

Hack the Hood Business Case

April 4, 2017

Chelsea Blanchard, Courtney Blaylock,
Nick Feeney, Brock Hudnut, Johnny Rastian

1.0 System Request Form

Project Sponsor	Collette Hanna
Business Need	Develop a plan to recruit sponsors and small businesses for initial program launch and growth
Business Requirements	<ul style="list-style-type: none">● Increased organization of small business and sponsor contacts● Continuous sponsor engagement● Internal metrics for tracking progress toward funding goals
Business Value	<ul style="list-style-type: none">● Increased monetary donations to fund the program● Increased communication with external partners● Reduction in time spent organizing corporate sponsors and progress toward goal
Special Issues or Constraints	<ul style="list-style-type: none">● LA satellite is starting from scratch so there are no definite logistics or processes established● Project sponsor has limited experience with the program● Does not share resources with Northern CA hack the hood

2.0 To-Be

3.0 Business Case

3.1 Executive Summary

Hack the Hood is an established nonprofit in Northern California that provides minority youth with website building skills. The organization operates a 6-week bootcamp in the summer to teach these youth, then facilitates a project where they build websites for local small businesses. The nonprofit model is based on two key areas of external engagement:

- Corporate sponsors who provide funding (of approximately \$40,000) to run the program
- Small businesses who work with the students

Northern California's Hack the Hood has functioned successfully off of a well-established business model that works with the particular characteristics of the area. Our client, Collette Hanna, is working with the northern branch to start a satellite of the program in Los Angeles. Due to differences in the locations, the satellite program needs to establish a new external engagement process for (1) initial launch and (2) program growth.

Our initial concept for this process redesign addresses the goals for the initial program launch:

- Make contact with many potential corporate sponsors and provide follow-up contact
- Secure at least \$40,000 to fund the LA pilot program
- Recruit small businesses to serve as clients for the students

Our second phase in the process includes additional goals for the program:

- Reevaluate goals and budget for proposed growth, if feasible
- Establish tiered sponsorship levels
- Cultivate existing sponsorship relationships to retain funding year after year
- Leverage existing small business relationships to make recruitment less time intensive

3.2 Purpose

Developing Hack the Hood in Southern California requires careful planning of sponsorships and small business recruitment. The following business case is presented to ensure the success of the program by analyzing the proposed system with an outline of the strategic approach, examination of potential risks, and explanation of recommendations.

The purpose of this business case is as follows:

- Provide details of the proposed system's development process
- Survey the risk landscape before launching the initial program
- Describe the potential costs and benefits of the recruitment system to each stakeholder
- Analyze the system's alignment to Hack the Hood's mission and goals
- Supply recommendations regarding the implementation of the system

The business case details the proposed recruitment processes for both sponsors and small businesses. The purpose of these systems is to develop measurable, repeatable processes for the recruitment of sponsors and small business throughout Hack the Hood Southern California's initial development as well as its expected growth in the coming years.

Project Objectives:

- Develop repeatable and scalable processes regarding recruitment of sponsors and small businesses
- Create a method to organize external contacts
- Plan for growth from initial program launch to future growth

3.3 Risk Assessment

- Organizational
 - The project relies completely on the sponsor, Collette Hanna, therefore, there is no assistance or backup if needed.
 - Limited informational support from the Northern California Hack the Hood.
 - Northern California Hack the Hood point of contact has recently stopped working for the company. The replacement has yet to be trained, leading to a lack of contact with the headquarters.
 - The Southern California Hack the Hood does not have an organized presence yet.
 - Short deadline to obtain sponsors and small businesses if planning on having the program this summer.
- Technical
 - The Southern California Hack the Hood does not yet have its own internet presence or website.
 - The region does not have a dedicated email for company use. This is needed before implementing the to-be system.
- Economical
 - Our proposed system does not incur any overhead operational costs. Therefore, there are no economical risks associated with the system currently.

3.4 Approach

- Methodology
 - Problem Analysis
 - We spoke with Collette to determine the differences between the South LA hack the hood and the Northern CA hack the hood to identify why we cannot use the same process. We also talked through the basic requirements for the program, and where she sees problems in accomplishing those requirements.
 - Informal Benchmarking

- We assessed best practices for sponsorship recruitment and grant funding in other nonprofit organizations
 - We researched common processes corporate sponsors use when developing partnerships with nonprofits
 - We interviewed local chamber of commerce to determine their ability to connect Hack the Hood with small businesses
- Outcome Analysis
 - We looked at the relationship between sponsors and the program to figure out what the sponsors find valuable in the relationship. This helped us to understand how to pitch the program and sponsorship opportunities to them.
- Technology Analysis
 - Once we had an idea of the needs of the client, we looking into technology that could help them meet their external recruitment goals and support future growth.

3.5 Stakeholders

Stakeholder	+	-	Considerations
Collette Hanna	<p>She will have a more developed process that can be followed to strategically engage more external partners</p> <p>She will have a scalable process that can be shared with future Hack the Hood satellites</p>	This process will be time intensive and require a lot of focus in planning the initial program launch	She could look into hiring another worker to help her and reduce the burden of implementing the system alone
Instructors	<p>More streamlined sponsorship recruitment means that they have a more secure position that they can depend on each year.</p> <p>As the program grows, they have possibilities for future growth of their job description in management and training roles</p> <p>Compared to other educational programs, Hack the Hood allows them to make an impact on youth in the community.</p>	Limited support from the Northern branch means that they may have to take ownership of some educational planning	Instructors could be more involved in the program design to promote a greater sense of involvement in the program
Students	Securing external partners will allow the program to launch and grow, which ultimately provide		

	<p>more opportunities for the students</p> <p>The program is specifically designed to be better than alternatives by providing lucrative tech skills and helping youth to stay out of gangs</p>		
Small Businesses	<p>Chosen small businesses get new websites built for them</p>	<p>Working with Hack the Hood will require additional time from them to meet and work with students</p> <p>They have to invest time into filling out the application</p>	<p>The process of recruitment could focus on creating a proposed timeline of the commitment to inform businesses before the program begins</p> <p>The application itself could be brief and simple to encourage more small businesses to apply</p>
Sponsors	<p>They gain corporate social responsibility by supporting local efforts</p> <p>Tech companies can pitch themselves to students and build recruiting relationships. It is in their best interest to help support more talent in their line of work because they will have the necessary skills to invest back into the company down the road.</p>	<p>Sponsorship takes time and monetary resources</p>	<p>The program could look into allowing non-monetary donations from sponsors, such as sponsoring events, speakers, etc, and donating other needed materials</p>

3.6 Strategic Alignment

Hack the Hood has strategic goals of combining technology skills and innovation with underprivileged minority youth. In recruiting sponsors, we looked at primarily targeting tech companies in the area who work in similar fields and could provide mentorship in those areas. Furthermore, the small businesses chosen to work with the students are specifically targeted to be from similar neighborhoods so that the organization can have a dual impact on the students and their communities. Our project is designed with room for organizational growth. This support the organization’s mission to help solve critical

issues around education opportunities for minority students and gang prevention because it allows the program to get a larger reach.

3.7 Recommendations

- **Google Suite for Nonprofits**
 - As Hack the Hood engages with external partners, it needs a way to organize all communication, relevant documents, and program plans. The best way to accomplish this is to implement the Google Suite for Nonprofits, which provides the company's software for free. With this software, Hack the Hood can:
 - Create a branded presence with a "Hack the Hood" email address
 - Consolidate documentation into one dedicated space
 - Create simple excel databases for different classifications of external partners
 - Create Google Forms to function as small business applications
 - Add new users as the program expands
 - Collaborate with other users on the system
- **Leverage established organizations to help in identifying potential small businesses**
 - Hack the Hood can optimize time by making contact with an organization already familiar with small businesses in the area rather than approaching businesses independently
 - This will increase the reach of the application and exposure of the program
 - This can also lead to future networking opportunities and marketing efforts to increase presence in the area
- **Make contact in person or by phone rather than by email**
 - While email can be used as follow-up communication, the initial point of contact should be done by phone or in person
 - This is particularly important for sponsorship engagement
 - Secondary research has shown that in person communication is the best way to make a connection with potential sponsors. The more personal the interaction, the more likely they are to want to work with the organization

4.0 List of How To-Be is Different From As-is

1. The Northern CA branch of Hack the Hood has an existing process for sponsorship recruitment, however, the South LA area is a much different landscape. Therefore, we cannot simply adjust the as-is process and apply it to South LA. Instead, we have to start from scratch and develop a brand new process independent of the northern counterpart.
2. Because we can't rely on the existing sponsors from the north, we added grant funding to our sponsorship recruitment. Hack the Hood's program falls into many different

categories of private or governmental grants relating to themes such as education, gang prevention, and STEM innovation.

3. We created a series of phased process flows to support initial launch and future growth. These processes are flexible and scalable to future satellite programs - an aspect that was not present in the Northern California's approach.
 - a. The two sets of processes are different to make it easier to engage existing sponsor and small business contacts while still building new relationships and assessing budgeting needs for growth
4. The small business recruitment process is also streamlined to allow for maximum efficiency of time. Collette's initial approach was to do all small business recruitment in person. While this in-person contact is important, it is not necessarily effective in initially identifying potential small businesses to work with. Instead, we proposed reaching out to the chamber of commerce in the area where the program will be run.
 - a. Reached out to Inglewood chamber of commerce education committee chairman Romeo Hebron. The Education committee purpose is to "enhance the educational experience by linking academics, business and community to promote real world learning, support partnerships, and encourage and celebrate educational excellence in our schools."
 - b. Once Collette has narrowed down to more viable small business clients, she can then reach out and make the personal connection. This is a change from trying to reach out to all small businesses in person without having any information about them.
5. We added a process for reaching out to organizations of small businesses in the Los Angeles area To supplement the aid of the chambers of commerce. This will allow Hack the Hood to network in the area and build a stronger presence.
6. Our to-be will streamline the process of reaching out to sponsors in the South LA area. This will help take a lot of lag time out of the process of finding grants and sponsors every year.