

BROOKE WENTH

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CHIEF OPERATING OFFICER | BUSINESS OPERATIONS EXECUTIVE

Growth-Stage Operations | Executive Partnership | Organizational Infrastructure | Finance & Commercial Operations | Enterprise Systems | Risk & People Leadership

PROFESSIONAL SUMMARY

Senior business operations executive with more than 24 years of experience operating at the intersection of finance, operations, commercial strategy, systems, risk, people, clients, and organizational infrastructure.

Long-term leadership-team member who works directly with executive leadership and has repeatedly assumed responsibility for business functions that fall outside traditional departmental boundaries.

Helped build the financial and operating infrastructure supporting growth from approximately \$4 million to \$18 million in annual revenue over four years and subsequent expansion into additional offices, affiliated businesses, and a manufacturing operation.

Hands-on operator with direct ownership of major business functions and experience making independent decisions involving client and project finance, contracts, enterprise systems, insurance, benefits, HR administration, compliance, and operating processes.

CORE LEADERSHIP AREAS

Executive Operations
Growth-Stage Business Leadership
Organizational Infrastructure
Cross-Functional Leadership
Financial and Operational Management
Commercial Strategy
Enterprise Systems
Process Transformation
Executive Decision Support
Organizational Growth and Scalability
Client and Project Operations
People Leadership

Human Resources Administration
Risk Management
Insurance Strategy
Corporate Governance
Multi-State Compliance
Contract Negotiation
Cash and Liquidity Management
Revenue Forecasting
Policy and Procedure Development
Change Management
Acquisition Due Diligence

PROFESSIONAL EXPERIENCE

drive21, Inc., New York, New York | Supporting projects and clients nationwide

Director of Client Finance | September 2016–Present

Executive Operations, Finance, Commercial Strategy, Enterprise Systems and Organizational Infrastructure

- Serve as a long-term member of the leadership team and partner directly with the CEO, CFO, COO, and other leaders on financial, commercial, operational, organizational, staffing, systems, risk, and business decisions.
- Joined a small founder-led company with approximately \$4 million in annual revenue and helped build the business infrastructure supporting growth to approximately \$18 million in annual revenue by 2020 and approximately \$15 million currently.
- Supported expansion into Austin and Seattle, the addition of two affiliated entities, and the integration of one affiliated business into drive21 as a manufacturing division.
- Provide financial, operational, systems, HR, insurance, risk, and compliance oversight across affiliated entities; policies and infrastructure supported more than 80 employees across three organizations at peak.
- Initially carried primary responsibility for finance and basic operations and served as Director of Finance from 2016–2019 before the organization added additional finance leadership and the role expanded further into client finance, systems, commercial operations, compliance, HR, risk, and broader business operations.

- Fully own client and project finance, revenue forecasting and WIP management, commercial and contract administration, enterprise business systems, insurance administration, operational compliance, client/vendor platforms, benefits administration, and significant portions of day-to-day HR administration.
- Exercise independent decision authority across client/project finance, commercial and compliance processes, enterprise systems, insurance strategy and renewals, employee benefits, and HR administration.
- Partner with executive leadership on decisions involving liquidity, company strategy, organizational structure, staffing, compensation, material contractual risk, cash disbursements, pricing, profitability, and other matters involving significant business exposure.
- Help support an organization serving approximately 150 clients and 350 projects annually, with project values ranging from smaller recurring assignments to major engagements exceeding \$10 million.
- Led key portions of the 2021 NetSuite implementation that replaced QuickBooks Enterprise and fragmented manual tracking with a centralized ERP environment supporting financial management, project accounting, procurement, tax, CRM, multi-entity accounting, and reporting.
- Directed internal requirements definition, data migration, validation, testing, user adoption, training, troubleshooting, and continued system improvement while coordinating technical work with outside implementation specialists.
- Implemented and integrated BILL, Emburse, and Avalara and helped create a connected operating environment estimated to save approximately 10–20 employee hours each week.
- Designed processes and reporting for WIP, companywide revenue forecasting, billing, receivables, cash visibility, project costing, procurement, expense management, sales tax, and executive financial reporting.
- Developed the business requirements for a NetSuite-to-BILL purchase-order process that created earlier visibility into committed manufacturing costs, strengthened approval controls, and reduced routine invoice-review work.
- Review and negotiate approximately 150–250 contracts and commercial documents each year and have authority to approve or reject terms within established responsibility.
- Evaluate financial and operational risk involving payment terms, deposits, retainage, change orders, tax, bonding, insurance, indemnification, liability, warranties, lien rights, controlled insurance programs, and other project requirements.
- Manage an approximately \$500,000 corporate insurance portfolio and nine cycles of insurance and workers' compensation renewals/audits, working to control cost, correct exposure information, and avoid unnecessary coverage.
- Oversee approximately 30–40 corporate licenses, registrations, annual reports, and renewals across 14 states and maintain compliance needed to preserve the company's ability to perform work.
- Manage or oversee HR administration involving payroll, PEO relationships, employee benefits, onboarding, offboarding, employee records, leave, policies, handbook administration, employee relations, investigations, performance issues, and coordination with HR specialists and employment counsel.
- Created or customized corporate policies and operational procedures covering quality, sustainability, anti-corruption, health and safety, business continuity, expenses, employee well-being, purchasing, WIP, billing, project costing, tax, client compliance, and related business requirements.
- Supervise up to four direct reports and have managed approximately seven employees across the career; lead hiring, interviewing, performance reviews, compensation recommendations, coaching, difficult conversations, and terminations.
- Lead cross-functional initiatives with participants from finance, project management, production, procurement, HR, technology, and executive leadership, including teams of approximately 15 people.
- Took control of a complex Amazon account after an unexpected employee departure and maintained continuity across an approximately \$2.1 million annual budget at peak, more than 75 corporate locations, contracts, procurement, reporting, billing, compliance, and financial administration.
- Established processes and staffing that allowed the Amazon account to continue operating without major disruption and later hired and managed a dedicated Project Accountant to support invoicing and account administration.
- Support similar complex enterprise relationships involving clients including Google/Alphabet, Netflix, BNY, and other major organizations.

- Supported seller-side acquisition due diligence with executive leadership and external advisors by organizing financial, operational, contract, HR, insurance, compliance, and corporate records and responding to detailed information requests.
- Recognized by the CEO for consistently being “one step ahead” in planning, organization, and problem-solving.

Vaughan Hannigan, New York, New York

Operations & Client Services Manager | February 2015–September 2016

- Directed financial, operational, production, client-service, and business-development functions for an international artist-management agency.
- Helped operate the day-to-day business, including financial administration, billing and collections, vendor payments, project documentation, client coordination, and production operations.
- Coordinated domestic and international assignments involving artists, customers, producers, studios, vendors, and freelance teams.
- Developed production resources and supported marketing and business-development initiatives while balancing creative, financial, and client requirements.

Stephen Lewis Studio, New York, New York

Studio & Business Operations Manager | November 2002–January 2015

- Served as the operating and business-management partner to the owner of a nationally recognized commercial photography studio.
- Directed financial administration, project operations, production logistics, scheduling, client service, vendors, contracts, insurance, and administrative infrastructure.
- Managed estimates, invoicing, purchasing, accounts payable, accounts receivable, payroll, expenses, client collections, and project financial coordination.
- Oversaw projects from proposal through completion and built repeatable processes that helped a lean owner-led business manage complex client engagements.

TECHNOLOGY

NetSuite ERP	Microsoft 365	SAP Ariba
QuickBooks	Google Workspace Administration	Coupa
BILL	Asana	Avetta
Emburse	Smartsheet	SkillsSmart
Avalara	Procore	Highwire
PrismHR	Oracle Textura	

EDUCATION

Savannah College of Art and Design

Bachelor of Fine Arts in Photography | 2002