



BRANDA D. Gilmore, CPA, MBA

1148 Sunset Drive ■ Broomfield, Colorado 80020 ■ Phone: 720-301-6100 ■ E-Mail: branda.gilmore@eff-solutions.com

Financial Institution & Business Consultant

Accomplished executive with over 20 years of experience as a results-driven, decisive leader with proven success in both the Credit Union industry and in Credit Union management including: Executive Management; Operations; Consumer and Commercial Lending; Board Relations and Development; Business Development; Accounting; Finance; Corporate Real Estate; Strategic Planning; and Sales Management. Maintains a strong culture through a physical and relational presence with staff over large branch networks. Cultivates strong relationships with community and industry partners to influence resources that fulfil the organization’s mission. Proven success at formulating innovative strategies, financial goals, and strategic plans to produce dramatic increases in growth and efficiency, without losing sight of member needs.

Areas of Expertise

- ✓ Leadership that Achieves Excellence
- ✓ Organizational Structuring
- ✓ Financial Management / Expense Control
- ✓ Strategic / Tactical Planning
- ✓ Creating Efficiencies
- ✓ Project Management
- ✓ Public Speaking & Presenting
- ✓ Listening & Negotiation
- ✓ Sales Management
- ✓ Consumer, Mortgage & Commercial Lending
- ✓ Process Improvements
- ✓ Operations Management
- ✓ Internal Audit
- ✓ Mergers
- ✓ Needs Assessments
- ✓ Creative Problem Solving

Career Profile

PARTNER COLORADO CREDIT UNION ■ Arvada, Colorado

Executive Vice President

March, 2014 – November 2015

Responsible for all consumer lending, commercial lending, loan operations, loss prevention and collection activities for the credit union in addition to the oversight of the finance and accounting departments. Key member of the executive management team responsible for developing and implementing key strategic initiatives that support the credit union’s vision and mission. Once part of the executive leadership team, assumed responsibility of full implementation and support of the loan portfolio rebalancing strategy; intended to improve the overall credit quality of the portfolio. Also responsible for reviewing the lending and collection area for process and policy improvements to ensure they are effective and efficient.

PREMIER MEMBERS FEDERAL CREDIT UNION ■ Boulder, Colorado

President & Chief Operating Officer

January 2010 – March, 2014

& Interim Chief Executive Officer

February 2010 – January 2011

Responsible for all retail operations, sales management, business development, business services, corporate real estate and facilities encompassing twelve retail branch locations. Integral part of the executive leadership team, responsible for developing and implementing strategic initiatives that result in positive growth and profitability. Acted as Interim CEO in 2010 achieving tremendous results and accomplishments in a short period of time. Proven to have the voracity to meet and exceed short-term challenges and provide the necessary leadership and tenacity to reach long-term objectives, while staying profitable, financially strong and healthy, and member focused.

COLORADO UNITED CREDIT UNION ■ Denver, Colorado

President & Chief Executive Officer

March, 2005 – January, 2010

Recovered credit union from near closure and led it to a stable and healthy financial institution through creative long-term strategies and effective financial monitoring. Demonstrated strong leadership while implementing solid underwriting, good collection practices, proper accounting, collaboration and team leadership. Proven ability to build and nurture relationships

throughout the organization, with examiners, and within the community and industry. Coordinated efforts to measure, monitor, predict and manage income, liquidity, market rates, competitiveness, and the financial reputation of the credit union. Developed and managed financial strategies, while constantly looking for ways to strengthen overall financial performance.

DENVER COMMUNITY CREDIT UNION ■ Denver, Colorado

Chief Operations Officer

May, 1998 – March, 2005

Led all credit union operations with full responsibility for all branch operations, consumer & commercial lending, marketing, business development, compliance, facilities, and the financial planning program. Was an integral part of the overall strategic planning and budgeting process. Responsible for developing and implementing key growth strategies throughout the organization to meet strategic goals. Key member of the Asset Liability Committee whose responsibilities included recommending pricing strategies, new products and services, balance sheet distribution, and strategies to reduce interest rate risk. Acted as the Security and Compliance Officer for the credit union.

KEY CAREER ACHEIVEMENTS:

- Implemented a credit quality rebalancing initiative to improve the overall credit quality of the entire loan portfolio to the set goal of 70% prime paper.
- Promoted a sales and service culture through organizational development initiatives, performance management and training which resulted in an increase of gross loan production of over 72%.
- Improved member contact center performance by improving efficiencies, automation, performance metrics and incentives
- Integral part of online banking conversion which improved member experience. Implemented strategies to reduce member impact during transition.
- Initiated and managed three credit union mergers; credit union relations, member votes, regulatory paperwork, process and system integration, and culture assimilation.
- Developed strategies that resulted in net member growth of 9.70%.
- Managed all corporate real estate activities which included the purchase and sale of branch locations and all negotiations of lease contracts.
- Led small business account and products initiative that resulted in 22% growth in balances.
- Created and implemented a recommendation to combine two retail branch locations which were geographically close into one stand-alone branch which resulted in additional services for the members while immediately decreasing expenses.
- Quickly stepped into the Interim CEO position at Premier Members Federal Credit Union with the departure of the former CEO. Focused on understanding the culture of the organization in order to build strong relationships and trust with all levels of staff and management. Refocused staff on doing what is in the best interest of our members and created an environment of stability, confidence, excitement and loyalty.
 - Immediately went into action to understand challenges faced by the credit union and began the strategic planning process. Built an aggressive Strategic Plan with specific goals, action steps, clearly defined expectations, individual accountability and measurable results.
 - Reacted to the results of the December 31, 2009 NCUA Examination by building relationships of trust with Examiners, meeting all DOR deadlines, and constantly communicating progress on DOR items and Examiner findings while increasing the CAMEL rating in the first year and further improving nine months later.
 - Reviewed all areas of the credit union for efficiencies throughout the organization and identified aggressive expense reductions that will dramatically reduce our operating expense ratio and provide a long-term solution without sacrificing and compromising quality or service to our members. This resulted in savings of over \$100,000 per month.
 - Completed a risk management analysis with individual analysis performed on the indirect lending portfolio, real estate portfolio and a full commercial lending analysis.
- Negotiated a new debit card processing contract with a signing bonus and better pricing which resulted in savings of over \$500,000. Oversaw implementation and transition to new vendor
- Developed a comprehensive Asset Liability Management program that included analysis, effective liquidity management, investment purchases, regular and documented ALCO meetings which involved staff from all levels. The program provided training which led to the ease of understanding to the Board of Directors and ALCO, resulting in strong financial decisions.
- Record of reversing financial decline and captured significant expense reductions that resulted in a decline in operating expense by 27%; equating to a reduction in more than \$1.1M.
- Developed a robust and comprehensive strategic planning process which included involvement from the Board of Directors and all levels of staff and management.

- Effectively developed, managed and administered annual budgets. Produced monthly in-depth income projections that were fully understood and supported by our Board of Directors, and ensured sound financial decisions were based upon the most current financial data and scenarios.
- Developed, coached and mentored direct reports and staff in all areas of the credit union; every staff member understood our current financial position, the direction of our financial future, how they can individually impact our bottom line and celebrated in our successes as a team.
- Created recommendation for the opening of two new retail branch offices which included research, projections, site identification and purchase and oversight of construction.
- Contributed to the creation of a new concept for a credit union owned check cashing business with the goal of transitioning the underserved in the field of membership into traditional credit union services, while increasing non-interest income through check cashing fees.
- Developed and implemented comprehensive internal audit plan. Completed regular updates as a result of changing risk tolerances.

Licenses

Certified Public Accountant, Active

Education

Master of Business Administration, Finance - University of Phoenix, Denver, Colorado - June 1999
Bachelor of Science in Business, Accounting - University of Phoenix, Denver, Colorado - January 2002
Bachelor of Arts, Criminal Justice - Columbia College, Aurora, Colorado - December 1996
CUNA Compliance School, 2001
CUNA Consumer Lending School, 2003
Western CUNA Management School, 2004
Rex Johnson Consumer Lending School, 2004
Centennial Lending Business Lending School, 2009 & 2014

Professional Associations

Colorado Society of Certified Public Accountants
Credit Union Executive Society

Community & Industry Involvement

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| <p>Rocky Mountain Credit Union Executive Society Council Chairman, 2007 - present</p> <p>Centennial Lending, LLC Board Chairman, 2005 - 2014</p> <p>District 50 Education Foundation Board President, 2006 - 2014</p> <p>Western CUNA Management School Board of Trustees, 2006 - 2009</p> <p>Far Northeast Neighborhood Association Board Director, 2004 - 2005</p> | <p>Centennial Lending Commercial Underwriting Committee Contributing Member, 2006 -2014</p> <p>Credit Union Association of Colorado Government Affairs Committee, 2006 - 2010</p> <p>Denver Area Chapter of Credit Unions Board Treasurer, 2005 - 2008</p> <p>Credit Union Service Network (CUSN) Board of Managers, 2009</p> <p>Denver Financial Literacy Network Contributing Member, 2004 - 2005</p> |
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