

**French American Charitable Trust: Capacity Building Program  
Management Assistance Program (MAP) Consultants  
December 2008**

**1. Alfreda Barringer**

**Alfreda** Barringer has over 30 years of experience in organizational development, nonprofit financial management, planning, and leadership training. Alfreda is Senior Consultant with Grassroots Leadership in Charlotte, North Carolina, and was formerly Director of Operations. She is also a faculty member of Francis Marion University's Nonprofit Leadership Institute. Her mission is to promote life-long learning, encourage inquiry into the cultural and operational dimensions of organizations, and to strengthen nonprofit leaders. She is a Kellogg National Fellow and was a founding board member of Hidden Valley Community Development Corporation. She also served as an appointee to the Charlotte-Mecklenburg Development Corporation.

Alfreda served as a consultant for Southeastern Organizational Development Initiative (SODI), working with a leadership team to help transform thinking about the "what" and "how" of organizational development and to strengthen the OD infrastructure in the southeastern United States. The disability rights organization Advocating Change Together (ACT) features her in a nationally distributed leadership video series called "Tools for Change." Alfreda Barringer was featured in the February 2002 issue of *Today's Charlotte Woman* magazine and the *Charlotte Observer* named her as one of its Heroes of Democracy.

She is a writer, motivational speaker, trainer, facilitator, educator, community organizer, poet, singer, and songwriter. She retired after 19 years of voluntary service as chairperson of the North Charlotte (Charlotte District) Performing Arts Department of her national church congregation. Alfreda is a graduate of UNC Charlotte and of the Gallup Leadership Institute. She is a CPA. In addition, she holds a certificate in Community Economic Development from St. Augustine College and the NC association of Community Development Corporations.

Alfreda lives in Charlotte, NC and can be reached at [alfredab2@yahoo.com](mailto:alfredab2@yahoo.com).

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FACT grantees served include Kentuckians for the Commonwealth (KFTC) and Save our Cumberland Mountains (SOCM)

## 2. Carol Cantwell

**Carol** Cantwell is a financial consultant. Carol works with nonprofits and foundations to provide a deeper understanding of the role and power dynamics of money in organizations in addition to traditional skills-based trainings. Carol sees her mission as demystifying financial information so that it can be used to make informed decisions.

In her work with social justice nonprofits, Carol helps to build strong financial systems that can be maintained over time. She teaches board members, staff, and leaders to read and understand financial statements (balance sheet, income statement, and budget) and uses the organizations' own reports to analyze its current financial health. In addition, she assists organizations in creating financial policies to guide budgeting decisions as well as clarifying roles in the budget process. Carol strives to transfer knowledge in a way that allows current members of the organization to train future members.

In her work with foundation boards and staff, Carol emphasizes the responsibility that funders have to understand the entire context of grantee financial information. Carol teaches funders how to read and understand the financial statements currently requested using examples from recent dockets. Carol presents the challenges that nonprofits face in providing information and encourages funders to provide the necessary support and guidance to grantees.

Prior to beginning her consulting practice in 2004, Carol was Co-Director of the DataCenter, a national organization that provides strategic research to community organizers in low-income communities and communities of color. Carol also served as Trustee of the Agape Foundation, a community supported foundation that makes grants to new organizations within California committed to nonviolent social change. Carol brings over 10 years of nonprofit financial experience and a degree in economics to this work as well as her sense of humor and ability to make financials fun!

Carol lives in San Francisco, CA and can be reached at [carol@funwithfinancials.net](mailto:carol@funwithfinancials.net).

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FACT grantees served include Jobs with Justice (JWJ), League of Young Voters (LYV) and the DataCenter.

## 3. Margi Clarke

**Margi** Clarke's consulting practice focuses on strategic planning, program evaluation/program development, board/executive leadership coaching, personnel/HR issues, financial management structures, and fundraising strategies.

Margi is a trainer and meeting facilitator who brings insight and sensitivity to complex organizational issues. She has experience working with small and large community-based organizations, and social enterprise businesses in diverse fields including women's rights,

immigrant organizing, economic development, environmental justice, family services, and housing in low-income, multi-ethnic communities. She is bilingual in English and Spanish.

In addition to over eight years of consulting, Margi draws on 15 years experience in organizational leadership, including as Associate Director of Communities for a Better Environment (CBE), and 8 years as Organizing and Associate Director for NEST/SHARE Foundation (a human rights and solidarity organization with El Salvador). Margi has a B.A. in Latin American Studies from Bryn Mawr College, has training in financial management, and has received consultant training from the National Community Development Institute/PDC, FACT's Management Assistance Project, and Movement Strategy Center/ODSC. Margi serves as Board Chair of Windcall Institute, a "sustaining leadership program" for social justice activists, and is active in Bay Area immigrant rights and educational equity work. , Margi is a cancer survivor, a yoga practitioner, and she loves her work with grassroots groups!

Margi lives in Berkeley, CA with husband Matt and two boys. She can be reached at [margiclarke@comcast.net](mailto:margiclarke@comcast.net).

#### References

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FACT grantees served include Mujeres Unidas Y Activas (MUA), EBASE, and the Environmental Health Coalition (EHC).

#### **4. James (Kim) Gilliam**

**Kim** Gilliam is a fundraising consultant to a wide variety of social justice and environmental organizations throughout the country. He specializes in working with the staff and board to develop and increase individual donor fundraising. In addition to working one-on-one with clients, he also conducts nationwide major gift fundraising trainings with the Institute for Conservation Leadership in Washington, DC, and has done extensive major gift trainings for the Beldon Fund based in New York.

He brings a strong background in community organizing from his time as a VISTA volunteer in the upper Midwest where he developed campaigns to serve disadvantaged and low income populations. After leaving the VISTA program, he led several nonprofit programs and organizations before entering the field of fundraising in 1984.

After four years as a fundraiser in private education, he became the Chief Development Officer for the Southern Environmental Law Center (SELC), charged with creating and directing fundraising operations for the organization. His primary responsibilities at SELC revolved around securing large gifts from individuals and during his 14 year tenure, the major gifts program grew to generate 50 percent of the organization's \$5 million annual budget. He also had substantial responsibility for national and regional foundation grants that supported the balance of the budget. From 1997-2000, he led the organization's successful \$15.5 million Campaign for the Environmental Future of the South.

In 2002 he entered a full-time consulting practice working with individual clients to develop and enhance both C-3 and C-4 fundraising efforts. In this capacity, he works closely with boards and staff on fundraising planning, revenue and expense forecasting, fundraising mentoring and coaching, and board training and development.

Kim lives in Charlottesville, Virginia and can be reached at [jmsgilliam@aol.com](mailto:jmsgilliam@aol.com).

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FACT grantees served include the Environmental Health Coalition (EHC).

#### **5. Emily Goldfarb**

**Emily** Goldfarb has worked as a consultant since 1997 for more than 50 non-profit organizations, networks/coalitions, and foundations through her firm, GoldRio Consulting. Emily is experienced in developing different models for delivering capacity building services, as well as in program planning and management, ED/staff coaching, meeting facilitation, leadership development, and strategic research & evaluation. Emily works with community-based organizations that develop leadership, organize community and advocate policy, or with the funders who support those types of organizations. Emily has a growing interest in organizations that effectively link social services with social change. Emily's clients have included The Family Violence Prevention Fund, Mujeres Unidas y Activas, Miami Workers Center, Environmental Health Coalition, SF Neighborhood Centers Together, Bernal Heights Neighborhood Center, CVP-Immigrant Leaders Fellowship, Partnership for Immigrant Leadership and Action (PILA) and many more. Foundation clients include The California Endowment, Liberty Hill Foundation, The California Women's Foundation, The Walter and Elise Haas Fund, and many others. Her consulting practice has included work throughout California, the US, and Mexico. She serves as the Lead Consultant for the FACT Management Assistance Program (MAP), and is also a MAP consultant.

Emily is the founding executive director (1986 - 1996) of the Northern California Coalition for Immigrant Rights, and worked in the field of immigrant and refugee rights for nearly 20 years. She currently serves on the board of Mujeres Unidas y Activas. A graduate of Stanford with a BA in Latin American Studies and International Relations, Emily is bilingual in English and Spanish.

Emily lives in San Francisco, CA and can be reached at [egoldnrrio@aol.com](mailto:egoldnrrio@aol.com).

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FACT grantees served include Miami Workers Center, Environmental Health Coalition (EHC), Mujeres Unidas y Activas, EBASE.

## **6. Belma González**

**Belma** Gonzales is a coach and consultant with over 25 years experience in the nonprofit sector. She is a certified coach through the Coaches Training Institute and specializes in cultural- and assets-based coaching for nonprofit leaders and activists. She has worked with over 70 coaching clients across the country. Belma prioritizes clients' values, culture and history in order to gain new insights into clients' strengths and talents. In partnership with Belma, clients improve leadership and management skills, enhance confidence, reduce isolation and increase effectiveness at balancing professional and personal priorities.

Belma has been selected for coaching teams serving the staff of East Bay Asian Youth Services, the Asian Pacific Islander Wellness Center and fellows of LeaderSpring, a leadership development program for nonprofit Executive Directors. She was also selected to be a member of the CompassPoint Coaching and Philanthropy Project Think Tank and *Prism Coaching* -- coaches of color committed to recognizing the assets of race, class and culture on clients' professional and personal lives. Her consulting skills include facilitating, training, program management, leadership development, program assessments, fund development and technical writing.

Belma worked as Program Coordinator with the Center for Collaborative Planning's Women's Health Leadership program, a leadership development program with over 350 grassroots women graduates throughout California. Prior to CCP, Belma was Executive Director of Women's Needs Center, a free clinic in San Francisco serving low-income, uninsured women. She began at WNC as a volunteer and stayed on for 19 years in various staff capacities.

Belma lives in Oakland, CA and can be reached at [www.bccoachingandconsulting.com](http://www.bccoachingandconsulting.com)

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FACT grantees served include DataCenter, League of Young Voters, and Tennesseans for Fair Taxation (TfT).

## 7. **Rebecca Johnson**

**Rebecca** Johnson first learned the value of technical assistance to a grassroots community organization over 30 years ago, when she was board president of the Contact Center in Cincinnati. She witnessed how knowledge that is provided in ways that respected the needs and learning styles of adults increased skills, improved community organizing strategies, and gave the low-income African-American women who made up the board a more complex sense of what it means to gain, have and use power. At the Contact Center these women also taught Rebecca how to do grassroots fundraising, one thrift store bag sale and Appalachian barbeque rib sale at a time.

Rebecca has worked almost exclusively with grassroots community-based organizations, including founding Cooperative Economics for Women (CEW), which organizes with immigrant and refugee women of color seeking to gain access to and control of income; and the Women of Color Fundraising Institute (WOCFI). She has also served as the first technical assistance provider for one of the first foundation-based TA programs, at the Boston Women's Fund (BWF).

The Women of Color Fundraising Institute grew out of her experience providing technical assistance at BWF and sought to provide a high quality, intensive, progressive fundraising, financial management and economics education for women of color with leadership roles in small organizations. Over fifty organizations benefited from WOCFI. Rebecca's fund development experience is wide-ranging, from the aforementioned thrift store sales to serving as primary fundraiser for several projects, through private foundation fundraising, development of fee for service opportunities and individual donor cultivation. She provides focused, intensive services to the organizations with whom she works.

Rebecca lives in the Dorchester neighborhood of Boston, MA and can be reached at [rebecca\\_johnson@mac.com](mailto:rebecca_johnson@mac.com).

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FACT grantees served include Mujeres Unidas y Activas and the Miami Workers Center.

## 8. **Helen Kim**

**Helen** Kim has 18 years of experience in community organizing, leadership development, and organizational development. She focuses on strategic planning, board development, organizational change management, and executive coaching. Before starting a consulting practice in 2000, Helen worked as a Community Organizer for Asian Immigrant Women Advocates where she focused on immigrant and worker's rights as well as economic and environmental justice issues. She also worked as a Capital Campaign Associate for Applied Research Center.

Helen's clients have included Asian Pacific Environmental Network, Center for Third World Organizing, DataCenter, Environmental Support Center, Partnership for Immigrant Leadership and Action, Rockwood Leadership Program, and SouthWest Organizing Project. She has served on the board of Grassroots Institute for Fundraising Training and is a team member of the Building Movement Project based in New York.

Helen is a member of the State Bar of California and was an adjunct faculty member at the San Francisco State University Graduate School of Social Work. She is a co-author of *Working Across Generations: Defining the Future of Nonprofit Leadership*. Helen is a 1.5 generation Korean American and is fluent in Korean.

Helen lives in Oakland, CA and can be reached at [helenskim@earthlink.net](mailto:helenskim@earthlink.net).

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FACT grantees served include SouthWest Organizing Project (SWOP), DataCenter, Center for Third World Organizing (CTWO).

## 9. **Mary Ochs**

**Mary Ochs** has worked as a Community Organizer and Founder/Executive Director of numerous grass roots organizations. She worked in the field for over 35 years. She first became involved with community organizing when she volunteered on a campaign to organize welfare recipients. In the recent past, Mary worked as a Field Organizer and as Organizing Director for the Center for Community Change (CCC), a national technical assistance organization to grassroots organizations social justice organizations. While at CCC, Mary directed the campaign for comprehensive immigration reform, created the youth internship program, provided assistance to the National Campaign for Jobs & Income Support and helped many grassroots groups integrate electoral work into their organizing strategies. Prior to the post at the Center, Mary directed the Community Economic Development Program at the Legal Aid Foundation of Los Angeles. She launched the Foundation's "Creating Capable Community Organizations" workshop series. She also provided customized organizational development assistance to hundreds of groups. Mary has pioneered work that integrates organizing with economic development strategies. Mary left CCC at the end of 2005 in order to devote more time to directly working with grassroots groups and to mentoring newer organizers.

Mary lives in Downey, CA and can be reached at [mochs143@aol.com](mailto:mochs143@aol.com)

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FACT grantees served include Jobs with Justice (JWJ), 9to5, League of Young Voters, Urban Habitat, Tennessee Immigrant and Refugee Rights Coalition (TIRRC), Working Partnerships USA.

## 10. **Elsa A. Ríos**

Elsa Rios has twenty-five years of nonprofit experience in the areas of management, grant writing, program design, community organizing and public policy analysis and writing. Her consulting firm, *Community Impact Consulting, LLC*, specializes in organizational development services and works on numerous issues relevant to Latinos, women and communities of color, including bilingual education, HIV/AIDS, violence against women and reproductive rights. Her practice areas include strategic planning, executive coaching and leadership development, succession planning, board governance and policy advocacy campaigns and products.

During her public service career, prior to becoming a consultant Elsa held several executive level management positions and engaged in extensive fundraising and program development. Her accomplishments include having served as the Founding Director of the Violence Intervention Program, Chief of Staff for the Puerto Rican Legal Defense and Education Fund, and Senior Policy Analyst for the Mayor's Office on Health Policy (under Mayor David Dinkins).

Elsa has also been retained by the Hispanic Federation, Hispanics in Philanthropy, the Ford Foundation and United Way of New York City to provide capacity building assistance on grantee related projects. Elsa served as a trustee of the Jessie Smith Noyes Foundation for six years and currently serves on the Board of Directors of the Violence Intervention Program, a grassroots, bilingual/bicultural battered women's organization in East Harlem.

Elsa is an adjunct faculty member at Baruch College in the School of Public Affairs, she has taught several subjects including fundraising, strategic planning and cultural competency.

Elsa holds a Juris Doctor degree from New York University School of Law where she received the prestigious Root-Tilden-Snow Scholar Award in recognition of her public service achievements. She also holds a Masters of Science degree in Social Work from Columbia University and is a graduate of the Columbia University's Institute for Not-for-Profit Management.

Elsa lives in Bayside, NY and can be reached at [elsa@communityimpactconsulting.com](mailto:elsa@communityimpactconsulting.com) or visit [www.CommunityImpactConsulting.com](http://www.CommunityImpactConsulting.com). Elsa is fully bilingual (English/Spanish) and has published numerous policy advocacy reports, some can be found on the website.

### References

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FACT grantees served include League of Young Voters, Center for Third World Organizing (CTWO), New Mexico Environmental Law Center (NMELC)

## 11. Shiree Teng

Shiree brings 30 years of grassroots, community and labor organizing and an extensive background in running nonprofit organizations and working with foundations to MAP. Shiree brings to her work a lifelong commitment to fundamental change and a belief in the potential of groups of people coming together to create powerful solutions to social issues. Known for her successful track record in strategic planning, organizational development, evaluation and policy advocacy, Shiree is a close affiliate of the National Community Development Institute (NCDI), co-authoring the *Building Capacity for Social Change* workbook and cultural competence monograph with NCDI founder Omowale Satterwhite. She is the lead evaluator for NCDI's five-year capacity building effort funded by the W.K. Kellogg Foundation in Benton Harbor, Michigan. Shiree leads by serving, using a culturally-based approach and relying on core competencies of strategic thinking, listening and synthesizing, connecting, and mobilizing action.

Shiree serves on the board of LeaderSpring, an executive director fellowship program that grew out of Eureka Communities. She was the founding chair of the Oakland Community Based Public Health Initiative, a cross-sectoral collaboration between the University of California Berkeley's School of Public Health, Alameda County Department of Public Health, and 12 community-based organizations in East Oakland that aimed to transform the way public health is taught, delivered and experienced by low-income communities of color. In 2008, Shiree received the Alliance of Nonprofit Management *Capacity Builder of the Year* Award. Born and raised in Hong Kong, Shiree is fluent in three Chinese dialects. Having lived and worked in Watsonville and Salinas with cannery and farmworkers, Shiree has a functional understanding of Spanish. She holds degrees in Social Welfare and Psychology from the University of California, Berkeley

Shiree lives in the Fruitvale District in Oakland, CA and can be reached at [shireeteng@earthlink.net](mailto:shireeteng@earthlink.net)

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