



Emily Gantz McKay

EGM Consulting, LLC

Emily Gantz McKay is President and Managing Director of EGM Consulting, LLC, a specialized social justice-focused organizational consulting group she founded at the end of 2011. Its mission is to create a more equitable society through strengthening nonprofit organizations and the public and private entities that support them. EGMC has a special commitment to improving HIV and other health and other human services and reducing health disparities, and to advancing equality in access to resources and services for communities of color. Before starting EGMC, she spent 17 years as founding President/CEO of Mosaica: The Center for Nonprofit Development and Pluralism, a Washington, DC-based multicultural nonprofit consulting entity that provided tools to nonprofits to build just, inclusive, and thriving communities and societies.

Emily has spent her entire career in work related to civil rights and social justice, domestically and internationally, working extensively with communities of color and immigrants. Her special expertise is in the management and operations of nonprofit organizations and HIV community planning bodies and in community-based needs assessment, evaluation, and other action research. She has assisted public agencies, the health care safety net, planning bodies, national and local nonprofit Boards, staff, and volunteers, advocacy coalitions, and philanthropic organizations with a wide range of organizational development tasks, and has been involved in HIV planning and care for more than 20 years – particularly the Ryan White HIV/AIDS Program (RWHAP). Internationally, Emily has helped to develop and strengthen nongovernmental organizations in places of conflict, including Israel, the former Yugoslavia, and Afghanistan.

Professional Experience

EGMC: Since 2012, while at EGMC, Emily’s focus has been on assisting national and local Latino organizations with strategic planning, evaluation, governance, HR systems and procedures, and grants management systems and providing technical assistance, training and facilitation, community-based research, and materials development to support HIV community planning, support consumer engagement, and improve service systems. She helped the Smithsonian Latino Center and several federally qualified health centers with planning and strategy development, and also helped nonprofit healthcare providers prepare for the implementation of the Affordable Care Act (ACA). She led a national assessment of RWHAP planning councils and planning bodies for the HIV/AIDS Bureau, and co-directed a statewide evaluation of the system of care and regional administrative structure of a large state’s RWHAP program. As part of the JSI Training and Research Institute’s Project Planning CHATT (Community HIV/AIDS Technical Assistance and Training) team from 2017-2023, she had primary responsibility for preparing materials to support RWHAP planning councils, including completely rewriting an extensive ten-module *Training Guide* with sample PowerPoints, experiential activities, and preparing several dozen stand-alone “how to” quick reference documents on topics ranging from needs assessment to preparing new planning council and planning body staff. She has provided online webinars for Latino community-based organizations both during and after the COVID emergency and prepared numerous reference materials to support that work. For several years, Emily and her colleagues at EGMC staffed the Language Access Task Force of an immigrant-focused community health center.

Mosaica: From 1994-2011, Emily was founding President and CEO of Mosaica: The Center for Nonprofit Development and Pluralism, a Washington, DC-based multicultural nonprofit

consulting group. Mosaica's special commitment was to strengthen and support entities that serve and represent populations whose voices are least likely to be heard when policies are made and resources allocated. At Mosaica, developed numerous nonprofit guides and manuals, and assisted diverse nonprofits (local and national) with strategic planning, transitions, governance, program design, resource development, policy analysis and advocacy, and other tasks. Her work included running or co-directing research and evaluation efforts, from an assessment of breast cancer resources and needs in the Washington metro area to a study of the probable impact of the Affordable Care Act on the health care safety net and an evaluation of a foundation's grantmaking. She also provided onsite and remote HIV-related technical assistance to RWHAP planning councils and recipients nationwide, helped programs to estimate and assess unmet need for HIV care among people who knew their status but were not receiving care, and helped programs engage consumers in getting other people with HIV linked or relinked to care.

Prior Work Experience: Before founding Mosaica, Emily spent 16 years on the senior staff of the National Council of La Raza (now UnidosUS), the largest constituency-based national Hispanic organization, holding positions as Executive Vice President, Senior Vice President for Institutional Development, and Vice President for Research, Advocacy, and Legislation, after first serving as Special Assistant to the President for Planning and Evaluation. She established and ran the Policy Center, provided training to numerous member nonprofits on such topics as resource development, governance, planning, and facilitation and training, and oversaw a wide range of programs and policy efforts. Emily has also worked for several consulting groups; she began her career at the Pittsburgh anti-poverty program.

Education and Honors

Emily is a Phi Beta Kappa graduate of Stanford University, holding a BA (1966) and MA (1967) in Communication with emphasis on professional journalism, communication research, and race and ethnic relations. Honors include the I. Pat Rios Award from the Guadalupe Center in Kansas City, Missouri (1988), the NCLR President's Award (1989), the Milagros Beanfield Award from Ayuda, in Washington, DC (2004), and recognition as one of the 15 people who most helped in the development and growth of *Excelencia* in Education, awarded at its quinceañera (2019).

Volunteer Activities

Emily is Vice Chair and Treasurer of the Fund for the Future of our Children, an inter-religious nonprofit that prepares young people to be peacemakers. She is a past board member and Treasurer of the McClendon Center (a mental health services provider), the National Hispana Leadership Institute, and the Academy of Hope (adult education and GED program). She has served on other nonprofit boards, including AVODAH: The Jewish Service Corps and Mary's Center for Maternal and Child Care (immigrant-focused community health center). She also served as a non-lawyer member of the DC Bar Board of Governors

Selected Materials and Publications, 2010-2022

- *Human Resource Handbook*, a comprehensive "generic" personnel handbook to serve as a starting point for nonprofit organizations that need to develop or update their HR manuals, EGM Consulting, LLC, 2022.
- *Tool Series*: Four technical assistance guides for Ryan White HIV/AIDS Program (RWHAP) needs assessment, including Town Hall Meetings, Focus Groups with People of HIV, People with HIV Surveys, and Provider Surveys, prepared for the JSI Planning CHATT Project, 2021-2022.

- “Nonprofit Boards: Fiduciary Duties, Responsibilities, and Operating Principles,” updated in 2022.
- *Training Techniques and Aids*, a comprehensive guide to planning and delivering training, including trainer and facilitator skills, adult learning techniques, development of each component of a training package, and training materials and technology, last updated in 2020.
- *An Introduction to Focus Groups*, including guidance for planning and implementing focus groups for community needs assessments or other nonprofit purposes, updated in 2013 and 2020.
- *Training Guide for Part A Planning Councils and Planning Bodies*, prepared for the JSI Planning CHATT Project, 2017-2019. Includes ten modules, with trainer notes, PowerPoints, experiential exercises, and reference handouts, including sections on What Every Member Should Know about the RWHAP, Participating in Your First Planning Cycle as a RWHAP Part A Planning Council/Planning Body Member, and Successful Operations, Group Process, and Decision Making.
- Update of the *Planning Council Primer*, prepared for JSI Planning CHATT Project, 2018.
- *Chartbook Summary of ACA Impact on Access to Care for Vulnerable Populations in the DMV (Washington, DC, Suburban Maryland, and Northern Virginia)*, prepared for the Regional Primary Care Coalition, 2018.
- *Compendium of Materials for Planning Council Support (PCS) Staff*, prepared for DMHAP, 2017. A collection of more than 50 materials to assist RWHAP Part A PCS staff in supporting members and consumer committees and meeting the complex legislative responsibilities of planning councils.
- “*HIV Navigation Services: A Guide to Peer & Patient Navigation Programs*,” prepared for the National Minority AIDS Council under SOW#734, 2015.
- *Preparing for Full Implementation of the Affordable Care Act: Toolkit for HIV and Other Safety-Net Providers*, with Hila Berl, EGM Consulting, LLC, January 2014.
- *Developing a Unified HIV Prevention and Care Planning Body: Lessons from the Los Angeles EMA*, EGM Consulting, LLC, 2013. Includes tools and formats to facilitate planning for the integration of prevention and care planning bodies and functions.
- “Strategic Planning and ‘Strategic Restructuring’ in a Changing Environment,” developed for HIV service organizations and the health care safety net, 2013.
- “*Protecting the Health Care Safety Net: Report to the Community – Summary of Key Findings*,” EGM Consulting, LLC for Mosaica, 2012.
- *Lessons Learned from Project Consumer LINC: Peer-based HIV/AIDS Initiatives and Peer Community Health Workers*, with Hila Berl. Prepared as part of the final evaluation report for Project Consumer LINC (Linking Individuals to Needed Care), a cooperative agreement with the HIV/AIDS Bureau, Mosaica, January 2012.
- *Trainer Training for CLAS (Culturally and Linguistically Appropriate Services) Standards and Training Curriculum: Understanding and Using the Culturally and Linguistically Appropriate Services (CLAS) Standards*, both designed for use by HIV care and prevention providers, prepared for the Division of Health, Wellness, and Disease Control, Michigan Department of Community Health, 2011.
- “HIV/AIDS and Health Care Reform: Implications for Safety-Net Clinics,” a Policy and Practice report for the Regional Primary Care Coalition, Washington, DC, February 2011.