

KIMBERLY J. FRIEDMAN
DBA West River Consulting
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WORK EXPERIENCE

Strategic Planning, Organizational Development, Policy Development and Meeting Facilitation

1994-Present

- [Howard Center](#) (year-long consultancy with a focus on organizational development)
- Nonprofit Shared Services—fiscal sponsor: [Vermont Community Loan Fund](#) (developed business plan)
- [The Gathering Place](#) (strategic planning)
- [Anusara School of Hatha Yoga](#) (16-month consultancy with a focus on organizational development)
- [Rich Earth Institute](#) (organizational development)
- [New England Youth Theater](#) (strategic planning)
- [Twin States Network](#) (strategic planning)
- Windham (VT) Regional Healthy Aging Steering Committee (facilitation of one-day retreat)
- Vermont Early Childhood Steering Committee (facilitated monthly meeting for two years)
- Vermont Early Childhood Regional Councils Network (facilitated monthly meetings for eight months)
- Kick-off retreat for the Coalition for Wyoming Children, Casper, Wyoming (organizational development and facilitation)
- [Windham Southeast Supervisory Union](#) annual retreat (workshop facilitation)
- [Windham Child Care Association](#) annual conference (led training on meeting facilitation)
- Starting Points Network, West River Valley and Brattleboro networks, Vermont (facilitated monthly meetings for one year)
- [KidsPLAYce](#) Board of Directors retreat (facilitation)
- [Brattleboro Area Jewish Community](#) Board of Directors retreat (facilitation)
- Planned Parenthood of Connecticut, New Haven, Connecticut (retreat facilitation)
- Nonprofit Cabinet, Hartford, Connecticut (retreat facilitation)
- [Trinity Child Care Center](#), Hartford, Connecticut (retreat facilitation)

- [Connecticut Association for the Education of Young Children](#), Hartford, Connecticut (retreat facilitation)

Research, Program Evaluation, Policy Development and Community Organizing/Advocacy

- July 2012-
June 2014 Independent Consultant DBA West River Consulting
- Prepared analysis of Vermont's early childhood system for Secretary of Vermont Agency of Human Services
 - Planned Governor's Early Childhood Summit
 - Developed Vermont's Early Childhood [Framework](#)
 - Developed Vermont's Early Childhood [Action Plan](#)
 - Assisted [Building Bright Futures](#) with development of Vermont's Early Childhood Budget
 - Prepared policy brief for the [Permanent Fund for the Vermont's Children](#)
- Sept. 2000-
June 2012 Coalition Coordinator, Kids Are Priority One Coalition, Vermont
Host agency: Windham Child Care Association, Brattleboro, VT
- 2008 National Program Evaluator: *Cultural Responsiveness and Dual Language Acquisition (CRADLE) Project*, School for International Training, Brattleboro, VT
www.ehsnrc.org/Activities/cradle.htm
- April 1999-
August 2000 Public Engagement Coordinator, Windham Child Care Association
- 1996-1999 Ethnographer, *MacArthur School Transition Study*
Harvard Family Research Project, Harvard University, Cambridge, MA
- 1993-1995 Ethnographer, *National Comprehensive Child Development Program*
(now known as Early Head Start)
Early Education Services, Brattleboro, VT
- 1992-1993 Consultant, Child Care and Early Education Division
Connecticut Association for Human Services, Hartford, CT
- 1989-1992 Co-Director, Child Care and Early Education Division
Connecticut Association for Human Services, Hartford, CT
- 1986-1989 Connecticut Citizen Action Group, Hartford, CT
- Research Director (1986-1987)
 - Events Coordinator (1987 Holiday Auction)

- Asst. Campaign Manager, State Rep. Jessie Stratton (Sept.-Nov. 1988)
- Environmental Lobbyist (1987-1989)

1985-1986 Teacher, English as a Second Language
Ecole de Langues Varadi, Geneva, Switzerland

Fall 1984 Assistant to Field Director, Mondale/Ferraro Campaign, Connecticut
Assistant to Field Director, Connecticut Freeze Voter (Nuclear Weapons Freeze Campaign)

EDUCATION AND PROFESSIONAL DEVELOPMENT

2009 FrameWorks Institute's New England Framing Study Circle

2003-2007 Annual National Smart Start Conference, Greensboro, NC

1991 Dale Carnegie Course in Effective Speaking and Human Relations

1985-1989 Antioch University, Yellow Springs, OH
Independent Masters of Art Degree in Third World Development

1987 Midwest Academy: Senior Organizer Training

1986 Midwest Academy: Basic Organizer Training

1980-1984 Vassar College: B.A. French

1982-1983 University of Geneva (Geneva, Switzerland): Smith College Junior Year Abroad Program (all course work in French)

HONORS AND AWARDS

2001 Community Service Award given by the Vermont Association for the Education of Young Children

1991 Annie E. Casey Foundation Fellow

1984 Phi Beta Kappa (3.7 GPA), Vassar College

1983 Dean's List, First Group Scholar (Smith College/University of Geneva)

1982 Award given by Vassar College to sophomore who exhibits outstanding concern for the welfare and well-being of their fellow human beings

PUBLICATIONS

- 2012 Co-author of case study in *Confronting Power: The Practice of Policy Advocacy*, Jeff Unsicker, Kumarian Press, 2012
- 1998 Co-author: *A Mixed Methods Approach to Understanding Family-School Communication*, Harvard Family Research Project. Paper presented at Head Start's Fourth National Research Conference, Washington, D.C.
- 1996 Co-author: *Ethnographers in the Comprehensive Child Development Program: Asking the 'Why' Questions, Zero to Three*, January/February 1996. Washington, D.C.: National Center for Clinical Infant Programs
- Co-author: *Ready for Kindergarten Study*
Early Education Services, Brattleboro, VT
- 1995 Co-author: *The Challenge of Integrating Services for Children and Their Families: Facilitating Factors and Barriers*, U.S. Department of Education
- 1990 Co-author: *Caring for the Children: Child Care in Connecticut*
Connecticut Association for Human Services, Hartford, CT
- 1989 Author: *Recycling Primer*
Connecticut Citizen Action Group and the Connecticut Department of Environmental Protection, Hartford, CT

TRAININGS (DESIGNED AND LED)

- 2010-2011 Early Care and Education Leadership and Advocacy Trainings (4 regional trainings in Vermont)
- 2004 Washington County Early Care and Education Leadership and Advocacy Training
Hosted by Washington County (VT) Starting Points Network
- 2003 Trainer: *Developing Leaders in CCR&R*
Training conducted at the Mid-Western Regional Institute for Professional Development, National Association of Child Care Resource and Referral Agencies, Bloomington, MN

Trainer: *Developing Leaders in CCR&R*
Training conducted at the Northeastern Regional Institute for Professional Development
National Association of Child Care Resource and Referral Agencies (NACCRA),
Harrisburg, PA

2000 &
2001 Windham County Early Care and Education Leadership and Advocacy Training
 Hosted by Windham Child Care Association, Brattleboro, VT

PRESENTATIONS

2006 &
2007 Workshop co-presenter: *Power, Politics and Children: Organizing for Change*
 National Smart Start Conference

2005 Workshop co-presenter: *Children in the Balance*
 Vermont Children's Forum statewide conference

2004 Panel member: *Why Education Matters*
 Vermont Children's Forum statewide conference

2003 Workshop presenter: *Building Leadership in Child Care Resource and Referral*
 Annual conference, National Association of Child Care Resource and Referral
 Agencies (NACCRRRA)

2003 Workshop Co-presenter: *How to Conduct An Economic Impact Study (workshop)*
 Northeastern Regional Institute for Professional Development
 National Association of Child Care Resource and Referral Agencies (NACCRA),
 Harrisburg, PA

2002 Panel Presentation: *Increasing Your Effectiveness at the State Level* (role of child
 care resource and referral agencies as social change agents)
 National conference sponsored by the National Association of Child Care
 Resource and Referral Agencies (NACCRA), Washington, D.C.

Workshop Presenter: *Effective Citizen Lobbying*
Early Childhood Day at the Legislature, Montpelier, VT

Keynote Speaker: *The Heart of Collaboration*
Kindergarten Transition Summit
Success By Six (Orleans and Essex counties), Newport, VT

Workshop Presenter: *Effective Citizen Lobbying*

Annual conference
Vermont Association for the Education of Young Children and the Vermont
School-Age Care Network, Killington, VT

2000 Workshop presenter: *Not-for-Profits and Public Policy*
Region I conference
National Association of Child Care Resource & Referral Agencies, Killington, VT

VOLUNTEER WORK

June 2009- March 2014 Chair, Brookline-Newfane Joint School Board
(Vernont)

March 2007- May 2009 Chair, School Board, Newfane Elementary School
(Vernont)

March 2006- Feb. 2007 Member, School Board, Newfane Elementary School
(Vernont)

1998-2006 Parent-Teacher Organization (Secretary and Co-Chair)
Newfane Elementary School (Vernont)

Sept. 1998- June 1999 Co-Leader, Brownie (Girl Scout) Troop #244
Newfane, Vermont

Sept. 1997- June 1998 Spanish language activities with Kindergarten Class
Newfane Elementary School, Newfane, Vermont

1996-1998 President and Member, Board of Directors, KidsPLAYce, Brattleboro, Vermont

1988-1990 Co-founder and Chairperson, Hartford/Ocotal (Nicaragua) Sister City Program
Hartford, Connecticut

LANGUAGES

Speak, read and write Spanish and French fluently (Superior rating in both languages-ACTFL
Oral Proficiency Guidelines)

TRAVEL

2013	Turkey
2007	Nicaragua
2004	Spain, Switzerland, Sweden
2002	Ireland
1989	Nicaragua
1985-1986	Nicaragua, Costa Rica, Honduras, Guatemala, El Salvador, Mexico, Cuba, Switzerland (1985-1986 academic year), Morocco, Senegal
i1982-1983	Switzerland (Junior Year Abroad), Yugoslavia, Hungary, Czechoslovakia, Poland, East Germany, Italy, France, Belgium
1970-1980	Kenya, Tanzania, Honduras, Spain (Experiment in International Living), U.S. Virgin Islands, Puerto Rico, Sweden, traversed United States

REFERENCES

Available upon request