
Sheila Lynette Ashley

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Milwaukee, WI 53223
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Qualifications

A decisive problem solver, possessing a distinguished track record of promotions- incorporating a consistent rise in executive level management positions and responsibilities - including 24 years in government and 11 years of military service.

Results oriented professional, with ability to inspire others to optimum performance, readily effecting strong inter-and intra-government cooperation; directing and managing major projects from inception to successful conclusion.

Excellent written and oral communication skills - an experienced Lobbyist with an extensive background in public speaking and testifying before legislative bodies. Computer literate.

Skilled manager possessing solid organization and time management talents together with the ability to effectively manage multiple priorities. Experienced in hiring, training, and managing diverse groups of individuals.

PROFESSIONAL EXPERIENCE

US DEPARTMENT OF HOUSING & URBAN DEVELOPMENT (HUD)

03/99 – 9/30/16

Senior Management Analyst

Under the general direction of the Field Office Director I am responsible for managing the overall administration of the Milwaukee Field Office and for ensuring the effective delivery of the Department's services to customers within the entire State of Wisconsin. Additional responsibilities include representing and speaking on behalf or in the absence of the Milwaukee Field Office of the Director with members of the Wisconsin Congressional Delegations and/or their staff, other elected and appointed officials and representatives of industry and public and private interest groups to explain and support the Administration's and Department's policies and programs and provide advice on resolving cross-program issues. Other responsibilities include: development of the Management Plan, Annual Report, briefing papers, disaster coordination, COOP, Special Projects, FOIAs, congressional and media relations, and community and faith based coordination. In the absence of the Milwaukee Field Office Director, serve as the Acting Field Office Director.

Results: For approximately 11 of my thirteen years with HUD, I frequently served as the Acting Field Office Director in the absence of the Milwaukee Field Office Director. I executed all duties within existing protocols and in compliance with HUD rules, regulations statutes and laws. This included office closing, early dismissals, employee performance coaching and counseling and representing the office with elected and appointed officials and community partners at various conferences, seminars and meetings. I have consistently been recognized and have sustained outstanding performance on my EPPES.

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Retired Milwaukee Field Office Director Del Reynolds nominated me and the US Postal Service recognized my achievement and contributions throughout the greater Milwaukee Community with the 2004 Woman Putting Her Stamp on Metropolitan Milwaukee award. 14-tables seat 10-people per table purchased tickets to the event celebrating my achievement.

Manage and respond to controlled correspondence that includes Presidential, Congressional, Secretary's and Director's inquiries, FOIA's and public Affairs for the Milwaukee Field Office. I am additionally required to write briefing papers, the Milwaukee Field Office Customer Service and Disaster and Management Plan and Annual Report. Controlled correspondence is staffed and responded to within prescribed deadlines and is grammatically correct, factually accurate and signature ready. The Management Plan and briefing papers have been received on the first submission without request for changes and the Annual Report has evolved from a statistical narrative of HUD funding to its grantees in Wisconsin to a 20-page color book that tells the Milwaukee Field Office story and include appendices of HUD funding to its grantees and a Milwaukee Field Office staff telephone directory

Results: I was the point person and project leader responsible for coordinating visits by HUD dignitaries, **White House**, other elected and appointed officials. Because of my relationship with and access to Wisconsin's elected officials, executive level appointees, members of the public, private, corporate and philanthropic communities: I have ensured their availability to the Secretaries, Deputy Secretaries, Regional Administrators on a moment's notice. For example, during Secretary Donovan's visit to announce the high speed rail award, he needed to contact Wisconsin Governor Jim Doyle after normal business hours and I made it happen. During Deputy Secretary Sims' visit, he did not have an advance team on the ground, I provided those services.

I was responsible for coordinating all of the logistics associated with his visit; that included press conferences, community partner roundtable discussions and the ARRA tour of City of Milwaukee projects paid for with ARRA funding. Additionally, the Deputy Secretary wanted to meet with one of Milwaukee's African American Bank President's during an 8:00 a.m. meeting and did not know his name. I was able to identify the gentleman with just a description and coordinated the 8:00 a.m. meeting. –

Since my arrival, I've convened biennial congressional briefings that included all Program Areas, Office Counsel and the Program Representative from The Regional ONAP Office. Each biennial year, all HUD congressional liaisons from the Wisconsin Congressional delegation gather in the Milwaukee Field office to exchange information with each other and receiving a day-long briefing on changes in HUD policies that affect their constituencies. These meetings are nonpartisan and well received. I get ready for these meetings by preparing PowerPoint slide presentations and briefing packets. Moreover I coordinate the availability of Program Directors and their supervisory staff attending the briefing with representatives from the Office of Native American Programs. Of course this has increased the awareness about HUD programs in that office so that they are better able to assist Native American constituents.

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Worked in partnership with Wisconsin and Milwaukee community leaders in developing a Housing & Homeownership Program for ACTs & the Dominican Center for Women. Participants in these organizations' housing programs are primarily African American female heads of household. Many of these women are barely literate and disengaged from the services and support systems designed to create self-sufficiency. The rehabilitation of these homes is facilitated through a combination of sweat equity, barter grants, IDA accounts and other resources made accessible by leveraged strategic partnerships of a broad coalition of public, private, philanthropic, academic faith and community based partners. and housing industry professionals, volunteerism and the financial resources of the Habitat loan. The harnessing of these resources is allowing the organizations to move populations from dependency to self-sufficiency resulting in homeownership for a population that live in some of the poorest census tracts in the City of Milwaukee. Since the inception of the program in 1999, more than 1,000 homeowners have been created eliminating blight and creating community and building partnerships.

As the Milwaukee Field Office's Faith & Community Based Organizational Coordinator, I conducted training sessions for hundreds of members of faith and community based organizations throughout Wisconsin and in Illinois and Michigan. This training included all Program Areas, Office Counsel and industry and community professionals who are current HUD grantees that volunteered their time to share their experience with the HUD grant application process with attendees and answer their questions.

The training sessions were held at colleges, universities and churches. All selected because of their close proximity to public transportation, offered free parking, had current technology and whose collaboration conformed to all required rules of ethics, protocols, rules and regulations. I developed a CD of my training program in cooperation with a former colleague that standardized the training and provided it to the entire cadre of Faith based Liaisons throughout HUD. The CD was well received and my evaluations were excellent.

I led HUD's housing response team for 2500 gulf residents that relocated to Wisconsin fleeing from the devastation of Hurricanes Katrina and Rita. We recognized that evacuees who came to Wisconsin were involuntarily removed, as but for the hurricanes, they would not have left their home communities. We also understood that many of the evacuees were chronically homeless, that some were violent felons or sex offenders who would not pass traditional housing application screenings. And we knew that most evacuees were just physically, mentally and emotionally exhausted from the weight of their experience. I volunteered to manage the task of housing the residents. I convened planning meetings with my HUD colleagues from the Multifamily and Public and Indian housing program areas. I also worked closely with Red Cross, FEMA, Salvation Army, Wisconsin Emergency Management (WEM), mayors, and public, private and subsidized rental housing providers to help find immediate, transitional and permanent housing. These tasks were accomplished within all prescribed deadlines or ahead of schedule. As permitted by existing screening protocols, I worked to include "altruistic homeowners" who offered housing to evacuees. Skepticism about using such resources, was realized when three of the "altruistic housing providers" offered housing in exchange for guardianship of minor children of evacuees, and that evacuees clean, cook and assign the homeowners as their payee. Those families were immediately removed to different HUD housing and adjustments to the housing plan were made to exclude acceptance of offers to house evacuees in their provider's personal residences. I also facilitated a strategic partnership with the State Department of Corrections to find housing for violent offenders who had served their time and sex offenders who would not meet traditional screening criteria.

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We were so successful in providing transitional housing assistance that the housing service delivery model that we developed in Wisconsin was used as a best practice by FEMA and was used again in response to the 2008 flooding that displaced Wisconsin residents in 31 counties. My commitment to this effort also became personal when the husband of one of the evacuee families was murdered and a mother and child died in a fire, my husband and I purchased the clothes that the mother and her baby were buried in and the clothes for the five surviving members of the family of the murdered father to enable them to attend his funeral. We also purchased a train ticket for an evacuee who decided that she wanted to return to the gulf to live with her family but had no money to purchase the ticket.

Under my direction Homeownership Season became an annual event where statewide partners work together to develop creative initiatives to encourage informed home buying and mitigate foreclosure. I used the homeownership season as a vehicle to highlight and celebrate industry leaders and community partners who develop, preserve and promote sustainable neighborhoods by encouraging and maintaining homeownership through effective education and counseling. Since 2007, I incorporated training and foreclosure mitigation into the menu of homeownership events planned throughout Wisconsin. I ensured that elected officials from the Governor to Mayors and Village Presidents throughout the state recognized the celebration of the Homeownership season by proclaiming the day of the event and presenting a Proclamation to the event organizer. All of these events included press conference or media events which included fair housing organizations, mortgage lenders, realtors, homebuilders, housing nonprofits, and mayors. Examples of homeownership outreach and foreclosure prevention events that I led include.

Building Community 2000 was a daylong. This daylong forum provided an exchange of ideas and learning about strategies relating economic development and affordable housing in order to stabilize neighborhoods create home ownership options and provide jobs within the Milwaukee Community. It was planned in cooperation with government, nonprofit, academic, philanthropic and private industry partners.

HUD's Milwaukee Field Office in partnership with Metropolitan Milwaukee Fair Housing Council, Mount Mary College and the National Community Reinvestment Coalition (NCRC) held training event presented by NCRC. The training involved fair lending and mortgage fraud training for housing counselors, civil rights and fair housing professionals and non-profit leaders. The two-day event was held at Mount Mary College. The training was free and was among a series of free training opportunities that the Milwaukee Field Office offered during the 2010 homeownership season that included Webinars presented by HUD staff in offices throughout the country open to the public.

"Ask the Expert" is an initiative that I started during Homeownership Season where I collaborate with partners in the housing and lending industry and appear on talk radio to discuss topical issues affecting distressed homeowners delinquent or facing foreclosure, or perspective homebuyers. Industry experts are moderated by the host and take caller-questions. This is and has been a very successful vehicle that I have used to communicate important information with a wider audience

The August 19, 2010 HopeNow and December 10, 2010 Foreclosure mitigation events were attended by close to 600 distressed homeowners who are delinquent on their mortgage or facing foreclosure. These events are similar to foreclosure events that I planned, coordinated and executed in each of the Wisconsin Congressional Delegation districts that included approved counseling agencies, lenders and servicers and presentations on FHA Loss/Mitigation options and the Making Home Affordable program to distressed homeowners who sat in the waiting area completing paperwork while waiting to see a housing counselor and or their lender.

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My contribution to the August 19, 2010 event included recruiting volunteers and identifying and soliciting key community leaders and representatives from the Milwaukee Mayor's office to participate in the Partnership/stakeholder roundtable. The treasury official was not just impressed with the response; she personally thanked me for ensuring the Mayor's participation when she could not get a callback.

My contribution to the Kenosha CUSH Foreclosure event included coordinating the involvement of lenders/servicers, housing counselors and my colleague FHA Account Representative Anita Olson who presented information on the FHA Loss Mitigation Options. The event was attended by Naomi, a faith partner in Wausau and Ester, a faith partner from the Appleton/Green Bay Wisconsin area that will work with me to coordinate similar events in their areas in the spring and summer of 2011.

Coordinated a June 9, 2010 Homeownership Training event with the Greater Milwaukee Association of Realtors entitled: **Do You Know The Way to FHA** presented by FHA Account Representative Anita Olson of HUD's Minneapolis Field Office. The Federal Housing Administration (FHA) understands that real estate professionals sometimes make mortgage recommendations to clients unfamiliar with the home buying process. An FHA-insured mortgage loan is a viable option for many buyers. The training was designed to educate realtors and other housing professionals that attended the training on FHA's history, programs, products and benefits.

HUD's Milwaukee Field Office and the NeighborWorks America organization kicked off the Homeownership season by celebrating NeighborWorks Week by launching the "Loan Modification Scam" Alert Campaign. In recognition of these events HUD, Milwaukee NeighborWorks Affiliate agencies, the University of Wisconsin- Milwaukee Office for Partnerships and Innovation, Marquette University Law School, The State Attorney General's Office, Legal Aid and FDIC held a press conference designed to alert and remind the public about Loan Scams and other predator behavior targeting primarily distressed homeowners facing foreclosure. The press conference was followed by a daylong informational training session that was attended by approximately 100 industry professionals.

On June 19, 2007, I convened a committed group of concerned professionals from the housing industry throughout the state to discuss foreclosure mitigation efforts and develop a strategy to respond to the fallout from the housing industry bust. Specifically, we were concerned about the effects of sub-prime and predatory loans, foreclosure rescue or equity stripping scams, inflated appraisals and other predatory behavior that contributed to high foreclosure rates and neighborhood destabilization and blight. The purpose of the meetings was to identify the problem and catalyze solutions and mitigate the damage done to Wisconsin neighborhoods. The initial and subsequent meetings consisted of approximately 75 people from the Wisconsin housing community and participants from Indiana, Minnesota, the FDIC, Comptroller of Currency, Federal Reserve Bank, Legal Aid and Legal Actions, State Attorney General's office, representatives from US Senators Kohl and Feingold and US Representatives Moore and Ryan. Subsequently, Milwaukee Mayor Tom Barrett formed the Milwaukee Foreclosure Partnership Initiative (MFPI) and appointed me to the Steering Committee.

MFPI built on the work began by HUD's statewide Predatory Lending Task Force in June 2007. More than 100 volunteers representing a broad range of community interests guided the work of MFPI and resulted in the City of Milwaukee's response to the rise in foreclosures and created strategies designed to strengthen neighborhoods preserve and expand homeownership and create wealth in our communities.

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The Federal Employee Diversity Committee (FEDC) is a collaborative partnership of federal agencies that collectively plan, coordinate and execute ethnic observances recognized on the federal calendar. I activated the FEDC in 2004 with colleagues from HUD and EEOC. FEDC is a subcommittee of the Federal Employee Association which has been inactive in Wisconsin for many years. The Committee began as four federal agencies and four ethnic organizations within these agencies and has grown to now include 21 federal agencies, five organizations and agencies and organizations within city, state and county government. FEDC has evolved to include a strong community involvement component. In addition to our primary mission of providing quality programming that demonstrates how we value and appreciate diversity, FEDC has hosted Interagency COOP training and CFC events. The committee's service work included raising \$2500.00 donated to build a two-bedroom replacement home for a family displaced by the Tsunami in Sri Lanka.

During the summer of 2009, FEDC and the federal community collected 1100 pounds of food for the federal Feed campaign, participate in annual back-to-school programs and have hosted hundreds of ethnic informational programs observed on the federal calendar. The FEDC serves as a centralized coordination point for collection and distribution of information relevant to and affecting the federal community.

The FEDC received an Exemplary Best Practice during the 2009 QMR. Retired Milwaukee Field Office Director Del Reynolds nominated me and HUD and awarded me an Appreciation Award by HUD's Office of Departmental Equal Employment Opportunity for my contributions of advocating for the rights of individuals with disabilities through leadership, customer service and /or public service for my work with the FEDC in October 2009.

US DEPARTMENT OF HOUSING & URBAN DEVELOPMENT (HUD)
Community Builder Project Manager

03/99 - 04

Under the general direction of the Senior Community Builder I was responsible for serving as the face and voice of HUD and is the first point of contact for HUD's customers as the Department's "front door" in communities across Wisconsin, specifically, the individual that communities go to first when they have questions.

Lead project teams consisting of Community Builders or cross-program representatives and utilize a broad knowledge of HUD's programs, policies and business operations, as well as management skills in carrying out matrix and project management activities.

Additional responsibilities include, analyzing customer service needs, assesses required programs and services, internal and external consultations, formulation of project work plans, presents action plans, and organizes project teams, preparing reports and assessments of project results and lead cross program teams on a project-by-project basis; this includes establishing meetings with HUD clients, elected officials and/or their key aides, and spokesperson for tenant groups or public interest groups, as well as program directors, to trouble-shoot and resolve problems of a sensitive nature, providing expert guidance in developing solutions.

Ensure appropriate follow up to monitor full implementation of the recommended solution that involve a broad spectrum of HUD programs by providing unique and innovative program assistance to the Secretary's Representative in monitoring and evaluating the effectiveness and efficiency of HUD program delivery.

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Participate in community empowerment meetings, citizen forums, etc., to gather feedback about the delivery of service to customers. Prepare associated reports and raises issues at staff meetings, provides advisories and assists program officials in establishing and maintaining appropriate procedures and activities for promoting program participation and implementation, and responding to related issues that arise. These issues may be highly sensitive and potentially controversial to the Department. Additionally, coordinating HUD programs with other Federal, City and State agencies and planning organizations to assure effective program linkages. Conducts meetings with grantees, applicants, and representatives of other Federal agencies, banking executives, mortgage companies and industrial and commercial housing developers, to explain Departmental policies, program requirements and funding criteria.

I initiated monthly lunch meetings with my Community Builder colleagues to discuss community activities, coordinate our calendars and develop a strategy that involved HUD staff, Program Directors and community partners designed to engage and involve with communities of color, religious leaders, fair housing, business owners, legislators, nonprofits, and city leaders to learn the needs of the community partners and grantees and ensure that we responded with a service delivery model that would meet their needs and involve partners in HUD programs. This created a paradigm that included HUD staff volunteering to participate in outreach events and community partners not only are receptive and responsive to HUD at the table, but their expectation that – HUD would have a consistent presence at events.

I developed the Field Officer's Certificate of Appreciation. This award is given to employees for accomplishments above and beyond what was normally required of them. It was a vehicle to recognize and incentivize employee participation and enhance morale. The award became very popular and made employee feel recognized and their participation valued.

Within three months of my arrival in the Milwaukee Field Office, I coordinated a trip to Madison, Wisconsin with Then Governor Thompson's Cabinet Secretaries, and HUD officials that included Senior Community Builder Del Reynolds and the Program Directors. This resulted in greater access and enhanced communication between HUD and State of Wisconsin officials that continued throughout the Thompson and Doyle administrations.

Within six months of my arrival, HUD officials were able to meet with and enter into a Memorandum of Understanding with the Milwaukee Urban League, an objective that the office had been trying to accomplish since 1998.

I developed a multifaceted approach to meeting the Milwaukee Field Office CFC fundraising goal that was inclusive, engaging and highly effective. Since I began coordinating the campaign, we have increased contributions to the Combined Federal Campaign exceeding campaign goals and broadened office participation to all classifications. For the first time in the history of the Milwaukee Field Office we exceeded our goals and have done so consistently for the past nine years in spite attrition through retirements.

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In 1999 I began working with then Milwaukee County Treasurer to address the alarming number of elderly African American Homeowners who were losing their homes because of their inability to pay their property taxes. I convened a series of meeting with members of the community that included Treasurer Dean, staff from the Milwaukee County Department of Aging; HUD approved counseling agencies and Aurora Family Services. We identified the problem and created solutions:

The Homeowners Options Program for Elderly (HOPE) was created to safeguard homeownership for seniors struggling to pay property taxes. HOPE is available to Milwaukee County homeowner's 60-years or older and offered by Aurora Family Service. HOPE counselors will provide a free unbiased assessment of a homeowner's financial situation, identify options available and assist in making informed decisions. Counselors can help homeowners take full advantage of homestead credits, entitlement programs and untapped sources of revenue, help with budgeting and connect people with other services to help them maintain independence and quality of life. The HOPE Program is still in existence and has received national recognition. - After identifying the absence of HUD approved counselors to administer. HECM loans (there was only one HUD approved counseling agency in Southeast Wisconsin), I partnered with the Neighborhood Reinvestment Training Institute and the ARRP Foundation to fund 57 counselors located in counseling agencies throughout Wisconsin to attend the five-day training session at the NeighborWorks Training Institute in Chicago. This effort resulted increasing capacity and expanding the knowledge and provided the attendees with additional strategies to address the financial challenges facing the elderly in Wisconsin.

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Within six months of my arrival, HUD officials were able to meet with and enter into a Memorandum of Understanding with the Milwaukee Urban League, an objective that the office had been trying to accomplish since 1998. - **This demonstrated my ability to manage work relationships and lead others effectively by creating a motivational environment, knowledge of effective management practices and proven results from utilizing such practices and my ability to work collaboratively with internal and external stakeholders**

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MILWAUKEE METROPOLITAN SEWERAGE DISTRICT
Legislative & Community Affairs Coordinator

01/97 – 03/99

Under the general direction of the Executive Director I was responsible for creating and managing the office of Intergovernmental & Community Affairs, including administrative responsibility for initiation, development, and coordination of legislative activity at every level of government with a targeted focus involving legislation initiated at the state government level.

Direct liaison with the City of Milwaukee, Milwaukee County, Milwaukee Public Schools, Milwaukee Area Technical College, and the Intergovernmental Cooperation Council along with the Association of Metropolitan Sewerage Agencies (AMSA) and the Water Environment Federation (WEF). Additional responsibilities include development of the District's legislative package and coordination of all bills and administrative rules, in conjunction with the District's Policy and Audit Committee. Authorized to testify on behalf of the District before State, County, Municipal, and Federal legislative committees.

Results: Created and successfully managed the office of Intergovernmental & Community Affairs, an effort that was previously done by a combination of contract lobbyist and the District's Legal Division.

Established the High School Summer Intern Program with MMSD and public, private and religious schools designed to expose high school seniors to careers available at MMSD and provide them with practical experience in the water and marine biology components of MMSD operations.

Was a part of the Team that developed the specifications of the contract that resulted in the eventual privatization of MMSD plant operations that saved the District an estimated \$50-100 Million dollars of the life of the 10-year -contract.

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CITY OF MILWAUKEE - Intergovernmental Relations Division
Legislative Fiscal Manager
Supervisor - Michael Morgan – Chief Lobbyist

08/92 – 01/97

Under the general direction of the Chief Lobbyist, I was responsible for Responsible for conducting research and analyzing legislative bills to determine the policy and /or fiscal impact on the city, developing legislative strategy, appearing before municipal/county and state legislative committees. These also entail giving testimonies to support, promote or oppose enactment or defeat of legislation favorable or adverse to the city. Additional responsibilities include being accountable for analyzing and preparing statistical data and providing background information to assist the Mayor, members of the Common Council, and key city and state officials in making business/governmental decisions.

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Under the direction of the Common Council, and the Mayor serve as the City's representative while lobbying legislators at various levels of government, coordinating communications between various departments; and creating a work environment conducive to getting the job done.

Results:

As a Lobbyist for the City of Milwaukee's Intergovernmental Relations Division, I successfully pushed for the most bills enacted into law and lobbied to defeat those that would have had a negative fiscal or policy impact on the City of Milwaukee.

Spearheaded the Statewide strategy that defeated legislation, which would have repealed municipal government's right to require residency as a condition of employment. This legislative initiative would have affected 17,000 City of Milwaukee municipal employees resulting in projected negative fiscal impact \$500 million loss property tax revenue within five-years of enactment of the law.

Recognized as a "*results-oriented, expert resource*", skilled in providing accurate information or knowing where to get it.

My oral communications ability and successful bi-partisan relationships resulted in a reputation with federal and State Legislators as the highly effective "go to" person in Milwaukee City government.

Led the City's 5 member lobbying team which included city, county, state, private industry, and convention bureau representatives that successfully completed and was named the host state for the 1997 annual National Black Caucus of State Legislators' Conference. Revenue generated by this conference was estimated to be more than \$2 million.

MILWAUKEE FIRE AND POLICE COMMISSION

02/90 – 08/92

Public Relations Officer

Supervisor - Michael Morgan – Executive Director

Under the general direction of the Executive Director I was responsible recruiting and hiring of public safety personnel, specifically police officers, firefighters, telecommunicators, and school crossing guards. Additionally, I coordinated all press conferences and served as the Commission's spokesperson and/or co-presenter with the Executive Director for media releases, radio talk shows, churches, civic organizations, educational functions, and local colleges and university job fairs and supervised the activities of a Community Relations Specialist. In the absence of the Executive Director, coordinated and supervised office activities, that included staffing of the Board of Fire and Police Commissioners. -

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The Commission involved an intense six-week, full day schedule that included community meetings with the members of the affected communities. I served as the chief spokesperson for the multiple press conferences and meeting with elected and appointed officials to keep them apprised of our progress. The consent decree and response to the Dahmer killings dominated the news and defined the priorities for my entire tenure. The results included:

Became adept in handling security and confidential matters, union and intra-departmental group relations, and tactfully handling irate citizens, complaints and emergency situations.

Designed an unprecedented, comprehensive community relations program which included citizen complaint outreach centers at community based organizations; developed language specific brochure, posters, and informational materials describing the citizen complaint process, and the recruitment, pre-testing programs designed to increase minority and women hiring and establish positive relationships with minority residents. This effort resulted in increasing minority representative on the Police Department from 12% to 30%, and the hiring of the department's first Southeast Asian police officer.

Successfully negotiated with Ameritech to provide a language interpretation telephone hot line and to translate calls from Spanish, Hmong, Laotian, and Vietnamese residents.

Developed the Fire Intern Program, paralleling the Police Intern Program, to provide an ample applicant pool for firefighter training classes and resulted in a diverse applicant pool without having to apply for additional waivers of the consent federal court ordered consent decree.

HOUSING AUTHORITY OF THE CITY OF MILWAUKEE

11/88 – 10/90

Assistant Secretary

Supervisor – Ricardo Diaz - Commissioner

Under the general direction of the Commissioner, I was responsible As the Assistant Secretary of Wisconsin's largest housing authority; I served as Coordinator and Parliamentarian to the Board of 5 Commissioners. Additionally, I served as the Interim Executive Director during a 17-month search for a new Director where my responsibilities included managing 5,600 housing units inhabited by a diverse population of more than 12,000 people, operating a \$16 million departmental budget, managing, supervising and coordinating the activities of a staff of 174 at this rapidly growing, fast paced department; overseeing general repairs and maintenance services of entire physical housing facilities; directing on-site leasing agents, security force, and pest control services; requisitioning materials; reviewing contractor's bids, negotiating contracts and change orders for repairs and upgrades of facilities, maintenance, and lead abatement program in accordance with City Ordinances and HUD guidelines, rules, and regulations.

Results:

Successfully negotiated to have the NATIONAL ASSOCIATION OF HOUSING AUTHORITY (NAHRO) send a trainer to Milwaukee to conduct the five-day certification training to Milwaukee in 1989.

Increased resident occupancy rate in public housing developments to an unprecedented record - 97% from 62% to within 6 months of assuming this position.

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Served as the Interim Executive Director & Assistant Secretary during a 17-month search for a new Director, meeting or exceeding all goals during this time.

Recognized as a trouble-shooting problem solver that demonstrated expertise in establishing relationships and resolving interpersonal conflict between on-site leasing agents and residents of the housing developments and HACM employees.

CITY OF MILWAUKEE, DEPARTMENT OF EMPLOYEE RELATIONS 02/88 – 10/88
Performance Management Training Coordinator
Supervisor – Al Weber - Chief Classifications Division

Under the general direction of the Classifications Chief, I was responsible for the development of the City of Milwaukee's Management Training Program which included implementing the design according to contractor specifications, designing the Plan's training manual and conducting the implementation and training for 900 City managers, the newly elected mayor and his staff and members of the Common council and their staff. Additional responsibilities included, conducting desk audits, analyzing their results and writing the accompanying classification studies. Redesigned, trained, and implemented an innovative pay plan based upon performance.

Results: This was a temporary one-year appointment with the objective of implementing the design according to contractor specifications, designing the Plan's training manual and conducting the implementation and training for 900 City managers, the newly elected mayor and his staff and members of the Common council and their staff.

I developed the training manual designed the cover, conducted and instructed 900 city managers and the staffs of the executive and executive branches of Milwaukee City Government in eight months working myself out of a job well ahead of the 12-month deadline.

MILITARY EXPERIENCE

4th Recruiting Brigade, Ft Sheridan, IL 10/86 – 03/ 88
Brigade – S-1 – Captain
Supervisor Major Philip Stribling

Personnel Officer in Charge of the 4th Recruiting Brigade's personnel office where I was responsible for coordinating troop assignments, troop evaluations, and managing troop records for over 300 soldiers assigned to the United States Army Recruiting Command within a 7 state region and managing and supervising 20 soldiers and civilians.

Ft. Sheridan IL 06/86 – 10/86
Chief Personnel Service Center – Captain
Supervisor - Major Bill Burton

As the Officer In Charge (OIC) of Fort Sheridan's Personnel Service Center, I was responsible for managing and directing the activities of 55 officers, enlisted, and civilian personnel, managing In and Out Processing, Military Records, Awards, Evaluations, Casualty Office, Separation and Transfer Point and the Active Guard Reserve Program.

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Field Station Okinawa
Okinawa, Japan

04/85 – 12/86

The department of the Army requested me for my assignment as the Adjutant of Field Station Okinawa, in Okinawa, Japan, where I served as Adjutant/Executive Assistant to the Installation Commander responsible for providing personnel support, logistical coordination of physical troop and equipment movement, personnel reassignment, equipment requisitions, and administrative functions associated with the transfer of the military intelligence unit mission from Japan to Hawaii – and directly responsible for personnel administration and supervising a personnel staff of 150. This assignment required a high level of accountability, diplomacy, sensitivity, and appreciation of the cultural differences of the Japanese citizens in this position, an elevated degree of adaptability and flexibility to changing volumes and deadlines, and *Top Secret* clearance with privileged access to secret information.

Aviation Systems Command

08/ 84 – 04/ 85

St. Louis, Missouri

Captain, Equal Opportunity Staff Officer

Adept at developing, delivering, and monitoring equal opportunity training programs for 1,600 personnel, ensuring that equal and non discriminator procedures and practices existed for all. Directed daily work activities of approximately 5 senior enlisted non-commissioned officers. Accountable for operating this area under an annual budget of \$400,000, represented the command in the community by making public appearance and writing and delivering presentations on behalf of the commander, conducted research, kept statistical data, and wrote policy manual for the entire training program and served as the principal speechwriter for the Commander. - **I demonstrated abilities in all six competencies**

St. Louis Area Support Center
Granite City, IL

01/ 82 – 12/83

Personnel Manager Officer - 1st Lieutenant

Skilled in all areas of personnel management - directly responsible for serving 700 military personnel stationed in the St. Louis, Missouri area - accountable for supervising a staff of 10, conducting staff meetings, conducting performance evaluations, counseling individuals, and maintaining compensation and attendance records.

Defense Equal Opportunity Management Institute

08/81 – 12/81

Student Officer – 2nd Lieutenant - USAR

I was selected to attend the Defense Equal Opportunity Management Institute at Patrick AFB in Coco Beach, FL as a Second Lieutenant. My salary and expenses were paid for by the Office of the Chief Army Reserve (OCAR). I was one of only two Army Lieutenants selected for attendance to the DOD school accredited for 12-undergraduate or 9-graduate college credits. Army officers selected to attend this training are normally the rank of Captains and above - **I demonstrated abilities in all six competencies**

Ft. Benjamin, Harrison, Indiana
Adjutant's General Officer's Basic Course

01/81 – 04/81

Student Officer - 2nd Lieutenant

In training towards military career in Human Resources/Personnel Management.

UNITED STATES ARMY RESERVE, 84TH DIVISION
2nd Lieutenant, Personnel Management Officer Milwaukee, Wisconsin

05/79 – 01/81

Sheila L. Ashley
7149 North 46th Street
Milwaukee, WI 53223

MILITARY SERVICE - UNITED STATES ARMY - Honorable Discharge

05/79 – 03/88

Results:

- ✓ I was recommended for promotion to Major ahead of my contemporaries.
- ✓ I was requested for a 'special assignment to Field Station Okinawa where I served as the Adjutant
- ✓ I was selected to attend the Defense Equal Opportunity Management Institute at Patrick AFB in Coco Beach, FL as a Second Lieutenant. My salary and expenses were paid for by the Office of the Chief Army Reserve (OCAR). I was one of only two Army Lieutenants selected for attendance to the DOD school accredited for 12-undergraduate or 9-graduate college credits. Army officers selected to attend this training are normally the rank of Captains and above
- ✓ I received two Army Commendation and an Army Achievement medal for my service
- ✓ Consistently received outstanding Officer Evaluation Reports (OERs)

EDUCATION & TRAINING

Harvard University

Cambridge, MA

Certificate Executive Management

08/99

Marquette University

Milwaukee, Wisconsin

Bachelor of Arts in Journalism

05/90

Federal Executive Women (FEW) Training Conference

New Orleans, LA

Certificate

07/10

Do You Know the Way to FHA

Milwaukee, WI

06/10

FHA Foreclosure & Loss Mitigation

Milwaukee

06/10

HUD Training Academy for Community Builder Orientation

Tyson's Corners, VA

Certificate

03/99

NATIONAL ASSOCIATION OF HOUSING AUTHORITY (NAHRO)

Public Housing Management - Milwaukee, Wisconsin

Certification

05/89

**INSTITUTE FOR PERSONNEL MANAGEMENT AND
RESOURCE ADMINISTRATION**

Fort Benjamin Harrison, Indiana

Advanced Personnel Management - 6-Month Course

June 1986

Certification -

Initial Officer Training in Personnel Management – 6-Month Course

June 1981

Certification -

Sheila L. Ashley
7149 North 46th Street
Milwaukee, WI 53223

DEFENSE EQUAL OPPORTUNITY MANAGEMENT INSTITUTE

Patrick Air Force Base Florida

Certified Equal Opportunity Staff Officer

December 1981

Certification -

(16-Week Course, Accredited for 9 Graduate or 12 Undergraduate credits)

Awards & Honors

Recipient – HUD National Disability Employment Award – 10/09

Member Mayor Tom Barrett’s Milwaukee Foreclosure Prevention Initiative Steering Committee – 09/09 – Present

Technical Advisor – US Congresswoman Gwen Moore’s Housing Committee – 9/07 – Present

Member US Senator Herb Kohl’s US Service Academy Selection Board 11/06 – Present

Member - Mayor Tom Barrett’s Transition Team - 04-06 2004

Woman Putting Her Stamp on Milwaukee – 03/04

Recommended for Promotion to Major – 1988

Army Commendation Medal Recipient - 1985 and 1988

Army Achievement Medal - April 1985

Community & Volunteer Activities & Professional Affiliations

Military Officers Association of America

09/10 – Present

NAACP

Lifetime Member 1997

Milwaukee Urban League

Member 1997- Present

Milwaukee County Federated Library System

Board Member, 1994 - 1997

Marquette University Alumni Diversity Committee

Member, 1994 - Present

Marquette University School of Communications

Mentor, 1991 - Present

(Mentor graduating seniors)

References Available Upon Request