
- Provided consistent support, guidance, evaluation and discipline to program staff
- Delivered programming through tight budget management

GOODWILL INDUSTRIES, MILWAUKEE JOB CENTER NORTH — Milwaukee, WI

1994-1997

A non profit agency serving the welfare to work population.

Supportive Services Specialist/Quality Control Management

Hand picked into this new division of the agency, which was responsible for analyzing and maintain integrity of Goodwill's programming at the Job Center.

- Appointed member of strategic planning committee, which was key in the reshaping, focus, scope and future of Goodwill's role in welfare reform
- Responsible for creating partnerships with 19 other social service/financial institutions in order to provide the most comprehensive wrap around services to clients
- Analyzed and reported on client employment retention trends
- Held fiscal responsibility of monthly programmatic billings from contracts ranging from \$64K - \$3.2M

Selected Accomplishment:

Contributed to the creation of state requested Wisconsin Works proposal for 1/3 of Milwaukee County, which resulted in the award of the \$100M+ contract

EDUCATION

UNIVERSITY OF WISCONSIN- PARKSIDE — Kenosha, WI

Bachelor of Arts (BA) in Sociology, 1993

PROFESSIONAL CONTRIBUTIONS

- ♦ Chair, Department of Children and Families Affirmative Action Committee
- ♦ Member of State of Wisconsin Affirmative Action Committee
- ♦ Board of Directors, Black Child Development Institute, Milwaukee
- ♦ Board of Directors, Big Sisters of Racine
- ♦ Board of Directors, OIC Racine
- ♦ Scholarship Committee Member, Junior League of Racine