

SERNORMA MITCHELL # 270  
9761 West Tower Avenue  
Milwaukee, WI 53224  
414-365-0591

**PROFILE:**

Outstanding executive and planning experience in the private, voluntary and public sectors. Background in grantmaking and management, community relations, staff supervision, planning review, financial management, economic development analysis, project planning, securing financing, business and organizational systems planning, and program development and evaluation. Team player dedicated to furthering the organization's goals and objectives.

**EDUCATION:**

UNIVERSITY OF WISCONSIN: Madison, Wisconsin (1974-1976)  
**Master of Science** in Urban and Regional Planning

WEST VIRGINIA STATE COLLEGE: Institute, West Virginia (1970-1973)  
**Bachelor of Science** in Social Work, concentration in Sociology and Public Policy

**EXPERIENCE:**

2/98 to Present

**GREATER MILWAUKEE FOUNDATION:** Milwaukee, Wisconsin  
(Community Foundation serving four counties in the metropolitan Milwaukee area.)

**Program Officer**

Coordinate the grantmaking program. Investigate and evaluate grant proposals, formulate staff recommendations for the Board, monitor grant performance, maintain information on public and private funding alternatives, and coordinate special central city initiatives. In addition, responsible for community economic development, gun violence prevention, faith based grant making, Youth-In Service Fund, and lead staff for the Foundation's Diversity, Equity, and Inclusion activities. Accomplishments include:

- Coordinated and managed the Neighborhood and Family Initiative- a special ten year, \$3.5M neighborhood revitalization and community building project of the Greater Milwaukee Foundation and the Ford Foundation.
- Obtained approval and responsible for grants management of an annual portfolio totaling over \$600,000. Grant funded activities range from pre-development support of residential and mixed-use developments to capital grants to organizational development and staff support grants for youth development, hunger, affordable housing, job training and employment, crime prevention, fatherhood, elderly and special needs populations, and other related human service programs that meet critical community needs.

12/89 to 3/03

**RESOURCE DEVELOPMENT LTD.:** Milwaukee, Wisconsin  
(Provider of financial management and planning services.)

**President and Senior Development Consultant**

Responsible for procurement and management of contracts, including health care providers, real estate firms, small businesses, and non-profits. Marketed business services and negotiated contracts; secured financial resources for clients. Facilitated strategic planning process; represented clients at zoning appeals; conducted feasibility analyses. Managed agencies and staff on an interim basis: established operational systems; developed and managed budgets. Also, developed an e-commerce business, Quixtar.com. Other accomplishments included:

- Ranked #1 in securing business contracts in company, consistently meeting or exceeding quarterly and annual projections.

SERNORMA MITCHELL

Page Two

EXPERIENCE (continued):

- Sustained a 90% funding rate of grant requests. Grant awards totaled \$1M, and private financing was over \$2M.
- Secured multiple funding sources for residential real estate development projects totaling over \$1.5M in financing for 75 units (single-family and duplexes) in 3 years.
- Zoning Appeal resulted in change to local ordinance permitting variance requests to develop rental housing in city historic district and other restricted zoning districts.
- Streamlined procurement and data systems resulting in \$100,000 savings to the agency.
- Directed development of program concepts, evaluation plans, and requests for funds.
- Developed staffing plans; recruited and staffed 12 vacancies within 12 months (HTFM).
- Developed personnel policies and 3-year agency budget for 5-year-old start up business.

11/95 to 11/97

*ALLIANCE FOR CHILDREN & FAMILIES* (formerly FAMILY SERVICE AMERICA (FSA)): Milwaukee, Wisconsin  
(International association, representing over 250 affiliates in the US and Canada.)

**Director of Community-Centered Family Service Initiatives**

Introduced and directed new department to develop FSA's capacity as a national intermediary and technical assistance provider to counseling service agencies to plan and carry out community building strategies and approaches. Also, responsible for oversight and general management of programs and any special projects. Accomplishments:

- Developed three-year department staffing plan and budget.
- Raised \$1.6M through team effort; developed relationship with Program Officers of funders. Networked with over 50 national organizations.
- Developed internal management systems; hired and trained staff and consultants.
- Delivered presentations to over 400 individuals of member agencies, including board members, executives, and front line staff throughout the US.
- Planner and Coordinator for 1997 FSA Biennial Conference Strategies Track.
- Chaired 1996/97 Staff Education and Training Committee that created a *Staff Resource Guide* and developed an agency *Annual Training Plan*.
- Coordinated the development and dissemination of FSA's first *Nonpartisan Voter Registration Implementation Guide* to the network of member agencies.

03/90 to 12/91

*MILWAUKEE HOUSING ASSISTANCE CORPORATION*: Milwaukee, Wisconsin  
(Nonprofit residential real estate developer focused on affordable housing in Milwaukee County.)

**Deputy Director/Development Director**

Started and directed MHAC's first Department of Housing Development. Acquired and developed 55 substandard scattered site housing properties and a 12-unit facility for transitional housing and supportive services for homeless singles with dual diagnosis. Supervised construction and property management staff. Approved grant reports, scopes of work, bid documents, and inspections of rehabilitated property. Staffed Board Committees: Executive and Development. Accomplishments included:

- Successfully coordinated the development of capital budgets and secured financing commitments through a combination of state and federal grants, low-income housing tax credits, and private financing in excess of \$2M.

SERNORMA MITCHELL

Page Three

EXPERIENCE (continued):

- Represented MHAC at City of Milwaukee zoning hearing to obtain approval for conversion of a commercial property to residential use.
- Successfully obtained approval of Tenant Relocation Plan from the City of Milwaukee's Department of City Development.

03/79 to 03/90

*US DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD):* Milwaukee (Executive branch of government established by Congress to provide non-conventional and creative financing options for urban development)

**Community Planning and Development Representative** (Promoted in 1981)  
Administrator and coordinator of the Community Development Block Grant, Urban Development Action Grant, and Technical Assistance programs. Managed over \$200 million in grants annually. Liaison and advisor to state and local officials, developers, lenders, nonprofits and other advocacy groups. Additionally, served as the HUD Secretary's representative in the field. A few accomplishments included:

- Assisted one manufacturing firm secure a \$2M grant to create 80 new jobs and retain 413 jobs for a community with a population under 10,000.
- Evaluated the first Native American Action Grant awarded in Region V. (Grant assisted with funding the Radisson Inn and Oneida Bingo Facility in Green Bay, Wisconsin).
- Provided technical assistance and training to over 50 large and small cities in Wisconsin.

**Special Assistant to the Area Manager** (Promoted in 1980)

- Responsible for starting the first minority and small disadvantaged business and minority banking programs.

**Community Planner** (1979 to 1980)

- Responsible for coordination of the comprehensive regional planning program.

OTHER EXPERIENCE:

6/03 – Present

*SPRINGFIELD COLLEGE*, School of Human Services, Milwaukee Campus

**Adjunct Professor – part-time**

Graduate Instruction in Program Evaluation, Research Methodology, and Grassroots Leadership & Nonprofit Management

CONTINUING EDUCATION & TRAINING:

Creative Leadership  
Financial Management  
Community Economic Development  
Management, Supervision & Conflict Resolution  
Communication & Presentation Skills  
Fundraising & Corporate Solicitation  
Diversity, Equity & Inclusion

Sernorma Mitchell  
Page Four

AFFILIATIONS:

Grantmakers for Effective Organizations  
United Way of Greater Milwaukee's Outcomes Advisory Committee and Collaborative  
Learning Project Committee  
Tutor, The Next Generation Homework Club  
Local Initiative Support Corporation's Capacity Building Advisory Committee & Milwaukee  
Partnership for Community Development Advisory Board  
Neighborhood Funders Group  
Asset Builders of America's CLIMB Advisory Board  
Cardinal Stritch Leadership Center's Advisory Board  
Halifax Institute Planning Committee  
Future Milwaukee Graduate - 1985  
African American Alumni Association, UW-Madison  
National Network of Sector Partners  
Former Member National Community Building Network  
Past Chairperson, Hope House Inc. and Ad Hoc Fund Development Committee Member  
Former Member Family Resource Coalition

REFERENCES:

Available upon request