

## Karen M. Gotzler

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### Paid Professional Experience

- 2017 – PRESENT **G Consulting, LLC** Owner & Managing Director
- Facilitate strategic planning for various agencies and divisions
  - Provide technical assistance to PJs and PHAs and nonprofit affordable housing organizations
  - Create and deliver leadership development curriculum
  - Consult on organizational structure and development issues for clients
  - Serve as interim CFO at HACSB
  - Design and deliver diversity, implicit bias, and inclusion workshops and training to meet specific customer needs
  - Develop and deliver training and education and consulting on social enterprise
  - Support executive coaching work with research and analysis and compilation for presentations
  - Conduct community and business outreach for project-based contracts
  - Partner with other contractors on program delivery
- 2020 -PRESENT **Housing Authority of City of San Buenaventura** Director of Asset Management
- Worked with CEO to create the position of Asset Management for HACSB
  - Serve as core member of Executive Team
  - Optimize the value and performance of the nonprofit affordable housing portfolio for owners
  - Analyze the financial stability and sustainability of the portfolio
  - Manage relationships with investors and lenders for 12 Limited Partnerships
  - Coordinate multi-department reporting
  - Ensure compliance with regulatory agencies, including, for example, CTCAC, HCD
  - Participate in affordable housing development planning
  - Managed the HACSB purchase of Alliant's ownership interest Chapel Lane LP
  - Monitor and support property operations in maintenance of physical assets
  - Co-write proposals for major initiatives such as Homekey
  - Participate in employee interview panels
  - Mitigate risk with training and insurance coverage management
- 2012 – 2017 **Milwaukee LGBT Community Center** Executive Director
- Managed the financial "turn-around" from \$700,000+ in mounting debt to debt-free
  - Led the re-branding of the Center to coincide with the Center's re-birth after near dissolution
  - Developed & hired first full-time staff person In Wisconsin dedicated to transgender issues
  - Secured funding and hired a Director of Client Services (LCSW) to align programs and services for individuals
  - Doubled the number of individual donors and corporate gifts in 2 years
  - Increased public visibility in media dramatically to be "go-to" source for LGBTQ information
  - Joined multiple local social justice coalitions and encouraged LGBT appointees to public boards and commissions
  - Trained and supported newly functioning board committees, including Governance which has brought diversity and corporate connections to the agency
  - Managed budget with 10 paid and 50 volunteer staff
- 2001 - 2014 **Urban Strategies (US), LLC d/b/a Sector Management Consulting Group** Partner  
**Urban Strategies, Inc.** Executive Director  
(see following page of selected clients)

#### General Categories of Work:

##### ***Diversity and Inclusion Thought Partner***

- Researched internal client needs to develop projected outcomes and deliverables for new diversity initiatives
- Developed organization-wide diversity plans based on research and existing corporate parameters

- Designed and delivered curriculum for employee engagement on diversity needs
- Co-created, trained and facilitated internal “Diversity Advisors” to embed new thinking throughout organization

**Senior Trainer and Technical Assistance Provider**

- Served as a HUD OneCPD subcontractor to TDA (Training and Development Associates) and TAC (Technical Assistance Coalition) for public housing authorities’ (PHA) policies and procedures and interpretation of federal regulations, Continuum of Care management and coordination, support to PJ’s CDBG and HOME programs
- Consulted with hundreds of nonprofit groups on Board governance, organizational development, best practices
- Coordinated and implemented 5 HUD annual and “mini” conferences for Wisconsin CPD office
- Provided training and technical assistance to CHDOs and other nonprofits on governance, leadership, systems

**Director for Milwaukee Area Workforce Funding Alliance, Inc. (5 yrs)**

- Developed funder collaborative, pooling and aligning over \$10 million & other resources from 22 private and public funders for systems change and capacity-building to employer-driven, sector-based workforce partnerships employing previously low-income workers & developing public-private strategies on workforce development
- Led effort to develop MAWFA as a national Jobs For the Future partner in several federal workforce grants, partnering with State and local workforce agencies
- Conducted organizational assessments of nonprofit service and training providers and created capacity-building plans with them; monitored and evaluated WFA grant performance
- Reported to national (foundations and foundation collaboratives) and US Department of Labor funders

**Interim Executive Director for various organizations**

- 1) West End Development Corporation (affordable housing and commercial revitalization for 9 months) funded through City of Milwaukee with federal HOME and CDBG
- 2) twice at Daystar (transitional housing for female victims of domestic abuse) funded by City of Milwaukee with federal CDBG and ESG and direct federal OVA
- 3) Modjeska Theater (commercial redevelopment and youth program) and
- 4) Milwaukee LGBT Community Center

**Facilitator and Manager of various local coalitions**

- Health Services Action Team for Initiative for Competitive Milwaukee
- Wisconsin Community Foundation coalition for Donors Forum of Wisconsin

**Fund Development Consultant and Lead Proposal Writer**

- Successfully developed dozens of proposals for federal and state funding for units of government and nonprofit agencies between \$30,000 and \$3 million in grants and contracts for a wide range of clients, such regional collaboration of 3 City Workforce Investment Boards, Milwaukee Area Workforce Funding Alliance and Milwaukee LGBT Community Center
- Designed, trained and consulted with nonprofits on cultivating and soliciting corporate, foundation and individual gifts for dozens of groups such as Temple Emanuel and Nonprofit Center members and University of Wisconsin- Milwaukee Helen Bader institute for Nonprofits

1996 - 2001

**Urban Economic Development Association of Wisconsin, Inc.**

President & CEO

- Co-founded statewide nonprofit membership association for groups in economic development in affordable housing, small business assistance, commercial revitalization, and workforce development
- Developed Board capacity and partnered on vision and mission and values and goals
- Raised funds and managed finances
- Created and staffed 5 affinity groups in affordable housing, small business development and workforce development and commercial revitalization and urban bankers in community lending
- Provided training and technical assistance to industry cluster groups
- Managed and implemented direct US HUD TA contracts through Wisconsin CPD office on grantee program and fiscal evaluations
- Utilized and taught use of LOCCS system
- With Wisconsin CPD office, established “rapid response team” for CDC’s in crisis

1990 - 1996

**State of Wisconsin Department of Development**

Economic Development Consultant

- Managed the Minority Business Certification program of 400 MBEs for State, including new and recertification
- Provided small business marketing and financial consulting to Black, Latino, Asian and American Indian owners
- Initiated joint training sessions with other government and small business advisors at locations around the state

- Staffed Governor’s Minority Business Development Fund, providing business plan and loan request analysis for Governor-appointed Board
- Wrote Loan Manual for DOD’s Community Development Corporations (CDC) small business loan funds

1979 – 1990 **Midwest Women’s Music, Inc. and Icebergg Records, Inc.** Co-owner  
*With partner, created businesses that sold phonograph records, cassettes and CDs of women and other alternative performers in the Central Time zone; produced live concerts around Midwest; managed and produced recording artists*

1979 – 1983 **Rock River Valley Council of Girl Scouts, Inc.** Director of Field Services & Training  
*Managed field operations of 400 adults in “neighborhoods” and troops; developed and delivered and managed all adult training programs; created Community Outreach Teams to recruit and retain volunteer leaders in minority communities*

1975 - 1979 **Voluntary Action Center of Waukesha County** Executive Director  
 Matched volunteers with volunteer opportunities at local nonprofit groups; provided training for volunteer program administrators; coordinated the annual Christmas Clearing Council, matching families with gifts and food at holidays; managed the Retired Senior Volunteer Program (RSVP) for County

**Education**

University of Wisconsin - Madison	Continuing & Adult Education	M. S. Program
St Louis University	Theology and Social Work	B. A. Program

**Selected Certifications**

Professional Compliance Certification (LIHTC)	Novogradac	Long Beach, CA
Economic Development Finance Professional	National Development Council	Covington, KY
Assessment Administrator (D&I)	Intercultural Development Inventory, LLC	Minneapolis, MN
Certified Board Consultant(nonprofits)	BoardSource	Washington, DC

**Selected Community Involvements and Civic Activities**

Volunteer Finance Manager, Victory Garden Initiative	2022 - 2023
Board Member, Daystar, Inc.	2015 – 2017
Co-founder & Officer of Lesbian Alliance of Metro Milwaukee and its Education Fund	1987 - 1992
Co-founder & Officer of Association of Women’s Music and Culture	1981 – 1987
Co-founder, Milwaukee LGBT Community Center	1994 - 1996

**Selected Current & Previous Clients**

9 to 5, Inc. (US)	Feeding America of Eastern Wisconsin
African American Chamber of Commerce	Financial Opportunity Centers (LISC)
African World Festival	Friends of Housing, Inc.
Associated Bank (US)	Froedtert Hospital
City of Appleton CDBG Consolidated Plan	Grantmakers in Aging (US)
American Society for Quality (ASQ) (US)	Milwaukee Office of Workforce Development
Association of Women Lawyers	Girl Scouts of Wisconsin South East
Badger Association for the Blind & Visually Impaired	Gunnison County Housing Authority (CO)
Black Health Coalition	Helen Bader Foundation
Blackhawk Technical College	House Farm Workers! (CA)
Bryant & Stratton College	Homes for All
Cream City Foundation	Housing Authority for City of San Buenaventura (CA)
Calvary Housing Development	Initiative for a Competitive Milwaukee
Center for Self-Sufficiency	Judicial Oversight Initiative of Milwaukee Courts
City of Kenosha	LISC Sustainable Communities Initiative (US)
Denali Initiative -Manchester Craftsman’s Guild (US)	Marian Center for Nonprofits
Donors Forum of Wisconsin	Medical College of Wisconsin
Milwaukee County Continuum of Care	Milwaukee Area Technical College
Milwaukee Commission on Domestic Violence & Sexual Assault	Milwaukee Area Workforce Investment Board
Daystar, Inc.	Milwaukee Area Workforce Funding Alliance
Eau Claire Community Foundation	Milwaukee County Department of Family Care
First Service Credit Union	Milwaukee County Department of Human Services

Modjeska Theater Redevelopment Project  
Miller Brewery Company  
Milwaukee Public Schools  
Marquette University Diversity Advisory Council  
Menomonee Valley Partners  
National Business Institute  
Our Milwaukee  
Outpost Natural Foods  
Partners for Common Good (US)  
People's Self Help Housing Corporation (CA)  
PrideFest  
Progressive Health Care Centers  
QTI (staffing and human resource consulting)  
Reinhart Boerner (law firm)  
Sector Management Consulting Group (SMCG)  
Social Development Commission  
Social Enterprise Alliance (US)  
Soroptimist Club of Ventura (CA)  
St Ann Intergenerational Center  
St Catherine Residence for Women  
Task Force on Family Violence  
Technical Assistance Coalition, Inc. (US)  
Temple Emanuel  
Training & Development Associates, Inc. (US)  
UWM School for Urban Planning & Architecture  
Urban Entrepreneurship Project  
UMOS, Inc.  
United Neighborhood Centers of America (US)  
Urban Underground  
WasteCap  
U.S. Dept of Housing & Urban Development (US)  
We Energies  
West End Development Corporation  
Wisconsin Coalition Against Domestic Violence  
Wisconsin Community Services  
Zoological Society of Milwaukee