



Community Consulting Teams | Boston

bringing MBA business expertise to Boston area nonprofits since 1990

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Letter from the Co-Chairs

Dear CCT Community,

We are concerned for our clients and the communities they serve. Many of our client organizations play a supporting role in overcoming the effects of systemic racism and have been hampered, if not nearly shuttered, by COVID-19. Clients tell us they have had to cut staff and design alternative service delivery methods; they are now determining how to reopen and address the uncertain future.

We believe CCT can best help by continuing to do what we do best: *provide first-class, practical, actionable advice to front-line community leaders*. Looking forward, we expect that not all future consultancies will look the same as our familiar, well-honed, two-part projects. It is clear that flexibility from timing, to project focus, to scope and length will be important. We also know that our volunteers' lives have been turned upside down, which may impact their availability.

What does this mean for CCT?

1. We are exploring several short-term, off-cycle projects with prior clients.
2. We expect our client and volunteer recruitment cycle times will be condensed in the fall.
3. We anticipate our winter/spring projects may be shorter in duration.

On a different note, we want to say thank you to five retiring board members. These leaders leaned into their roles to commit the time and thought leadership that continue to make CCT successful.

Sandie Eltringham	Project Management	6 years
Valerie Godhwani	Volunteer Relations	4 years
George West	Infrastructure	4 years
Jef Fellows	Treasurer	3 years
Lisa Howe	Marketing	3 years

We also welcome five new board members, who are slipping on some very large shoes (and who are now shopping for insoles.)

Dana Attar	Volunteer Relations
Ivan Dremov	Treasurer
Katherine Fawcett	Marketing
Nicole Ferry-Lacchia	Advancement
Peter Ingram	Infrastructure

Clients and volunteers: we are interested in what your crystal ball says about the future. If you have comments, questions, or would like to discuss something, please drop us an email or give us a call.

Finally, thank you all - clients and volunteers - for the good you do for our community and your high-impact contributions and deep caring. We applaud you.

Warmly,

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Reports from the Field

Project Managers from 9 of our 10 teams shared a synopsis of their project activities and final recommendations to their respective clients this spring. We expect to hear from one last team over the summer and will post their report in the next newsletter.

Building Awareness and Relevance in Underserved Geographies

The Asperger/Autism Network (AANE) provides information, education, community, support, and advocacy for people with Asperger's and similar autism-spectrum and neurodiverse profiles. While finding success in their Boston metro area base, they have struggled to garner awareness in more rural and urban geographies. The CCT team provided strategic and tactical recommendations for finding an audience for these underserved areas. Efforts included interviewing peer organizations to establish best-practices benchmarking, interviewing key internal stakeholders to assess the organizational structure and marketing function, and surveying external stakeholders and constituents to provide a landscape analysis and customer journey for AANE.

Differentiating Strategies

Career Collaborative (CC) is a small workforce development organization that is very close to its client job-seekers but wanted greater understanding of its employer stakeholders. CCT team research revealed that while employers appreciate CC job candidates' preparation, they do not necessarily differentiate CC from other candidate sources. Upon learning this, the project pivoted to examine perceptions of other stakeholders, including funders and clients, to develop potential niche strategies which would enable CC to thrive in a crowded workforce development market with several large players.

Online Training - From Possibility to Necessity

Clarendon Early Education Services (CEES) supports the training of licensed, professional educators to establish home-based family childcare businesses that enable working parents to provide emotional and financial stability for their families. The CCT team set out to assess the feasibility of adding innovative online courses to CEES's portfolio of training and education services. COVID-19 and social distancing mandates made providing online learning opportunities not just attractive but essential for the organization to deliver on this important part of their mission. Findings from CCT interviews and a broad survey of early childhood educators and caregivers will guide how Clarendon will build its online portfolio. Clarendon will use the team's analysis to make investment decisions on future potential partnerships and the possibility of offering online courses beyond Massachusetts.



CCT-Clarendon Project Final Presentation via Google

Top row (l to r): Joanna Doyle, Director of Training, Clarendon; Jill Tsakiris, CCT Project Manager; Deb Edwards, CCT; Lorna Hebert, Clarendon Board; *Middle row (l to r):* Margaret McDonald, President, Clarendon; Alan Bunce, CCT; Lisa Howe, CCT Project Sponsor; Eliav Kahan, CCT; *Bottom row (l to r):* Barre Hardy, CCT; Miao Yu, CCT Project Manager and Brett Milburn, CCT; Ingrid Detweiler, Clarendon Board; Cindy Greene, CCT; Cheryl Finney, Clarendon Board.

Preparing for Strategic Planning

The Family Van (TFV) operates an outreach program that provides preventive health screening services, health education and referrals to the residents of some of Boston's least advantaged neighborhoods. Using a large customized van as the focus of their operations, TFV trains the next generation of healthcare professionals in the provision of culturally responsive care and is a national leader in establishing best practices for the mobile healthcare industry. TFV is launching a new strategic planning cycle this year. As inputs to the planning process, the CCT team conducted a SWOT analysis and made recommendations after analyzing available data and interviewing 34 internal and external stakeholders. TFV also wanted to review their mission statement, so the CCT team facilitated a Mission, Vision and Core Values Development Workshop. The results of the workshop will inform TFV's update to their mission statement and creation of the new vision and core values statements that will guide the strategic planning process.

Eat Your (Organic) Veggies!

Friends of Holly Hill Farm's (FHFF) mission is to serve the community by preserving the farm's legacy, promoting organic farming, supplying healthy food and offering organic farming and gardening education programs. As part of its strategic plan, FHFF asked CCT to evaluate their farming and educational programs with the goal of self-sustainability. The CCT team conducted a financial analysis of all educational and farming programs to understand how each program contributes to the farm's long-term sustainability. They also facilitated discussions with key staff to identify potential workflow efficiencies to enhance the profitability of educational programming and interviewed external partners and peer organizations to gain insight into potential growth opportunities. In light of the impact of COVID-19 on farm operations, the team also provided financial projections for 2020 and 2021 to enable FHFF leadership to make informed programming decisions going forward.

Puppy Love

NEADS was founded in 1976 as a provider of service dogs for the hearing impaired, the disabled, veterans, children on the autism spectrum and other individuals in need of support. NEADS professional instructors work with inmates at seven prisons in

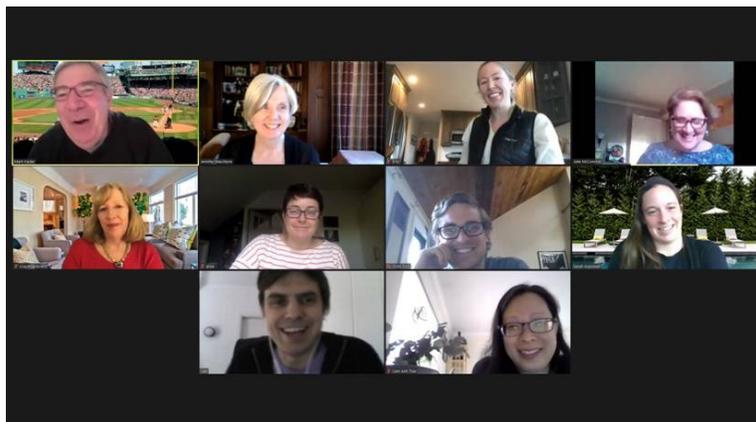
Massachusetts and Rhode Island to train canines in the skills necessary to be a successful World Class Service Dog. Declining participation from the Department of Correction (DOC), combined with a desire to increase the number of dog:client matches per year, precipitated NEADS' request for a strategic review of their current training program. The CCT team interviewed current and past NEADS personnel, conducted a review of procedures at comparable organizations and diagrammed the process flow currently in place. This work has resulted in recommendations supporting current NEADS initiatives as well as recommending changes to the current training plans that will go beyond the limitations imposed by the DOC and provide NEADS with the ability to meet future capacity goals. And, the puppies are adorable!

Supporting the Next Five-Year Plan

The Welcome Project (TWP), Somerville's leading immigrant organization, builds the collective power of immigrants to participate in and shape community decisions. Through English as a Second/Other Language (ESOL) classes and other programming, TWP strengthens the capacity of immigrant youth, adults and families to advocate for themselves and influence schools, government and other institutions. The organization, which has grown steadily over the last 5 years in both budget and new programs, asked CCT to help as they prepare to develop their next strategic plan. CCT completed a SWOT analysis to assess TWP internal capabilities and identify potential areas for growth and a Peer Analysis of best practices and strategies used by similar organizations. Research included a survey of TWP constituents and interviews with a variety of stakeholders, including board members, staff, volunteers, and peer organizations.

Imagining the Future

Young Audiences of Massachusetts' (YAMA) mission is to educate, inspire and empower the youth of Massachusetts through the arts. YAMA was hit hard by COVID-19 given that their PreK-12 arts learning programs include assemblies, hands-on workshops, and in-depth residencies. The original CCT project was to design and conduct an assessment to identify the highest priority needs for YAMA to address in their future program development and delivery. As it turned out, in addition to informing strategic recommendations, the CCT team was also able to collect data to help YAMA real-time as it reacted to the new world of social distancing and remote learning.



CCT-Young Audiences Final Presentation via Zoom

Building Partnerships

Youth Build Boston (YBB) provides underserved young people

in the metro-Boston area with the support, training and credentials needed to successfully enter the building trades. YBB recently concluded a pilot facilities management apprenticeship program in partnership with Winn Residential, Wentworth Institute of Technology, and the City of Boston. YBB asked CCT to analyze the pilot program and evaluate opportunities to expand to other facility management firms and cities outside Boston. The CCT team interviewed YBB's partners, key apprentice providers, and building management firms. They made recommendations on revisions to the current program and relationships with partners. The CCT team also recommended that YBB consider offering a pre-apprentice facilities management training program and leverage local YBB members in any expansion outside the Boston Metro area.

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