



## **TEAM CONSULTING PROJECT PROPOSAL**

### **HELPING A ROXBURY-BASED COMMUNITY DEVELOPMENT CORPORATION TO MEET ITS INFORMATION TECHNOLOGY, FUNDRAISING, AND/OR MARKETING NEEDS**

#### **Contact Information**

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#### **Background**

Nuestra Comunidad Development Corporation is a nonprofit small business working in the Roxbury community and nearby inner city Boston neighborhoods for over 31 years. One of Boston's largest and most successful community development organizations, Nuestra CDC has developed nearly 700 affordable rental homes and 200 affordable homeownership opportunities. With roots in Roxbury's Latino community, Nuestra CDC has helped to lead the ongoing revitalization of Roxbury's Dudley Square.

Nuestra Comunidad is a chartered member of the NeighborWorks America Network and a HUD-approved Housing Counseling Agency.

Nuestra CDC accomplishes its community revitalization mission by:

- Developing high quality affordable and mixed-income rental and for sale housing;
- Encouraging homeownership through homebuyer education and coaching;

- Increasing financial resiliency through financial coaching and foreclosure prevention;
- Engaging community, developing neighborhood leaders, and preventing and reducing crime through community organizing;
- Promoting economic development by fostering small business creation.

Nuestra CDC is currently undertaking Roxbury's largest-ever mixed-income, mixed use development, Bartlett Place, which will create 323 new apartments, condos, and town homes, and retail and office space for local entrepreneurs on an 8-acre Brownfields site that was formerly an MBTA bus yard. For more information about Bartlett Place, [click here](#). The organization has an additional 144 apartments in three developments under construction and nearing completion.

Among its recent achievements, Nuestra CDC's community policing and neighborhood stabilization efforts were awarded a first place national award from the MetLife Foundation and the Local Initiatives Support Corporation. A video about the effort was recently premiered at the Ford Foundation. To see it, [click here](#).

## **Management Issues**

We are eager to work with one or more consulting teams to find a TCP experience that would both serve the team's interests and our several needs. We are happy to negotiate with a team to determine a mutually rewarding (exciting!) scope of work.

As of now, we have three sets of pressing management needs that are summarized below.

### *1. Data Storage and Management*

Nuestra Comunidad's \$140 million in assets and a continual pipeline of new real estate development deals require significant storage of financial and legal documentation. Currently, this documentation is held in hard copy on paper and on computer servers and data is held in a hodge-podge of systems.

The organization would like to assess options for data storage and security, including the possibility of moving its data and systems to cloud-based solutions. The kinds of questions we need answered include:

- What are best practices developed by comparable organizations?
- What models might work for Nuestra Comunidad?
- What resources (financial, human resources, etc.) are required for the leading models?
- Are there costs for not making the change?

## *2. Fundraising Strategy*

Nuestra Comunidad's \$3.4 million annual operating budget is supported in part by raising approximately \$1.2 million in grants and contracts from government, intermediary, and foundation sources (the remainder of the organization's revenue comes from earned income and developer's fees). Currently the organization has nominal individual giving, though in 2013 it achieved 100% giving from its community-based board of directors for the first time. Should Nuestra Comunidad be expanding this base of individual donors? Answering this question would involve looking into issues such as:

- How effective are comparable organizations at raising gifts from individual donors?
- Is Nuestra CDC positioned to expand its fundraising efforts?
- What resources are needed to expand the organization's fundraising?
- What would fundraising growth look like for Nuestra Comunidad?

## *3. Marketing Strategy*

Nuestra Comunidad has a number of important constituencies: residents, clients of its foreclosure prevention and financial coaching programs, neighbors (supporters or detractors of its real estate development efforts), and funders, among others. How should Nuestra best focus its marketing efforts to best support its mission in the coming years?

- Who is (are) the organization's target customer(s)?
- What is Nuestra Comunidad's value proposition?
- How should Nuestra CDC talk about its work to build support?
- Are there best practice marketing strategies from comparable organizations that Nuestra Comunidad should adopt?

## **TCP Projects**

As you can see, we believe that we can benefit from as many as three TCP projects. In each case, we would look forward to working with the TCP team members that choose to work with us in order to come up with a manageable project that meets their interests as well as our needs. But pending these discussions with the team, we believe that each project would incorporate the following kinds of steps:

- Meeting with Nuestra Comunidad's staff and board members to better understand our history, vision, and constraints that we face;
- Review of the relevant management literature to determine best practices and lessons learned relative to meeting the specific challenge the team is working on;

- Identification of comparable organizations and contact with staff to see how they have faced the questions that we are facing, what they have done, and how things have worked out;
- Analysis of the Greater Boston “market” for similar organizations and how our efforts could best fit in;
- Identification of specific alternative future courses of action for us, along with analyses of resource requirements and potential payoffs;
- Preparation of a brief report that summarizes the engagement findings and conclusions for best courses of action to pursue along with rationales behind these recommendations.

### **Additional Information**

Throughout the engagement, you would work with Nuestra Comunidad’s Director of Resource Development and Marketing and Chief Financial Officer and Director of Administration.

Heller M.B.A. '10 David Bresnahan joined Nuestra Comunidad as Director of Resource Development and Marketing in March 2013. He is thus familiar with TCP and will work to make the experience as pleasant as well as productive for the team members.

Since 2003, David has worked as a staff member for or consultant to a variety of affordable housing, homelessness, and anti-poverty nonprofits and social enterprises. He also holds a B.S. in Social Policy and Administration from the London School of Economics.

Barbara Brammer joined Nuestra Comunidad as the Chief Financial Officer and Director of Administration in 2012. Previously, she served as the Director of Finance and Administration at Roxbury-based Madison Park Development Corporation. Barbara holds an M.B.A. from the Simmons Graduate School of Management and a B.S. from the University of Vermont.