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HUMAN SYSTEMS STRATEGIST

Organizational Performance & Public Trust in Complex, Public-Facing Institutions

Helping leaders close the gap between what they intend, how systems operate, and what people experience.

EXECUTIVE PROFILE

Strategist with 25+ years leading organizational performance and public-trust work inside government, healthcare, education, and advocacy institutions. Leadership-team member of a \$96.7M, 300-employee City of Charlotte operation serving nearly one million residents, where a values-led redesign of governance, processes, and accountability systems reduced resident complaints 35–62% across every major service line. Creator of ALIGN™, a diagnostic framework — now an AI-supported product — for locating the specific system gap behind underperformance. Trusted by organizations including Mayo Clinic, Coca-Cola, and the U.S. Department of Education. Across every environment, the work is the same: designing strategy, systems, communication, and people to reinforce one another.

THE ALIGN™ METHOD

Organizations rarely fail for lack of intent; they fail from misalignment. ALIGN diagnoses six gaps that explain the distance between what leaders intend and what people experience — strategy, execution, communication, capacity, accountability, and trust — then rebuilds the system with the people closest to the work. Grounded in a working philosophy, *Curiously Human*: systems are expressions of what organizations believe about people.

AREAS OF EXPERTISE

Organizational Strategy & Transformation · Executive & Chief-of-Staff Advisory · Public Affairs & Government Relations · Strategic & Crisis Communications · Community & Stakeholder Engagement · Behavior-Change & Service Design · Change Management · Systems Thinking · AI-Enabled Governance & Reporting

SIGNATURE TRANSFORMATIONS

A values-led operational turnaround. Persuaded the department director to begin transformation with leadership alignment rather than process fixes; facilitated the retreat that produced the department's values statement, then led the redesign of customer-service governance, SOPs, escalation paths, and accountability systems. Resident complaints fell 35–62% across all major service lines, with results visible within 90 days.

A five-year strategy approved in one meeting. Counseled the director to abandon a conventional budget deck; authored a story-driven strategic narrative and coached each leadership-team member to present issue, business impact, and strategy. The City Manager and Budget Director approved the plan the same day.

Making an invisible operation legible. When budget reviewers couldn't grasp operational complexity from fragmented data, conceived Trash Dash CLT, an interactive simulation that let decision-makers "drive" collection routes and manage real-world constraints. Every reviewer reported understanding the operation for the first time and committed to champion the request.

Change nobody fought. Led a 20-member cross-functional team through a politically sensitive citywide service change (plastic-to-paper yard-waste bags), co-designing the rollout with a 14-resident advisory group. The transition drew under 1% resident feedback and was rated among the department's smoothest service changes.

PROFESSIONAL EXPERIENCE

City of Charlotte — Solid Waste Services

2015 – Present

Community Programs Coordinator — Strategic Initiatives, Customer Experience & Public Affairs Lead (Leadership Team)

- Leadership-team member for a \$96.7M, 300+ employee operation serving nearly one million residents; advise the director and leadership on strategy, customer experience, service delivery, and stakeholder trust.
- Led the governance, process, and accountability redesign behind a 35–62% reduction in resident complaints across all major service lines — department-wide SOPs, service standards, escalation processes, and cross-functional review structures.
- Authored the strategic narrative for a department-wide five-year plan and coached the leadership team to present it, securing same-day approval from the City Manager and Budget Director.
- Created the Healthy Communities Initiative: 20,000+ residents reached, household waste down 41%, families saving ~\$50/month; sustained a 12-organization coalition and attracted \$100K+ in joint funding (SWANA Innovation Award; Hermes Gold Award).
- Led Meet & Eat CLT budget town halls: 2,500+ residents, 95% satisfaction, delivered 43% under budget; resident input informed \$2M in budget reallocations (Govie Award).

- Launched the department's first direct-to-resident SMS channel (+62% participation) and the Trash Dash CLT app (5,000+ downloads in month one; 25% recycling lift in pilot neighborhoods); introduced AI-enabled reporting and knowledge-management systems.
- Directed crisis and issues communications — a COVID-19 frontline text system (~80% open rates) and a sensitive fatality-related incident — protecting service continuity and public trust; built the first 14-member Resident Advisory Committee (+90% understanding of operations). Lead a matrixed team of eight.

ALIGN™ — Human Systems Advisory Practice

2023 – Present

Principal & Creator of ALIGN™

- Advise executives and founders through ALIGN diagnostic engagements — e.g., repositioned a founder's governance platform in a single discovery session across customer, product, narrative, and partnership strategy; developing ALIGN into an AI-supported diagnostic product.

Studio B Public Relations

2006 – 2020

Founder & Principal (full-time 2010–2012; otherwise alongside institutional roles)

- Created the It Takes A Village FAFSA campaign for the U.S. Department of Education's Federal Student Aid office: FAFSA completion up 40% among first-generation Black and Latino students; 345+ families trained; PRWeek Multicultural Marketing Campaign of the Year.
- Developed health-equity communications and community engagement for Mayo Clinic, contributing to a 10% increase in African American patient referrals.
- Led the Black Charlotteans Agenda (4,500+ residents shaping a community-informed policy roadmap; front-page Charlotte Observer coverage) and the Black Ballot Initiative (voter participation up 71%; volunteer engagement up 250%).
- Generated 3.5M+ earned media impressions and \$200K+ in client funding across clients including Coca-Cola, Saks Fifth Avenue, DTLR, Urban One, and Boys & Girls Clubs.

Hip Hop Caucus

2020 – 2023

National Organizing Director / Field & Communications Strategist (Leadership Volunteer, 2010–2020)

- Built partnerships spanning congressional offices, the U.S. Department of Justice, and the Brennan Center for Justice; supported the public-education effort behind Connecticut's restoration of voting rights for returning citizens.
- Directed Respect My Vote! campaigns (750,000+ voter contacts) and a national student-debt mobilization (4M+ livestream views; recognized by the Office of the Vice President).
- Managed and trained a 14-member organizing team across five states.

Charlotte-Mecklenburg Schools / Project L.I.F.T.

2012 – 2015

Community Engagement Officer

- Built community-engagement practices later recognized by the U.S. Department of Education as a promising school-turnaround strategy; guided the engagement behind a unanimous Board of Education calendar vote.
- Co-developed parent leadership and economic-mobility programming that helped 90% of participating families build plans to exit poverty within 24 months.

City of Charlotte — Solid Waste Services

2003 – 2010

Public Affairs Manager

- Primary spokesperson and communications counsel to executive leadership; managed three direct reports. Selected to rebuild workforce trust after documented employee concerns; created the award-winning Latino recycling campaign (participation +12%; media presence built from zero coverage to a 75% pitch-success rate).

Radio One / Urban One

2011 – 2016

Editorial & Digital Strategy Lead (part-time) — grew website traffic 45%, page views 35%, and social audiences 97% across three markets.

EDUCATION & EXECUTIVE DEVELOPMENT

B.A., Journalism (Public Relations), University of North Carolina at Chapel Hill · Executive Leadership Institute, National Forum for Black Public Administrators · Marshall's x Luminary Fellowship, Cohort 2 · Just Economy Institute, Cohort 6

CREDENTIALS, RECOGNITION & LEADERSHIP

Credentials: Accredited in Public Relations (APR) · Certified ScrumMaster (CSM) · Integrative Nutrition Health Coach (INHC)

Recognition: PRWeek Multicultural Marketing Campaign of the Year · QC Metro "Great 28" Black Leaders Changing Charlotte (2026) · SWANA Innovation Award · Hermes Gold Award · City of Charlotte Govie Award (2018, 2025) · Eatmon Award for Civic Leadership

Affiliations & Boards: Delta Sigma Theta Sorority, Inc. · National Association of Black Public Administrators · GenerationNation (Board) · Focus on Future Leaders (Board)