



# NATIONAL COMMUNITY DEVELOPMENT INSTITUTE

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## IDENTITY STATEMENT

### Who We Are

The National Community Development Institute (NCDI) is a technical support and training center for communities of color and other marginalized groups. We are a capacity-building organization working for social transformation in communities of color and other justice-seeking communities. NCDI has a visionary board, a diverse and talented staff and a large network of skilled consultants of color. Our offices are located in Oakland, California; East Palo Alto, California; Indianapolis, Indiana; and Detroit, Michigan.

### Our Vision

NCDI's vision is that individuals, organizations, and communities of color (and other justice-seeking communities) have the capacity to fulfill their unique missions *and* work together towards building a just society. We are working to bring about democracy, equity, and justice in communities across the globe.

By 2010, NCDI will be widely recognized as *the* leading technical support and training organization in the country for assisting communities of color to build capacity for social change. Our services will be utilized by a critical mass of progressive organizations serving urban and rural communities in every region of the country.

### Our Mission

NCDI's mission is to build capacity for social change in communities of color and other justice-seeking communities in a culturally-based way. Our primary strategies are to provide technical support and training services in communities of color, build relations among cultural identity groups, and advance the field of culturally-based capacity building.

### Core Strategies

NCDI's primary strategies are to provide technical support and training services in communities of color, build relations among people and organizations, and advance the field of culturally-based capacity building.

### Guiding Principles

The fundamental principles which guide our work in communities of color and with other justice-seeking communities are:

- *We work from the community by listening and learning:* We honor indigenous wisdom and value community assets. We listen to and learn from the community. We believe that residents should lead and be the primary agents of social change in their community.

- *We work with the community by co-designing the change strategy:* We form authentic partnerships with the community. We co-design and customize the capacity-building process. We believe that residents should have the primary role in developing a social change strategy for the community and in defining their own capacity-building needs.
- *We work in the community to facilitate action and learning:* We are co-learners with the community. We continuously learn about and with the community. We understand that the best learning spaces provide opportunities for both reflection and application. We believe that the community must develop its own learning agenda, document its stories and engage in continuous learning to bring about dynamic social change.
- *We work for the community to bring about social transformation:* We focus on building capacity for social change in six core areas:
  - *Community Engagement:* Training indigenous leadership and informing/engaging constituents and key stakeholder groups in the social change process.
  - *Community Organizations:* Developing sustainable organizations and building institutional capacity for social change.
  - *Community Relationships:* Establishing relationships and forging strong partnerships across racial/cultural, sectoral, geographic and other identity fault lines.
  - *Community Development:* Improving the quality of life by the changing material and social conditions in communities.
  - *Community Advocacy for Systems Change:* Developing a policy agenda and mobilizing the community to speak with one voice to achieve systems change and institutional accountability.
  - *Community Research and Evaluation:* Documenting stories and disseminating information about lessons learned in the community-building field.

### **What We Do**

NCDI offers a variety of capacity-building services in carrying out our mission. The core programs are:

- *Organizational Services:* Developing stable organizations and networks with the capacity to achieve social change in communities of color and other justice-seeking communities.
- *Education and Training:* Implementing learning programs for people and organizations working in communities of color and other justice-seeking communities.

- *Community-Building*: Bringing together and engaging diverse individuals, organizations and communities to work together for social change.
- *Field-Building*: Transferring knowledge and shaping opinions to improve capacity-building practices in communities of color and other justice-seeking communities.

### **Who We Serve**

NCDI primarily serves individuals, organizations and communities of color engaged in social change work. We mainly assist small, grassroots organizations working in the areas of health/human services, community development and/or social/economic/environmental justice. We offer peer learning programs for consultants and practitioners working in communities of color. We also partner with foundations and public agencies that invest in capacity building as part of an overall community building strategy. Through our work, we seek to influence funders, policy makers, academicians and professional groups serving the nonprofit sector and social justice field.

### **What Makes Us Different**

We believe that long-term, *transformative* community solutions must come from within and that community change is more likely to be sustained when there is a shared community vision (ideas), strong resident leadership (people), stable community institutions (organizations), viable community programs (action) and high levels of civic engagement (participation).

NCDI's unique niche is our focus on building capacity for social change in communities of color. In our work, race and culture matter. We work from a culturally-based framework and view capacity-building as a pivotal aim of the social justice movement.

### **What We Have Achieved<sup>1</sup>**

The NCDI staff team has provided technical support services to hundreds of organizations across the USA. We have trained and supported hundreds of nonprofit board members and staff; trained over 300 consultants and organizational/community leaders serving communities of color and other justice-seeking groups; and assisted a number of foundations with implementing community building initiatives in neighborhoods around the country. Based on our work, NCDI has built a strong reputation in the nonprofit field and is known as a leading voice for capacity building in communities of color. We are now recognized as one of the premier technical assistance providers for grassroots organizations in low-income communities, communities of color and other marginalized communities.

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<sup>1</sup> Refers to the combined work of NCDI and the Community Development Institute, our founding sister organization.



**NATIONAL COMMUNITY DEVELOPMENT INSTITUTE  
THEORY OF CHANGE  
DISCUSSION DRAFT: FEBRUARY, 2007**

Based on broad twenty-five years of experience, NCDI has developed the following theory of change to guide our capacity-building work in communities of color and other marginalized communities:

- There is a critical need for communities of color and other marginalized communities to develop the *indigenous* capacity to voice, shape, guide, and track their own social change process.
- Customized, culturally-based, capacity-building programs are an essential requirement if communities of color and other marginalized communities are to engage in a genuine social change process.
- The four primary goals of the capacity building process are: (1) organizing and engaging people, (2) strengthening community organizations and networks; (3) revitalizing and sustaining communities; and (4) influencing the non-profit sector and capacity building field.
- The best capacity building strategy is to work with a target group of organizations in a community to improve their back office and program effectiveness; to simultaneously develop and support key people (organizational and resident leaders) who are affiliated with these organizations; and to connect these key people in order to define and advance a social change agenda for the community.
- The six transformational capacity-building areas for bringing about social change are: (1) Community Engagement; (2) Community Organizations; (3) Community Relationships; (4) Community Development, (5) Community Advocacy for Systems Change and (6) Community Research and Evaluation.
- Working in partnership with NCDI and its network of culturally-diverse consultants, organizations serving communities of color and other marginalized communities can improve their effectiveness, develop their leadership and build the capacity to fulfill their unique missions *and* work together towards building a just society.
- As a result of NCDI's capacity-building program, there will be stronger, healthier, more resilient communities of color with the leadership, infrastructure, and civic participation to improve social conditions, shape public policy and influence the investment of public and private resources.

**NCDI's Logic Model (for internal use): 2009**

Clients & Partners	Resources	Assumptions	Capacity Building Strategies for Social Change	Short Term Outputs	Intermediate Outputs	Short Term Outcomes	Intermediate Outcomes	Long Term Outcome
<p><i>Primary</i></p> <ul style="list-style-type: none"> <li>Organizations serving communities of color and their constituencies</li> </ul> <p><i>Secondary</i></p> <ul style="list-style-type: none"> <li>Practitioners</li> <li>Consultants</li> <li>Funders</li> <li>Peer organizations</li> <li>Government</li> <li>Faith-Based organizations</li> <li>Marginalized communities</li> <li>Capacity Building Field</li> </ul> <p><i>Tertiary</i></p> <ul style="list-style-type: none"> <li>Policy makers</li> <li>Academia</li> <li>Media</li> <li>Nonprofit sector</li> <li>Social justice field</li> </ul>	<p><i>Knowledge</i></p> <ul style="list-style-type: none"> <li>NCDI experience and body of practice</li> <li>Products/ Training tools</li> <li>Intellectual property</li> <li>Niche</li> </ul> <p><i>People/partners</i></p> <ul style="list-style-type: none"> <li>Staff &amp; Board</li> <li>Consultants</li> <li>Graduates of NCDI training programs</li> <li>Client organizations (1000+)</li> <li>Professional associations</li> <li>Peer organizations</li> <li>Funders</li> </ul> <p><i>Finance/Capital/ Other Resources</i></p> <ul style="list-style-type: none"> <li>Facility</li> <li>Earned income</li> <li>Donations</li> <li>Savings</li> <li>Volunteers</li> </ul>	<p><i>About NCDI</i></p> <ul style="list-style-type: none"> <li>A market exists for NCDI's services</li> <li>NCDI's asset-based model is field-tested and useful</li> <li>Building sustainable organizations/strong resident leadership are key capacity building goals in communities of color</li> <li>NCDI's partner organizations are working for social change</li> </ul> <p><i>About the Field</i></p> <ul style="list-style-type: none"> <li>Race/culture matter in capacity building</li> <li>Capacity building needs in target communities are not adequately addressed</li> <li>There is a need for more affordable, accessible, culturally-based capacity building services</li> <li>Fewer resources are available for social change work in communities of color</li> <li>CBO's do not fully utilize existing capacity building services</li> </ul>	<p><i>Individuals</i></p> <p>1. Provide training on capacity building for social change in communities of color and other marginalized communities</p>	<ul style="list-style-type: none"> <li>Training programs conducted around the country on NCDI's model</li> </ul>	<ul style="list-style-type: none"> <li>NCDI's training curriculum and method is published and widely distributed</li> </ul>	<ul style="list-style-type: none"> <li>People are informed, engaged and using their knowledge of NCDI's approach in their work</li> </ul>	<ul style="list-style-type: none"> <li>A broad base of people recognize, understand and utilize NCDI's approach to working in communities of color</li> <li>Client organizations are able to do effective social change work in their communities</li> <li>Communities see systemic change in revitalizing their communities</li> <li>Communities with the greatest needs have opportunities to access capacity building support to meet their goals</li> <li>Movement building is advanced as a result of NCDI's work</li> </ul>	<p>Individuals, organizations and communities of color and other marginalized communities have the capacity to fulfill their goals and work together towards building a just society.</p>
			<p><i>Organizations</i></p> <p>2. Provide direct support to strengthen organizational capacity in communities of color and other marginalized communities</p>	<ul style="list-style-type: none"> <li>Technical support services for client organizations in each major region of the country</li> <li>Methods and tools for implementing best capacity building practices in communities of color</li> </ul>	<ul style="list-style-type: none"> <li>NCDI has a strong client base in each major region of the country</li> <li>A network of community based organizations exists that are working together for community change</li> </ul>	<ul style="list-style-type: none"> <li>Client organizations have more financial, human and knowledge resources and improve their overall effectiveness in carrying out their missions</li> <li>Client organizations link capacity building with their own mission work</li> </ul>		
			<p><i>Communities</i></p> <p>3. Support communities in their process of engagement and revitalization</p>	<ul style="list-style-type: none"> <li>Technology and tools to connect capacity building work in communities of color</li> <li>Technical support services for target communities around the country</li> </ul>	<ul style="list-style-type: none"> <li>NCDI has collaborations and strategic partnerships with organizations in different regions of the country</li> </ul>	<ul style="list-style-type: none"> <li>Communities build capacity to define and engage in their own social change processes</li> </ul>		
			<p><i>Field</i></p> <p>4. Influence the public, private nonprofit and philanthropic sectors to invest more resources and better serve communities of color and other marginalized communities</p>	<ul style="list-style-type: none"> <li>Articles, convenings, and presentations on building capacity in communities of color</li> <li>Campaign to increase support and resources for capacity building</li> </ul>	<ul style="list-style-type: none"> <li>Dissemination of best capacity building practices on working in communities of color</li> <li>National dialogue on capacity building</li> <li>Increased resources for capacity building</li> </ul>	<ul style="list-style-type: none"> <li>The impact and effectiveness of capacity building in communities of color is better understood</li> </ul>		

<p style="text-align:center"><b>NATIONAL COMMUNITY DEVELOPMENT INSTITUTE</b> <b>RESPONSIBILITY STATEMENT</b> <b>2007</b></p>
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Two basic principles guide our work with organizations serving communities of color:

- The key to rebuilding communities is developing stable organizations with the capacity to solve human problems – i.e., organizations with visionary leadership, a coherent strategic plan, good management practices and effective community engagement strategies.
  
- Community organizations can assume a pivotal role in the social change process if they are provided culturally-based technical assistance and training services that build on their strengths while addressing the unique challenges and special needs.

### **Client Responsibility**

The primary responsibility for addressing capacity building issues rests with the board and staff of an organization, not the NCDI consultant team. Organizational leaders, staff and constituents are responsible for defining, implementing and guiding the capacity building process with support from NCDI. Working together, these key stakeholders can identify and resolve a broad range of issues through a collaborative planning and problem-solving process.

### **NCDI Responsibility**

The primary responsibilities of the NCDI consultant team are (1) to assist an organization with developing a broad consensus and dynamic strategy for achieving its strategic goals and (2) to serve as a facilitator, resource and learning partner as the organization charts its future. In our extensive work with community organizations over the past twenty-five years, we have found this approach to be most appropriate.

**NATIONAL COMMUNITY DEVELOPMENT INSTITUTE  
BUSINESS AND MARKETING PLAN**

**JANUARY 2002 – DECEMBER 2004**

Adopted by the Board of Directors  
\_\_\_\_\_, 2001



January 1, 2002

Not since the 60's has America focused its attention on the needs of poor people and poor communities. Called into action by the words of Kennedy, King, and Chavez, prodded by the cadence of marchers and freedom riders, grassroots people rose and claimed their rightful place everywhere – gaining visibility, voice, rights, and opportunities long denied. The government responded - declaring a war on poverty and rolling-out a string of Great Society programs and projects. New leaders were born. Education and employment doors opened. Communities were alive. Hope and optimism surged. But, by the 1970's, America's faith in the Great Society waned. Pessimism about the efficacy of these programs, lack of confidence in the ability of the federal government to effectively combat chronic, intergenerational poverty and a Reagan era "trickle down" conservatism spelled the end to the Great Society and the war on poverty. By the 1980's America had given up on the inner city and poor neighborhoods all together.

Over the last 15 years, the philanthropic sector, not willing to concede the nation's urban landscape, sponsored a number of neighborhood-based initiatives which focused on building strong communities and emphasizing comprehensive strategies, resident-driven processes, cross-sector relationship building, and local knowledge as the key ingredients to revitalization. These efforts have become known as comprehensive community-building initiatives (CCIs), and while specific issues and conditions vary per site, they have in common the goal of strengthening all aspects of neighborhood well being – social, educational, economic, physical and cultural components – and engaging residents as agents of community change. With more than 60 such initiatives around the country, CCIs represent a new movement – one that invests in the vision and intrinsic knowledge of residents to rebuild their own neighborhoods.

Consistent with the CCI movement, and the community building approach, the National Community Development Institute (NCDI) is being formed to transfer the skills and abilities that will help poor communities – particularly communities of color - achieve social and economic equity.

A seasoned group of multi-racial community development and social justice professionals, NCDI is intent on formulating a continuum of services and programs that build local infrastructure capable of developing leadership, improving neighborhood well-being, fashioning cross-cultural and cross-sector alliances and sustaining community change.

We believe that these communities can live again – that they can once again be healthy and vibrant. Culture and associations can thrive. Leaders will emerge and residents will be engaged – equipped with the tools, resources, and relationships that can forge the needed changes that constituents demand.

On January 1, 2002, NCDI will be formally introduced and our journey begins. We honor the work that awaits us.

Peace,

Dr. Frank Omowale Satterwhite  
Founder and President,

**NATIONAL COMMUNITY DEVELOPMENT INSTITUTE**  
**Business and Marketing Plan**

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## 1.0 EXECUTIVE SUMMARY

In January 2002, the Community Development Institute (CDI) will launch a new national technical assistance center, the National community Development Institute (NCDI). The new organization will provide *customized capacity-building services to promote community-building and social transformation in diverse, low-income communities*. NCDI will direct much of its attention to training and nurturing a pool of ethnic minority and other consultants that are committed to working in multi-cultural environments and enhancing the access and quality of technical assistance in communities of color.

### 1.1 Vision

NCDI's vision for its work with communities of color is compelling. Our vision is that...

*There are strong, healthy, resilient communities of color with the leadership, infrastructure and constituent base to effect social change, shape public policy and influence the political economy in an increasingly diverse society.*

### 1.2 Mission

NCDI's mission is challenging. Our mission is...

*to develop a national technical assistance center that provides customized capacity-building services to promote community-building and social transformation in diverse, low-income communities.*

### 1.3 Objectives

NCDI's objectives are ambitious. Our objectives are to...

- ☐ Become an industry leader within five years
- ☐ Break new ground in developing effective approaches to technical assistance and training in communities of color
- ☐ Increase the pool of minority consultants who can provide effective and culturally competent technical assistance and training services
- ☐ Purchase our own building.
- ☐ Have budget and assets in excess of \$5 million dollars within three years.

## 1.4 Operating Principles

NCDI's operating principles are respectful of the clients and communities it serves. We will...

- Value the unique assets of residents, organizations and communities;
- Honor cultural differences and promote cultural competency;
- Be client-driven and responsive to the communities that we serve;
- Provide reliable and beneficial services to each client organization;
- Listen to the authentic voices of our clients, peers and partners in the field.

## 1.5 Keys To Success

NCDI is aware that the success of this new venture is dependent on a variety of factors:

- ☐ *Relationships with clients and local constituent group*  
NCDI firmly believes that its reputation to deliver services that are respectful and reflective of the neighborhood and grassroots group it serves, is the single most critical factor in its ultimate success
- ☐ *Quality of programs and services*  
NCDI must foster an organizational culture that is committed to quality standards, innovation and experimentation, documentation of learnings and on going monitoring and evaluation of program effectiveness.
- ☐ *Ability to deliver successful programs "on the ground"*  
In expanding the scope and scale of its work, NCDI must be careful to maintain the same standards of excellence and quality control in the geographically and culturally diverse communities that it will serve.
- ☐ *Growth management*  
NCDI must be careful to monitor its growth in order to ensure that its internal infrastructure and capacity keep pace with its expansion. The company must also be mindful of taking on projects that are consistent with its mission and that it has the resources and capacity to successfully administer.
- ☐ *Timing*  
The community-building field is growing rapidly. NCDI must act quickly, but strategically to take advantage of the tremendous opportunities that are presenting themselves in this expansive new industry.

## 2.0 COMPANY DESCRIPTION

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In January 2002, the Community Development Institute (CDI) will launch a new corporate entity that is unique in the community-building field. The new firm will be a national technical assistance center that provides an array of *customized* capacity-building services for communities of color. The technical assistance center has its origin in the vision and passion of its founder, Dr. Frank J. Omowale Satterwhite, who is the President and Chief Executive Officer. During the past three decades, his work in the community development field has been guided by the fundamental belief that “*local communities must define their own needs, in their own way, on their own terms and with their own voice to bring about genuine social transformation.*”

### 2.1 Legal Business Description

#### 2.1.1 Company Name

The legal name of the company is National Community Development Institute, Inc. (NCDI).

#### 2.1.2 Legal Form of Business

NCDI is a non-profit 501(c)(3) corporation registered and chartered in the State of California (approval pending).

#### 2.1.3 Legal Purpose

The specific purpose of NCDI is to develop a national technical assistance intermediary and resource center that engages in consulting, training, advocacy, networking and research activities to build institutional capacity in communities of color.

## 2.2 COMPANY HISTORY

In January 2002, National Community Development Institute (NCDI) will assume full responsibility for the regional and national technical assistance programs now offered by Community Development Institute (CDI), a not for profit 501 (c) (3) corporation located in East Palo Alto, California.

Founded by Dr. Omowale Satterwhite in 1979, for the past twenty-two years, CDI has provided technical assistance and training services to nearly one thousand organizations in thirty-two states. With a mission to *assist diverse, low-income communities to combat the causes of racism and poverty*, CDI engages in various activities to promote political empowerment, economic development and social revitalization. Its primary focus, however, is developing organizational capacity and training indigenous leaders to build health, stable communities. The vast majority of its clientele are diverse community-based organizations engaged in service delivery, development, organizing and/or advocacy activities. CDI has earned a national reputation as a premier technical assistance provider to grassroots organizations serving diverse populations.

The strategic decision to establish a technical assistance intermediary for communities of color was based on extensive research and analysis that revealed that:

- ❑ Communities of color experience both a tremendous need and lack of access to quality technical assistance and capacity building activities;
- ❑ Capacity-building and civic engagement are key elements in the social transformation of low-income communities; and
- ❑ The philanthropic and public sectors are investing extensively in capacity-building and organizational effectiveness efforts.

These factors, coupled with the need to document, analyze and disseminate the lessons learned from CDI's vast community-building experience and the desire to sustain CDI's presence in the community-building field after the retirement and leadership transition of its founding father, have made the formation of National Community Development Institute an imperative.

## **2.2 Scope of Services**

The new company, NCDI, will provide comprehensive, customized management, consultant, technical assistance skill development and training services for organizations, staff of nonprofit organizations, board members, volunteers, and community activists. In addition, NCDI will act as fiscal sponsor for emerging organizations. NCDI will offer services regionally and nationally, as well as act as a technical support resource center and think tank for regional community based organizations.

## **2.3 Management Summary**

A nine-member Board of Directors that meets semi-annually to carry out its legal responsibilities will govern NCDI. A recruitment process for a diverse board of directors is currently underway by the Board Chair and President. Persons with academic; community building; corporate; financial; policy; philanthropic; community-based non-profit; public agency or technical assistance backgrounds are being sought.

Initially NCDI will be organized into five divisions:

- (1) Office of the President
- (2) Administration & Operations;
- (3) Management & Consulting Services;
- (4) Education & Training;
- (5) Special Projects.

By the end of the second year, NCDI will have a core staff of eighteen management, program and administrative support personnel and is considering the addition of a sixth division devoted to research and evaluation.

## **2.4 Staffing**

NCDI will be staffed by veteran political activists, an organizer, management experts, social theorists and educators as well as administrative and support personnel. NCDI will have 18 full time staff when the organization is fully operational.

### 3.0 PROGRAM AND SERVICES

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#### Building Capacity for Change

In our view, there is a direct relationship between the quality of life in a community and the capacity of its social institutions to address basic human needs, build community, promote social transformation and achieve institutional change. We think that the key to transforming urban neighborhoods is developing a strong and stable infrastructure of sustainable community-based organizations with visionary leadership, effective management systems, feasible development plans and viable organizing/advocacy methods.

NCDI's three program divisions, **Management And Consulting Services, Education and Training and Special Projects** – are designed to create strong infrastructure and systems. These programs will function as a continuum of training and learning that will build, strengthen, enhance, and sustain organizational and community capacity for neighborhood change.

NCDI recognizes that operationalizing this goal is both conceptually and practically challenging. As the community-building field matures, the inability of conventional TA to address the numerous and complex capacity requirements that neighborhoods face, becomes obvious. NCDI is anxious to test new methodologies and contribute to the field's understanding of how to successfully incorporate technical assistance into the fabric of neighborhood organizations and institutions and to expand capacity-building principles to the pervasive issues of race and multi-culturalism.

Functioning as a technical assistance intermediary, training institute and resource center for non-profit organizations, community-building practitioners, constituent groups, consultants, and others working in the non-profit field, NCDI is poised to deliver a full complement of management and training related services within its program divisions:

#### 3.1 Management and Consulting Services (MCS):

##### BUILDING THE CAPACITY OF LOCAL ORGANIZATIONS, INSTITUTIONS, AND NETWORKS

The Management and Consulting Services Division is responsible for securing, managing and evaluating technical assistance contracts to promote capacity building in communities of color.

The work of this program is distinguished by its intent to tailor interventions to the particular organizational and/or neighborhood context; insistence on building on the assets of these organizations; highlighting organizational and constituent leadership; and creating a stimulating environment for learning and problem solving.

Grounded in these principles, NCDI's strategy to reinvigorate local institutions includes a range of technical assistance options including:

- *Organizational Development Programs:*  
Customized technical assistance services for designated foundation grantees.
  
- *Executive Coaching:*  
Mentoring services for board members and executive staff.



- *Fiscal Sponsorships:*  
Fiscal management services for family/private foundations.
- *Community Learning Circles:*  
Extensive training programs for board members and staff.
- *Non-Profit Clinics:*  
Skill-building workshops for community-based practitioners with follow-up technical assistance.
- *Community Planning:*  
Technical support for comprehensive community initiatives.

The target market for these services are *nonprofit organizations, community foundations, private foundations, and public agencies.*

The three-year objectives of the MCS Division are to:

Nonprofit

Organizations: Provide direct technical assistance services to one hundred non-profit organizations annually with annual projected revenue estimated to be \$400,000 -\$800,000 per year

Community  
Foundation

Program: Develop and implement technical assistance programs for capacity-building initiatives sponsored by five community foundations in the Bay Area with annual projected revenues estimated to be \$100,000-\$250,000 per year

Private  
Foundation

Program: Develop and implement technical assistance programs for community-based initiatives sponsored by three regional or national foundations with annual Projected revenue from these services estimated to be \$150,000-\$450,000 per year

Public Agencies

Program: Develop and implement technical assistance programs for capacity-building initiatives sponsored by ten public agencies in the Bay Area with annual Projected revenue from these services estimated to be \$100,000-\$200,000 per year.

### **3.2 Education & Training (ET) Division:**

BUILDING COMPETENCE TO SERVE COMMUNITIES OF COLOR MORE EFFECTIVELY

The Education & Training Division is responsible for conducting professional development programs for consultants and community practitioners and improving capacity-building work in communities of color through training, networking and advocacy activities

At the center of NCDI's programs and services, is the belief in and commitment to ensuring that the communities of color have access to best information and knowledge that the field has to offer as well as insisting that those who work on behalf of these communities are familiar with best practices and have knowledge of and respect for the cultures that they have chosen to serve.

As a distinguishing feature, NCDI will concentrate a significant portion of its efforts on the development of learning environments that fuel continuous professional growth and product innovation. Building on the highly successful and pioneering programs of the parent company, CDI, NCDI will offer specific professional development opportunities for *consultants, staff, boards, constituents and volunteers* serving communities of color:

#### COMMUNITY-BASED PRACTITIONERS AND LEADERS PROGRAM:

- Certificate Training Programs  
Organizational Development and Evaluation Specialists Training:  
A certificate program for non-profit staff with OD responsibility.
- Skill-Building Workshops:  
Specialized workshops for community-based practitioners and constituents.

#### CONSULTANTS

- Professional Development for Consultants (PDC) Training Program:  
A professional development program for consultants working in communities of color.
- Consultant Learning Community:  
An advanced training program for PDC alumni.
- NCDI Consultant's Network:  
A professional association for PDC alumni and other consultants.

#### COMMUNITY SECTOR

- *Community Resource Center*  
A resource center for community-based practitioners, constituency groups, consultants and others working neighborhood development.
- *Annual Conference:*  
An annual regional conference focusing on critical community development issues including diversity and cultural competency.
- *Community Based Think Tank:*  
An on-going dialogue group focusing on capacity building and other relevant issues of concern to leaders engaged in community transformation efforts.

The three-year objectives of the Education and Training Division are to...

#### Community-Based

Practitioners: Conduct monthly capacity-building workshops for community-based practitioners and residents in communities of color; train 10 CBO staff as Organizational Development Specialists; train 10 CBO staff as Evaluation Specialists. The annual projected revenue is estimated to be \$ 30,000 per year.

Consultants Train 25 consultants of color annually in the Professional Development of Consultants Program (PDC); replicate the PDC Program in four other regions of the state; recruit 10 PDC alumni to join a Consultant Learning Community each year; establish a NCDI Consultant's Network with a minimum of 100 members. The annual projected revenue is estimated to be \$ 195,000 per year.

#### Community Sector

Program: Develop a Resource Center for consultants and community-based practitioners that archives best practice literature and material; develop Resource Center programs including periodic community "think tanks" that conduct strategic dialogue about relevant issues in communities of color; sponsor an annual thematic conference focusing on cultural competency. The annual projected revenue is estimated to be \$ 40,000 per year.

### 3.3 Special Projects:

#### CONTRIBUTING KNOWLEDGE AND INNOVATION TO THE FIELD

The Special Projects Division is responsible for developing and implementing major initiatives and demonstration projects with the potential to deepen our understanding of capacity building work in communities of color.

NCDI's Special Projects program will be the locus of applied learnings from current and past projects and will concentrate on creating and /or implementing initiatives that test new technical assistance methodologies as well as address issues in community building relative to race and multi-culturalism that are in need of further exploration.

Under Special Projects, NCDI will implement a small number of major initiatives where the size, level of investment, and programmatic innovations are substantial enough to influence best practices in the community-building field. NCDI will utilize explicit criteria to select projects with the highest potential for social impact. Projects undertaken will:

- Utilize an interdisciplinary approach to community development;
- Be grounded in the development of cultural competency;
- Foster knowledge transfer and skill building in local communities;
- Transfer specialized capacities in communities of color (e.g., technology, community research, community planning, etc.); and
- Promote indigenous leadership development, institution building and community empowerment (e.g., neighborhood residents or constituency members of CBO's).

These major projects will be crafted to the specific requirements of the local communities and organizations but will integrate our management services and education and training program options into the capacity-building framework.

The three-year objectives of the Special Projects division are:

#### California Works For

**Better Health:** To develop and implement a technical assistance and training program for the California Works for Better Health (CWBH) Initiative. NCDI and the National Economic Development and Law Center are now engaged as Technical Assistance Intermediaries for the California Works for Better Health (CWBH) - a 16 site, statewide initiative to increase access to regional health and employment opportunities for diverse, low-income *communities sponsored by the California Endowment and Rockefeller Foundation.*

By the end of the third year, NCDI will have completed Phase One of the CWBH Initiative. It is not known at this time whether this contract will be renewed beyond the third year by CWBH. The projected revenue is \$250,000 during the first two years and \$150,000 in the third year.

**Major Initiatives:** To secure two new contracts for major initiatives focusing on infrastructure development and community building through social change strategies. These initiatives will be selected where the size, level of investment, and programmatic innovations are substantial enough to influence best practices in the community-building field. The annual projected revenue is estimated to be \$50,000.

#### Demonstration Projects

To implement at least one demonstration project in a community of color each year. These projects will be undertaken in partnership with local communities. The annual revenue projection for this program is \$50,000.

## 4.0 MARKET ANALYSIS

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### 4.1 Target Market

NCDI's target market is nonprofit organizations that serve ethnic communities. Years of disinvestment by the public and private sectors have left a fragile social infrastructure in these neighborhoods. As a result, community based organizations are often ill prepared to solve the chronic problems that plague urban neighborhoods and community residents often lack the knowledge and experience to play a pivotal role in changing these conditions. The net effect is the systematic disempowerment and marginalization of communities of color and a woeful lack of indigenous capacity to bring about social transformation. We are committed to trying to reverse this effect.

### 4.2 Industry Analysis

NCDI's capacity-building work is encased in the community development/community building field. Over the last 15 years, as government investment in alleviating poverty disappeared, a number of large foundations have worked in partnership with community professionals and academics to develop new models to improve the quality of life in poor neighborhoods. The community building industry has grown from a few demonstration projects to more than 60 major initiatives around the country sponsored by a number of the leading philanthropic institutions including Ford, Pew, Casey, Rockefeller, Hewlett, and the California Endowment.

A study conducted by the Bay Area Partnership for Building Healthy and Self-Sufficient Communities for Economic Prosperity, a public-private coalition of government, business, community, philanthropic and service leaders, attests to the growth and vitality of the field in its report, *Promising Bay Area Community building Initiatives: Profiles and Analysis*. The report chronicled 24 promising multi-sectoral community building initiatives operating in the nine county Bay Area and concluded that the study was only "a snapshot" of the community-building work underway in the region .

Clearly, both nationally and regionally, the community-building industry is flourishing and gaining new converts – all of which suggests an extraordinarily favorable climate for launching a new technical assistance intermediary whose primary purpose is to serve communities of color.

### 4.3 Market Demand

Community building and capacity building are inextricably bound. Growth in the community-building industry naturally suggests growth in the demand for technical assistance. The most significant market factors are...

- A national consensus in the community-building field about the need for effective capacity-building programs in communities of color;

- A renewed public interest in inner city neighborhood revitalization by local government and business sectors; and
- An advantageous funding climate for capacity-building, community-building, and organizational effectiveness programs;
- High demand for a broader range of technical assistance services at the neighborhood level.

#### 4.4 Competition

NCDI has concluded that though there are a number of large to mid-size regional and national technical assistance intermediaries with established reputations, the demand for capacity building work in poor neighborhood far exceeds the technical resources available to address the demand. This conclusion is based on extensive conversations with industry leaders.

Between October and December of the year 2000, the President of CDI held consultation meetings with nineteen individuals across the county to solicit their views about the need for a technical assistance intermediary for communities of color. In addition, in January 2001, Dr. Satterwhite convened a two-day retreat with fourteen individuals from the Bay Area who are leading professionals in the non-profit sector and community-building field.

Based on the input from both these processes, NCDI concluded that...

- Although the technical assistance field is crowded with individuals and consultancy organizations, the targeted market is not saturated because of the magnitude of the unmet need;
- There is a high demand for quality technical assistance programs in communities of color;
- Technical assistance providers, by and large, are ill-equipped to effectively serve such communities;
- There are few technical assistance intermediaries with social transformation of communities of color as their primary focus; and
- Many national technical assistance intermediary organizations are floundering due to leadership transitions and changing funder interests

All of these factors point to the strong potential of an organization like NCDI to enter the technical assistance market with maximum success.

Nevertheless, NCDI is aware that there is a large number of highly visible technical assistance intermediaries located in Oakland, California including the Annie E. Casey Foundation, Applied Research Center, Center for Third World Organizing, National Community Building Network, National Economic Development and Law Center, Oakland Citizens Committee for Urban Renewal, Policy Link, and Urban Strategies Council. It is prudent for NCDI to establish functional relationships with these well-known organizations to share lessons, avoid duplication, and pursue opportunities for strategic alliances and partnerships.

## 5.0 STRATEGY AND IMPLEMENTATION SUMMARY

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### 5.1 Marketing Strategy

While NCDI will be a new business in the technical assistance intermediary field, it expects to become a leader in the sector within five years. NCDI will first focus its marketing activity in Bay Area and then subsequently in four other regions of California where the parent organization has established strong business relationships (i.e., San Diego; Los Angeles; Fresno; Sacramento). By the third year, it is our aim to position NCDI to enter into the national market as a reliable and trusted technical assistance intermediary.

In addition, NCDI expects the effectiveness of the training and certification programs for consultants and community practitioners to be critical to the future success of NCDI. These programs will bring visibility and credibility to NCDI and build a cadre of associates who are loyal to the organization.

The company recognizes that local, regional and national foundations will be an important part of NCDI's growth plan and that it must create an entree into new philanthropic arenas (regional, state and national) where the parent organization has no history. NCDI anticipates that its work with the California Works for Better Health Initiative and planned publications for the field will draw attention to its work and approach.

The company plans to gain market advantage by:

- Creating new programs and services based on the dynamic experiences of community practitioners
- Establishing quality standards for technical assistance programs in communities of color including cultural competency
- Dialoguing with funders and policy makers about social investment in communities of color and bridging the power divide by enabling them to learn directly from these communities
- Being in touch with and learning from the wisdom of grassroots communities
- Documenting and disseminating lessons learned from the authentic voices of community residents.

### 5.2 Competitive Edge

NCDI has the unique advantage of being founded by an established organization with a long and credible history of achievement in the community development field. The following strategic assets of the parent company are transferable to NCDI:

- More than one thousand organizations in thirty-two states served by CDI over a twenty-two year period, most of which are linked to social change work in communities of color.
- More than eighty-five consultants trained by CDI to provide capacity-building services in communities of color, many of whom are members of the NCDI Consultant Network.
- More than two decades spent by CDI building strong and credible relationships with grassroots organizations, social change networks, funders and policy makers in various regions of the country.

It is fully recognized that NCDI's most marketable asset *at this time* is the President, Dr. Omowale Satterwhite. His professionalism and humility are known and respected throughout the country. Known simply as Omo, his oft-repeated mantra, "If you honor the work, the work will honor you," has become a community development principle.

The individual and collective ability of the entire NCDI management team, however, will be recognized and valued in the community-based non-profit sector by the end of our first year of operation.

### **5.3 Pricing Strategy**

The pricing of our products and services is based on consulting industry standards in the non-profit sector. Generally, our professional fees will range from \$100 to \$150 per hour or \$800 to \$1,200 per day. The lower end of the fee scale (\$100/hour or \$800/day) will be charged to organizations with annual budgets below \$500,000 per year. The mid-point of the fee scale (\$125/hour or \$1,000/day) will be charged to organizations with annual budgets between \$500,001 and \$1,000,000. The high end of the fee scale (\$150/hour or \$1,200/day) will be charged to organizations with annual budgets in excess of \$1,000,000. This pricing strategy is reasonable and competitive within the non-profit sector.

### **5.4 Promotion Strategy**

While NCDI will develop an attractive promotional package and website, our primary promotional strategy will involve:

- Securing interviews and/or developing articles for publication in key community development publications and periodicals;
- Giving presentations at relevant community-building conferences and forums; and
- Hosting a regional conference focused on capacity building and cultural competency to signal our entry into the technical assistance intermediary arena.

Promotional materials will build heavily upon the reputation and past achievements of the parent company, CDI.



## 5.5 Sales Strategy

The primary sales strategy of NCDI is to provide customized, culturally competent services to expand the supply of qualified consultants and to meet the growing demand for capacity-building services in communities of color. Toward this end, our products and services will be sold to:

- *Management and Consulting Services Division:* community foundations, family and other private foundations, public agencies, and non-profit organizations that sponsor technical assistance programs and capacity-building initiatives in communities of color.
- *Education and Training Division:* organizational consultants, community practitioners, and others in the community-based, non-profit sector with a professional interest and social commitment to working communities of color.
- *Special Projects Division:* regional and national foundations with an interest in supporting capacity-building programs focusing on social transformation.
- *Community Research and Evaluation Division:* evaluation consultants, community practitioners and others in the community-based, non-profit sector with a professional interest and social commitment to evaluation diversity.

## 5.6 Market Risks

Because of the current advantageous climate for capturing market share, NCDI runs the risk of growing too quickly without giving adequate attention to stabilizing its internal infrastructure. Expanding to a statewide and national scale too soon may strain the new organization and compromise the quality of its services unless appropriate quality control measures are developed and implemented. However, this risk must be balanced against the potential benefits of targeted expansion into new markets. Failing to move forward in a timely manner may render potential market opportunities obsolete.

Other national intermediaries have suffered from the inability to build relationships and trust at the local level when engaged in multi-site projects or to customize their services to address local needs. NCDI needs to learn from and not duplicate the past mistakes of its competitors.

NCDI should be strategic about the types of projects that it undertakes during the formative years of operation and must never promise more than it can reasonably deliver with existing resources. It is important for the organization to remain cognizant that social transformation and capacity transfer are long-term activities, which may not yield immediate benefits to local communities

## 6.0 MANAGEMENT SUMMARY

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### 6.1 Governance

A nine-member Board of Directors with the following basic duties will govern NCDI: policy-making, planning, finance, personnel, programs and services, public relations and evaluation. The board will meet semi-annually to carry out its legal responsibilities.

NCDI is currently recruiting a diverse group of board members with the following institutional affiliations: academia; community-building network; corporation; financial institution; policy organization; foundation; community-based, non-profit organization; public agency; and technical assistance intermediary.

Ms. Beth Rosales has agreed to serve as the Chairperson of the Board and will assist the President with recruiting a very capable, experienced and diverse Board of Directors. At this time, Dr. Manuel Pastor, Professor, UC Santa Cruz and Ms. Alvertha Penny, Program Officer, Hewlett Foundation have agreed to serve on the board.

### 6.2 Organizational Structure

NCDI will hire a core staff of eighteen (18) management, program and administrative support personnel over a two-year period. The staff positions are:

1. President and CEO;
2. Division Directors  
Administration & Operations, Management & Consulting Services, Education & Training, Special Projects, and Research & Evaluation;
3. Administrators:  
Development & Marketing Director, Accountant, Human Resource Analyst and Database/Information Technology Coordinator;
4. Program Support: Program Associates (2) and Contract Coordinator; and (5) Administrative Support; Executive Assistant and Administrative Assistants (4).

NCDI has developed an organizational structure with five core divisions: (1) *Office of the President*; (2) *Administration & Operations*; (3) *Management & Consulting Services*; (4) *Education & Training*; and (5) *Special Projects*. A sixth division, *Research & Evaluation*, is under consideration at this time. A description of each division follows.

#### ☐ *Office of the President*

The Office of the President is responsible for providing visionary leadership and guiding the institutional development process to achieve the strategic aims of the corporation. The core functions of this office are Strategic Planning, Budget and Finance, Resource Development, Governmental Relations, Marketing, Communications and Organizational Assessment. There will be 3.5 staff (FTE) in the President's Office including the President (1), Development Director (1), Executive Assistant (1) and Administrative Assistant (.5).

☐ *Administration & Operations Division*

The Administration & Operations (A&O) Division is responsible for developing the basic infrastructure and operating systems needed to effectively manage the corporation. Its core functions are Fiscal Management, Human Resources, Information Technology, Office Management and Facility Management. There will be 5 staff (FTE) assigned to the A&O Division including the Director (1), Accountant (1), Human Resource Specialist (1), Database/IT Coordinator (1) and Administrative Assistant (1).

☐ *Management & Consulting Services Division*

The Management & Consulting Services (MCS) Division is responsible for securing, managing and evaluating technical assistance contracts and capacity-building grants.

There will be 3 staff (FTE) assigned to the MCS Division including the Director (1), Program Associate (1) and Administrative Assistant (1).

☐ *Education & Training Division*

The Education & Training (ET) Division is responsible for (1) designing and implementing professional development programs for consultants and community-based practitioners and (2) contributing to knowledge development in the community-building field.

There will be 2.5 staff (FTE) assigned to the ET Division including the Director (1), Program Associate (1) and Administrative Assistant (.5).

☐ *Special Projects Division*

The Special Projects Division is responsible for developing and implementing major initiatives and demonstration projects with the potential to deepen our understanding of capacity-building work in the communities of color.

There will be 2.5 staff (FTE) assigned to the SP Division including the Director (1), Program Associate (1) and Administrative Assistant (.5).

### **6.3 Management Team**

NCDI's senior management staff has broad and extensive experience working in the non-profit sector and community-building fields. Following is a summary of their professional backgrounds.

☐ *President and Chief Executive Officer: Dr. Frank Omowale Satterwhite,*

is a management and community development specialist with a long and distinguished career as an educator and community development practitioner. Dr. Satterwhite completed an undergraduate degree at Howard University (1965), a Master's Degree at Southern Illinois

University (1967) and a doctoral degree at Stanford University (1975). He has received both regional and national recognition for his extensive work in the community-building field. Dr. Satterwhite is the founding President and CEO of NCDI.

- ☐ *Director of Management & Consulting Services Division: Ms. Saundra Davis*  
 is a management and organizational development consultant with 10 years experience in providing grant writing training, capacity-building and technical assistance services to non-profit organizations and local governmental agencies. Prior to becoming a consultant, she served as the development director for a local community-based organization for five years. Ms. Davis received a Bachelor of Science Degree in Management from Golden Gate University (1996). She is Director of the Management & Consulting Services Division.
- ☐ *Director of Education & Training Division: Ms. Patricia St. Onge*  
 has 20 years experience in managing small to large non-profits engaged in community development and/or human service delivery. Working with public agencies, non-profit organizations, foundations, academic institutions and congregations, she provides training, consultation and technical assistance in the areas of community organizing, social justice advocacy, organizational development, cultural competency, consensus building and spiritual and executive coaching. Ms. St. Onge completed a Bachelor of Science Degree in Human Services from New Hampshire College (1981) and a Master of Divinity Degree from Pacific School of Religion (1995). She is Director of the Education & Training Division.
- ☐ *Director of Special Projects, Ms. Cecilia Rodriguez*  
 has 20 years experience in managing non-profits. Her experience includes community organizing, fundraising, non-profit management, small business development and workforce development. She has been a funder in progressive philanthropy and founded several national/regional networks dealing with Latino and women of color issues. She has been the recipient of the Charles Bannerman Fellowship for community organizing, the Petra Award for community leadership, and the Annie Mae Pictou award for her work in Native-American communities. Ms. Rodriguez is Director of the Special Projects Division.
- ☐ *Senior Program Associate: Mr. Nghia Tran*  
 is community development specialist with broad and extensive experience as a technical assistance provider for a large number of organizations serving communities of color. He also served as a legislative aide to U.S. Senator Alan Cranston and to California Assemblywoman Gwen Moore. Mr. Trans received a Bachelor of Arts Degree in Political Science from the University of California at Los Angeles. He is a Senior Program Associate with project responsibilities in each organizational division.

#### **6.4 Management Team Gaps**

A Director of Administration & Operations has not been hired. The candidate will be a senior staff member with seven or more years experience in managing small to mid-size companies. This position will oversee the administrative and fiscal operations of NCDI.

## 7.0 BUDGET ASSUMPTIONS AND FORECAST: JANUARY 2002 – DECEMBER 2004

### **7.1 Financial Projections**

This section of the NCDI Business and Marketing Plan presents the projected budget for a three-year period from January, 2002 to December, 2004. Below is a review of the budgetary projections, which is followed by the actual three-year budget developed for NCDI.

#### REVENUES

The Program Divisions of NCDI are the main revenue generating sources for the organization. The total projected revenue for the three-year period is \$5,782,500. The annual revenues are \$1,442,500 in 2002, \$1,975,000 in 2003, and \$2,365,000 in 2004. The specific revenue projections for the various divisions are as follows:

#### Management and Consulting Services

The total projected revenue of the MCS Division is \$3,675,000 for the three-year period which represents 64% of the total revenues for the corporation. The annual revenues for this division are \$750,000 in 2002, \$1,225,000 in 2003 and \$1,700,000 in 2004. These revenues represent from 52% to 72% of the annual budget.

The main revenue sources for this division are foundation grants and technical assistance contracts with community foundations, family/private foundations, public agencies and non-profit organizations. The largest revenue source is contract income from non-profit organizations.

#### Education and Training Division

The total projected revenue of the ET Division is \$840,000 for the three-year period which represents 15% of the total revenues for the corporation. The annual revenues for this division are \$265,000 in 2002, \$280,000 in 2003 and \$295,000 in 2004. These revenues are from 12% to 18% of the annual budget.

The main revenue sources for this division are foundation grants, technical assistance contracts and program fees. The single largest revenue source is foundation grants.

#### Special Projects Division

The total projected revenue of the SP Division is \$950,000 for the three-year period which represents 16% of the total revenues for the corporation. The annual revenues for this division are \$350,000 in 2002, \$350,000 in 2003 and \$250,000 in 2004. These revenues range from 10% to 18% of the annual budget. Foundation grants/technical assistance contracts are the only projected revenue source for this division.

## EXPENDITURES

All expenditures have been assigned to three budgetary categories which are Personnel, Program and Operations, and General Operations. The total projected expenditures for the three-year period is \$5,248,514. The annual expenditures are \$1,060,000 in 2002, \$1,837,750 in 2003, and \$2,350,764 in 2004.

### Personnel

The total projected expenditures for Personnel is \$2,368,014 for the three-year period which represents 45% of the total expenses for the corporation. The annual personnel expenditures are \$475,000 in 2002, \$902,750 in 2003 and \$990,264 in 2004. These costs represent 42% to 52% of the annual expenditures.

### Program and Operations

The total projected expenditures for Program and Operations is \$2,435,000 for the three-year period which represents 46% of the total expenses for the corporation. The annual expenses for Program and Operations are \$465,000 in 2002, \$760,000 in 2003 and \$1,210,000 in 2004. These costs range from 41% to 51% of the annual expenditures. The single highest expenditure is for consultants under contract with NCDI. The next highest expense category is for consultant training.

### General Operations

The total projected expenditure for General Operations is \$445,500 for the three-year period which represents 8% of the total expenses for the corporation. The annual expenses for General Operations are \$120,000 in 2002, \$175,000 in 2003 and \$150,500 in 2004. These costs range from 6% to 11% of the annual budget.

**NATIONAL COMMUNITY DEVELOPMENT INSTITUTE  
PROJECTED THREE-YEAR BUDGET  
JANUARY, 2002 - DECEMBER, 2004**

REVENUE	YEAR			TOTAL
	2002	2003	2004	
Administration & Operations				
Packard Operations	7,500			7,500
<i>Subtotal</i>	\$7,500			\$7,500
Management & Consulting Services				
Community Foundations	100,000	175,000	250,000	\$525,000
Family/Other Private Foundations	150,000	300,000	450,000	900,000
Public Agencies	100,000	150,000	200,000	450,000
Non-Profit Organizations	400,000	600,000	800,000	1,800,000
<i>Subtotal</i>	\$750,000	\$1,225,000	\$1,700,000	\$3,675,000
Education & Training				
Organizational Consultants	195,000	205,000	215,000	\$615,000
Community-Based Practitioners	50,000	55,000	60,000	165,000
Community Based Non-profit Sector	20,000	20,000	20,000	60,000
<i>Subtotal</i>	\$265,000	\$280,000	\$295,000	\$840,000
Special Projects				
CWBH	250,000	250,000	150,000	\$650,000
Regional and National Foundations	50,000	50,000	50,000	150,000
Communities of Color	50,000	50,000	50,000	150,000
<i>Subtotal</i>	\$350,000	\$350,000	\$250,000	\$950,000
Community Research & Evaluation				
Evaluation Consultants	45,000	65,000	65,000	\$175,000
Community-Based Practitioners	10,000	40,000	40,000	90,000
Community-Based Non-Profit Sector	15,000	15,000	15,000	45,000
<i>Subtotal</i>	\$70,000	\$120,000	\$120,000	\$310,000
<b>Revenue Total</b>	<b>\$1,442,500</b>	<b>\$1,975,000</b>	<b>\$2,365,000</b>	<b>\$5,782,500</b>



NATIONAL COMMUNITY DEVELOPMENT INSTITUTE PROJECTED THREE-YEAR BUDGET JANUARY, 2002 - DECEMBER, 2004				
EXPENSES	YEAR			TOTAL
	2002	2003	2004	
<i>Personnel:</i>				
Office of President				
President & Chief Executive Officer	80,000	84,000	88,200	252,200
Development & Marketing Director	25,000	50,000	52,500	127,500
Executive Assistant	22,500	47,250	49,612	119,362
Administrative Assistant	17,250	18,375	19,294	54,919
Administration & Operations				
Director	60,000	65,000	70,000	195,000
Accountant	40,000	42,000	44,100	126,100
Human Resource Analyst	40,000	42,000	44,100	126,100
Database/IT Coordinator	40,000	42,000	44,100	126,100
Administrative Assistant	35,000	36,750	38,588	110,338
Management & Consulting Services				
Director	70,000	75,000	80,000	225,000
Contract Coordinator	20,000	42,000	44,100	106,100
Administrative Assistant	35,000	36,750	38,588	110,338
Education & Training				
Director	70,000	75,000	80,000	225,000
Program Associate	45,000	50,000	52,500	147,500
Administrative Assistant	17,250	18,375	19,294	54,919
Community Research & Evaluation				
Director	65,000	70,000	70,000	102,500
Administrative Assistant	17,250	18,375	19,294	37,669
Special Projects				
Director	65,000	75,000	80,000	220,000
Project Associate	45,000	50,000	52,500	147,500
Administrative Assistant	17,250	18,375	19,294	54,919
<b>Personnel Total</b>	<b>\$544,500</b>	<b>\$851,750</b>	<b>\$1,311,088</b>	<b>2,707,338</b>
<i>Program &amp; Operations:</i>				
Office of President				
Program: Marketing & Development	20,000	40,000	40,000	100,000
Operations: Strategic Planning	15,000	5,000	5,000	25,000
Administration & Operations				
Program: Staff Development	10,000	20,000	20,000	50,000
Fiscal: Audit	10,000	10,000	10,000	30,000
Operations: IT	10,000	10,000	10,000	30,000
Management & Consulting Services				
Program: Consultants	200,000	400,000	850,000	1,450,000

**NATIONAL COMMUNITY DEVELOPMENT INSTITUTE  
PROJECTED THREE-YEAR BUDGET  
JANUARY, 2002 - DECEMBER, 2004**

EXPENSES	YEAR			TOTAL
	2002	2003	2004	
Operations: Business Development	10,000	25,000	25,000	60,000
Education & Training				
Program: PDC	60,000	60,000	60,000	180,000
Program: PDC Learning Community	15,000	15,000	15,000	45,000
Program: Internship	30,000	30,000	30,000	90,000
Program: PDC Network	25,000	25,000	25,000	75,000
Operations: General	5,000	5,000	5,000	15,000
Special Projects				
Program: Consultants	60,000	60,000	60,000	180,000
Operations: General	5,000	5,000	5,000	15,000
Community Research & Evaluation				
Program: Evaluation	45,000	45,000	45,000	135,000
Operations: General	5,000	5,000	5,000	15,000
<i>Subtotal</i>	\$525,000	\$760,000	\$1,210,000	\$2,495,000
<i>General Operations:</i>				
Rent	75,000	75,000	75,000	225,000
Office Supplies	15,000	15,000	15,000	45,000
Telephone	10,000	10,000	10,000	30,000
Travel	35,000	35,000	35,000	105,000
Printing & Reproduction	10,000	10,000	10,000	30,000
Office Equipment/Furniture	30,000	10,000	5,000	45,000
Computer Services	10,000	10,000	3,000	23,000
Insurance	5,000	5,000	5,000	15,000
<i>Subtotal</i>	\$190,000	\$170,000	\$158,000	\$518,000
<b>Expense Total</b>	<b>\$1,259,500</b>	<b>\$1,781,750</b>	<b>\$2,679,088</b>	<b>\$5,720,338</b>

## 8.0 START-UP MILESTONES FOR THE YEAR 2001

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By the end of this year, CDI will have completed the following essential tasks to position the new organization for managed growth and development:

- *Governance*: Selected a nine-member Board of Directors and convened the inaugural meeting of the board.
- *Human Resources*: Hired the core management team and other program/administrative support staff.
- *Strategic Planning*: Developed a comprehensive business plan to guide the growth and development of NCDI during the first three years.
- *Annual Planning*: Developed a 2002 Annual Work Plan that states core objectives, key activities, expected outcomes and evaluation indicators for both administrative and program operations.
- *Resources Development*: Developed a three-year resource development plan for NCDI.
- *Marketing*: Developed a marketing plan to favorably position the NCDI in the community-building field.
- *Consultants Network*: Established the NCDI Consultants Network with founding members who are PDC alumni.
- *Consultants*: Selected the first group of Senior Associates and Project Associates who will be regular NCDI consultants.
- *Partnerships*: Established strategic partnerships with a few key funders, organizations and networks.
- *Facility*: Secured a long-term lease on a facility that will adequately house our programs and operations.
- *Relocation*: Transferred the Management Services Division of CDI to the Oakland office.
- *Data Management*: Developed an extensive database on consultants, client organizations and technical assistance projects.
- *Kickoff*: Hosted an open house to formally announce the opening of NCDI to the community.

## 9.0 CONCLUSION

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The prospects for launching a new technical assistance intermediary for communities of color are exciting and demanding.

- ☐ The new company will grow aggressively, but strategically. NCDI will initially focus its marketing activity in Bay Area and then branch out into four other regions of California where the parent organization has established strong business relationships (i.e., San Diego: Los Angeles; Fresno; Sacramento). By the third year, it is our aim to position NCDI to enter into the national market as a reliable and trusted technical assistance intermediary.
- ☐ NCDI will continue to service and expand the market of non-profit organizations developed by the parent organization. Non-profit organizations will be our largest market and our major single source of revenue.
- ☐ Local, regional and national foundations will be an important part of NCDI's growth plan and are not only a key source of revenue, but represent entry into new areas (regional, state and national) where the parent organization has no history.
- ☐ The effectiveness of the training and certification programs for consultants and community practitioners are critical to the future success of NCDI. These programs will bring visibility and credibility to NCDI and build a cadre of associates who are loyal to the organization.
- ☐ The convening of community think tanks and other dialogue groups will enable the NCDI to engage in critical thinking and take on important policy issues in the non-profit field.

NCDI will be intentional about hearing the authentic voices of communities of color, uncovering lessons from the field and continuously improving our programs and services.

The vision. The talent. The experience. The resolve. The humility. This is the hallmark of the new organization. In our view, the NCDI Business and Marketing Plan is a sound blueprint for action and will enable us to realize our compelling vision of the future.

**“If you honor the work, it**

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