# Hack The Hood

## Final Deliverable

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# 1.0 Executive Summary

The purpose of this document is to assess the needs of Your Lifeline with recruiting sponsors and small businesses for the Hack the Hood program, evaluate options, and select one. The program model is based on two key areas of external engagements:

1. Corporate sponsors who provide funding to run the program
2. Small businesses who work with the students

Engaging both actors is necessary before the program can initially launch. The Your Lifeline nonprofit does not yet have a developed presence and, thus, lacks organization and existing resources to support itself. This creates additional burdens on Collette as the project manager for the Hack the Hood program expansion and primary figure building up the nonprofit Your Lifeline. In creating our solution framework, we identified and addressed three key pain points: time, resources, and organization. We then looked at ways we can overcome these pain points to accomplish the key goals within our scope: obtaining sponsors and recruiting small businesses.

Based on these key pain points and goals, we identified three options:

1. Utilize the Classy platform integrated with Salesforce for nonprofits to crowdfund sponsorship and manage the large database of external contacts
2. Target sponsors and small businesses predicated on personal interaction and limited technology
3. Utilize Google Drive to organize administrative documents and purposefully target sponsors and small businesses

From evaluating our three options, we decided on option 3, which we have developed in great detail in Appendix 8.5 and throughout the deliverable.

# 2.0 Purpose

Developing the Hack the Hood Program offering in Southern California requires careful planning of sponsorship and small business recruitment. The following business case is presented to ensure the success of the program by analyzing the client context and laying the foundation for technical, operational, and economic risks. Based upon this background, we then assessed high level business requirements, which were developed into functional requirements, user stories, and use cases. This takes our high-level abstract requirements and shows how they will function with real actors. Next, we identified three different options on the spectrum of breadth or depth of external recruitment. The options were then assessed for feasibility based upon the previously identified risks. This allows for objective decision-making based upon the project objectives as well as the foundation of client context and technical, operational, and economic risks.

The purpose of this specific proposal is to develop measurable, repeatable processes for the recruitment of sponsors and small businesses while tailoring the initial steps and templates to the South LA location.

## 3.0 Approach

We used several different information gathering techniques. These included looking internally into the existing resources of Your Lifeline and the Hack the Hood program and getting information from external sources.

### 3.1 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 understand why we could not follow the same process. We also talked through the basic requirements for the program, and where she sees problems in accomplishing those requirements. Collette relayed details on the limitations of her support from the Northern CA Hack the Hood headquarters and the stage of development of the Your Lifeline nonprofit.

### 3.2 Informal Benchmarking

We assessed best practices for sponsorship recruitment and grant funding in other nonprofit organizations. Specifically, we looked into the following nonprofits to understand what they have done to successfully engage external partners:

- TechSoup
- UNICEF
- Greenpeace
- Afterschool Alliance
- LA Compact

External engagement depends significantly on individuals and corporations outside of the organization. Therefore, we did an additional series of informal benchmarking to look at the sponsorship application process for large technology companies. Our objective was to understand on a general scale what companies are looking for in a sponsorship partnership and how they decide which nonprofit to sponsor. We referenced the following companies for this information:

- The Aerospace Corporation
    - We interviewed the director of Corporate Communications and Public Affairs, Sabrina Steele, to gain insight into the sponsorship process and best practices for nonprofits recruiting sponsors.
    - We used these insights to craft the sponsorship recruitment process including the pitches, talking points, and email templates.
- Adobe
- Best Buy

- Boeing
- Cisco
- Dell
- GE
- Google
- HP
- IBM
- Intel
- Microsoft
- Samsung
- Sony
- Verizon

Information gathered from the above corporations is detailed in Appendix 8.6, document 2.2.2.

**3.3 Outcome Analysis**

Based upon the information gathered from our informal benchmarking, we looked at the relationship between sponsors and Hack the Hood to identify what the sponsors find valuable. This helped us to understand how to customize the program pitch to each company's specific social impact focus.

**3.4 Technology Analysis**

Once we had an idea of the client's needs, we researched technology that could help meet the external recruitment goals and support future growth. We came up with a large list of various platforms and narrowed it down to the SaaS solutions included in our options assessment based on the initial Technical, Operational, and Economic risks we identified.

**3.5 Activity Elimination**

After looking at technology that is out there, we looked at what processes could be eliminated or automated. We assessed whether each activity in the process of small business and sponsorship recruitment was value-added and eliminated or automated those that weren't. Ultimately, we found that a lot of administrative steps in small business recruitment did not add value while most steps in sponsorship recruitment do add value.

**3.6 Rapid Prototyping**

Upon discovering the best option for our client, as outlined in further detail in section 7 as well as the Appendix, we employed rapid prototyping to develop the necessary documents and templates for Collette. We started with a basis of necessary pitches, but as we began developing the to-be process, we realized the need for more documents, as outlined in Appendix 8.6. Each of these documents were then developed using rapid prototyping to ensure that they functioned correctly. We designated one team member to act as the client representative to understand the business need from Collette's point of view allowing our prototyping to directly align with her needs.

# 4.0 Client Context

### 4.1 Client Background

Our client is working to reestablish Your Lifeline, a nonprofit focused around youth empowerment in inner city areas. The nonprofit's program offerings include Hack the Hood, a 6  six-week bootcamp that teaches kids how to build websites. The bootcamp consists of a period of formal instruction, taught by one full-time instructor and one part-time instructor. After this formal instruction, the students work with small businesses in the area to build them a website. This program relies heavily on two external partners - corporate sponsors who help run the program by providing funding and in-kind donations and small businesses who work with the students. The Hack the Hood program model is based off of a successful Northern California nonprofit, which offers its curriculum to satellite nonprofits who wish to run the program. Despite providing the curriculum and the program model, the Northern CA headquarters provides limited resources and support with external partners.

### 4.2 Requirements

For the development of Hack the Hood, our client has already defined a location for the program, but she has yet to secure the needed sponsorships and small businesses. We have been tasked with defining a scalable and repeatable recruitment process for both of these necessary stakeholders. The requested recruitment process will provide value to the business through increased donations and external participation as well as a reduction in the time spent organizing sponsors and small business. To ensure the business need is met, the process must align with the following business requirements:

- Increased organization of small business and sponsor contacts
- Focused External Recruitment
- Internal metrics for tracking progress toward fundraising goals and improving processes

Using the compiled information regarding the business need, found in the system request form in Appendix 8.1, we developed a to-be process as outlined in the following sections as well as Appendix 8.5.

### 4.3 Risks

While the organization has a relatively clean slate, there are technical, operational, and economic risks involved:

#### *4.3.1 Technical*

- ○ The organization does not currently have technology because it is just starting. Therefore, implementing new technology will require some degree of training on the new system.
- ○ The organization does not have a website yet, which negatively impacts brand presence and legitimacy. This can be a risk to recruiting sponsors and small businesses.

#### *4.3.2 Operational*

- Collette is the primary sponsor of the nonprofit and is in charge of most start-up tasks. This creates a risk of failure due to her time limitations.
- The nonprofit lacks organization and established processes due to its early stage of development.
- The lack of existing structure may be a risk in convincing external partners to support the program. Sponsors and Small Businesses typically want to see a history of success before jumping on board and may ask a lot of questions about the structure of the nonprofit before agreeing to commit.

### *4.3.3 Economic*

- The organization lacks existing resources and is dependent on start-up grant and sponsorship funding in order to run its programs and grow.

## 4.4 Stakeholders

| Name | Role | Level of Interest | Level of Importance | What is important to the stakeholder? | How could the stakeholder block the project? | Strategy for Engaging the Stakeholder |
|---|---|---|---|---|---|---|
| Collette Hanna | Project Sponsor | High | High | -Building external relationships so that the program can launch and grow over time<br><br>-Time efficiency to achieve program growth without expending too much time | - Lack of time<br><br>- Dependence on external people or programs for information | - Utilize technology that makes the most of her time<br><br>- Ensure that all tasks involving her are value-added |
| Sponsors | Project Funder | Medium | High | - Program's alignment to corporate social impact goals to determine whether it falls within their scope to donate to the program | - Only offering funding on a year-by-year basis<br><br>- Not having a clearly defined process for donations and grants | - Targeting each sponsor based on their social impact goals<br><br>- Following the sponsors' own processes for donations |
| Small Businesses | Student Project Client | High | High | - Being able to trust that students will deliver a good quality website | - Agreeing to work on a student project then pulling out last minute | - Engaging the chamber of commerce to easily identify small businesses and establish legitimacy |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | | - Publicize past client projects through social media and Your Lifeline website to showcase quality of student work |

## 5.0 Option Descriptions

### 5.1 Breadth Approach

Our first option is to use the SaaS solution Classy to crowdfund sponsorship money and reach a larger audience of supporters. This is a "breadth" approach because it casts a wide net and hopes to catch some supporters.

The "Classy" platform is a solution for fundraising pages that helps organizations to better brand their programs and connect their supporters. It offers personal and team fundraising pages for individual donors and integrates user-generated media, fundraising leaderboards, and corporate matching. This makes fundraising a community and social media experience. Game-ifying the process helps to engage people and encourage them to keep up with the progress of the program. It includes additional features such as event ticketing and registration, as well as data reporting and analytics. Classy has advanced donation tracking and processing features, making it best for managing large communities of donors.

The platform is customizable to the nonprofit's branded presence. Fundraising pages consist of templates that can be customized to include the organization's graphic design elements and logos. Furthermore, the platform is integrated with Salesforce for nonprofits. This allows users to automate donor communication and easily analyze the data from their fundraising pages. The platform also integrates with NGO connect and allows users to access all data on their phones.

The platform provides many resources including email and chat support, fundraising best practices articles, and phone support. The large amount of customers on the platform allows for more support and best practices to learn about. The downside of this is that more users in the crowdfunding sphere means more competition. With the breadth approach, Collette would still have to invest a lot of time to design and brand the fundraising page, engage donors, and keep track of funding goals. By spreading herself thinly across all of the potential donors, she wouldn't be able to invest as much time into building a personal connection with each and every sponsor.

### 5.2 Depth Approach

Collette initially came to us with the idea of focusing external engagement around the specific location of the program. This would entail going door-to-door to the small businesses around the location to gauge interest in working with the students and finding one LA-based corporate sponsor to take on the cause. This approach requires more planning on crafting persuasive pitches and building close relationships with potential corporate sponsors.

This solution would require organization of correspondence with external partners, sponsor commitments, and pitch materials. Due to the smaller number of external partners involved, this could even be done from Collette's own email and word processing software.

The largest challenge with this solution is that it is not necessarily scalable. While other solutions can make external relationships easier to manage over time, this solution would require Collette to start from scratch with recruiting small businesses for each year she runs the program. Similarly, if the sponsor pulls out, she would have to go through the process again.

### 5.3 Combination of Breadth and Depth

Our final option was to combine the breadth approach with respect to small businesses while using depth with sponsors. This makes it easier for Collette to reach a large pool of small businesses while spending the time to build relationships with potential sponsors. The small businesses are easier to convince because they are ultimately benefiting from the relationship with the Hack the Hood program. Therefore, the benefit of spending more time pitching to them does not outweigh the time it costs. Sponsors, on the other hand, require more effort to convince them to donate. From our research, we found that large corporations have very specific social impact goals that guide their decisionmaking around which causes to donate to. Therefore, we developed a solution that takes this into consideration by modularizing the pitches based on key social impact themes that the program covers (such as youth development, STEM education, and gang prevention).

We integrated technology into this solution by creating and organizing a Google Drive for the nonprofit. This creates a legitimate presence for all communication to go in and out of one official email account as well as a space to organize all administrative documents. While there will be more small businesses included in this approach than the depth approach, it is still manageable to manually input contact information and application data. The google drive allows the nonprofit to utilize google form applications for their small business clients and easily keep track of who has applied, who has been selected, and who has been waitlisted.

We utilized Google Drive in this solution because it has a relatively low learning curve and allows Collette to organize information without distracting from the core functionalities of running the nonprofit and building relationships.

## 6.0 Options Matrix

| | **Option 1: Breadth** | **Option 2: Depth** | **Option 3: Combination of Breadth and Depth** |
|---|---|---|---|
| **Stakeholder Objectives** | Does a good job of reaching all stakeholders but wouldn't target individual stakeholders as effectively. Collette would need to take time to do salesforce training and design templates for the platform. This would add to her current pain point of not having much time and would go against her goal of launching the project as soon as possible. | Does a good job of targeting specific stakeholders but doesn't efficiently reach out to all stakeholders. Very time intensive process and would require a large investment in each individual external partner. | Is effective in both reaching out to all stakeholders and targeting them. |
| **TOE Risks** | Technology: Potentially relying too much on technology and not maintaining personal relationships<br><br>Operational: Total reliance on Collette's ability to create and maintain templates within the platform, which could place a burden on her<br><br>Economic: Free platform but risk is that no sponsors will respond using platform | Technology: Few technological risks because interactions are done in person<br><br>Operational: Not easily scalable<br><br>Economic: Not efficient use of time but a free option | Technology: Potential issues with learning a new technology and being able incorporate all the pieces<br><br>Operational: Collette has to keep track of all templates and update information in contact spreadsheets frequently. This might take more time<br><br>Economic: Again using a free platform but adjustment time to technology is a concern |
| **Metrics** | Metrics have difficulty measuring individual stakeholders | Because we are keeping track of every stakeholder personally, metrics must be redone every year | Same technological metrics from breadth and depth are available but will be hard to manage with a small developing workforce. Metrics can be created as necessary with Google Sheets capabilities. |
| **Business Requirements** | Requires technical skill to run platform effectively | Need enough staff to be personally involved in all processes | Requires technical skill to run platform effectively |

# 7.0 Recommendation

### 7.1 Requirements Matrix

Below we have outlined the functional and nonfunctional requirements of the system based on the client's need. See Appendix 8.2, 8.3, and 8.4 for further details and use case diagrams.

#### *7.1.1 Functional Requirements Matrix*

| Requirements | User Story | Use Case |
|---|---|---|
| The system allows executive director to identify small businesses. | As the Executive Director of Your Lifeline, I would like to easily identify small businesses so that I know who to send the application to. | 1.1 |
| The system allows executive director to contact small businesses. | As the Executive Director of Your Lifeline, I would like to efficiently reach out to small businesses with an easy application so that I can entice the most small businesses as possible to apply. | 1.1 |
| The system allows executive director to send application. | As the Executive Director of Your Lifeline, I would like to quickly review the small business applications so that I can notify the chosen businesses in a timely manner. | 1.2 |
| The system allows executive director to collect and choose applications. | As the Executive Director of Your Lifeline, I would like to quickly review the small business applications so that I can notify the chosen businesses in a timely manner. | 1.3 |
| The system allows executive director to maintain documents of small business commitment. | As the Executive Director of Your Lifeline, I would like to have documentation of the small business commitment so | 1.4 |

| | | |
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| | that I can depend on the selected businesses. | |
| The system will keep track of current and prospective sponsors. | As the Executive Director of Your Lifeline, I would like to document sponsorship opportunities that align with the program's mission so that I can know which organization to reach out to. | 2.1, 2.2 |
| The system will allow for templates and contact lists to be updated. | As the Executive Director of Your Lifeline, I would like to document sponsorship opportunities that align with the program's mission so that I can know which organization to reach out to. | 2.3 |
| The system maintains personalized sponsorship pitches. | As the Executive Director of Your Lifeline, I would like to pitch personalized sponsorship requests so that I can gain lasting and invested sponsorships. | 2.3 |
| The system will collect sponsorship data to create metrics. | As the Executive Director of Your Lifeline, I would like to track sponsorship data so that I understand the effectiveness of the sponsor recruitment process. | 2.4, 2.5 |

### *7.1.2 Non Functional Requirements Matrix*

| **Requirements** | **User Story** | **Use Case** |
|---|---|---|
| The system will easily identify small businesses. | As the Executive Director of Your Lifeline, I would like to easily identify small businesses so that I know who to send the application to. | See use case 1.1 |

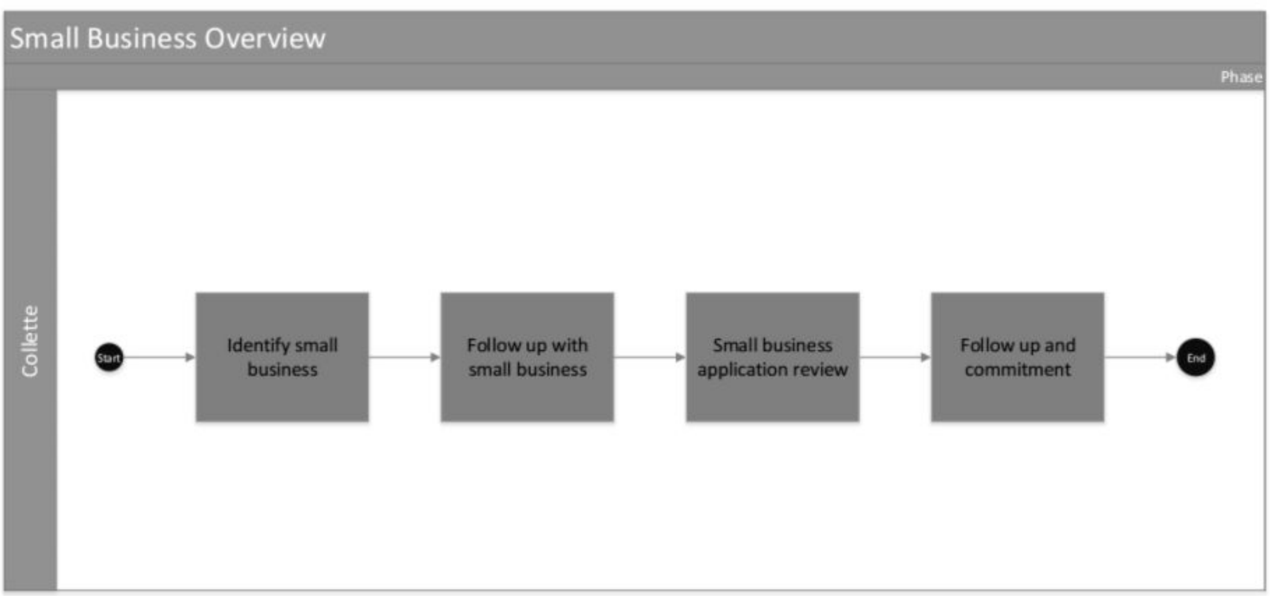
| | | |
|---|---|---|
| The system will provide a quickly completed application. | As the Executive Director of Your Lifeline, I would like to efficiently reach out to small businesses with an easy application so that I can entice the most small business as possible to apply. | See use case 1.2 |
| The system will efficiently organize the application data. | As the Executive Director of Your Lifeline, I would like to quickly review the small business applications so that I can notify the chosen businesses in a timely manner. | See use case 1.3 |
| The system will arrange all documentation coherently. | As the Executive Director of Your Lifeline, I would like to have documentation of the small business commitment so that I can depend on the selected businesses. | See use case 1.4 |
| The system will easily collect sponsorship data. | As the Executive Director of Your Lifeline, I would like to document sponsorship opportunities that align with the program's mission so that I can know which organization to reach out to. | See use case 2.1 |
| The system will allow for templates and contact lists to be updated. | As the Executive Director of Your Lifeline, I would like to document sponsorship opportunities that align with the program's mission so that I can know which organization to reach out to. | See use case 2.1 |
| The system will comprehensively organize sponsorship data. | As the Executive Director of Your Lifeline, I would like to track sponsorship data so that I understand the effectiveness | See use case 2.3 |

| | | |
|---|---|---|
| | of the sponsor recruitment process. | |
| The system will quickly receive and update data. | As the Executive Director of Your Lifeline, I would like to track sponsorship data so that I understand the effectiveness of the sponsor recruitment process. | See use case 2.3 |

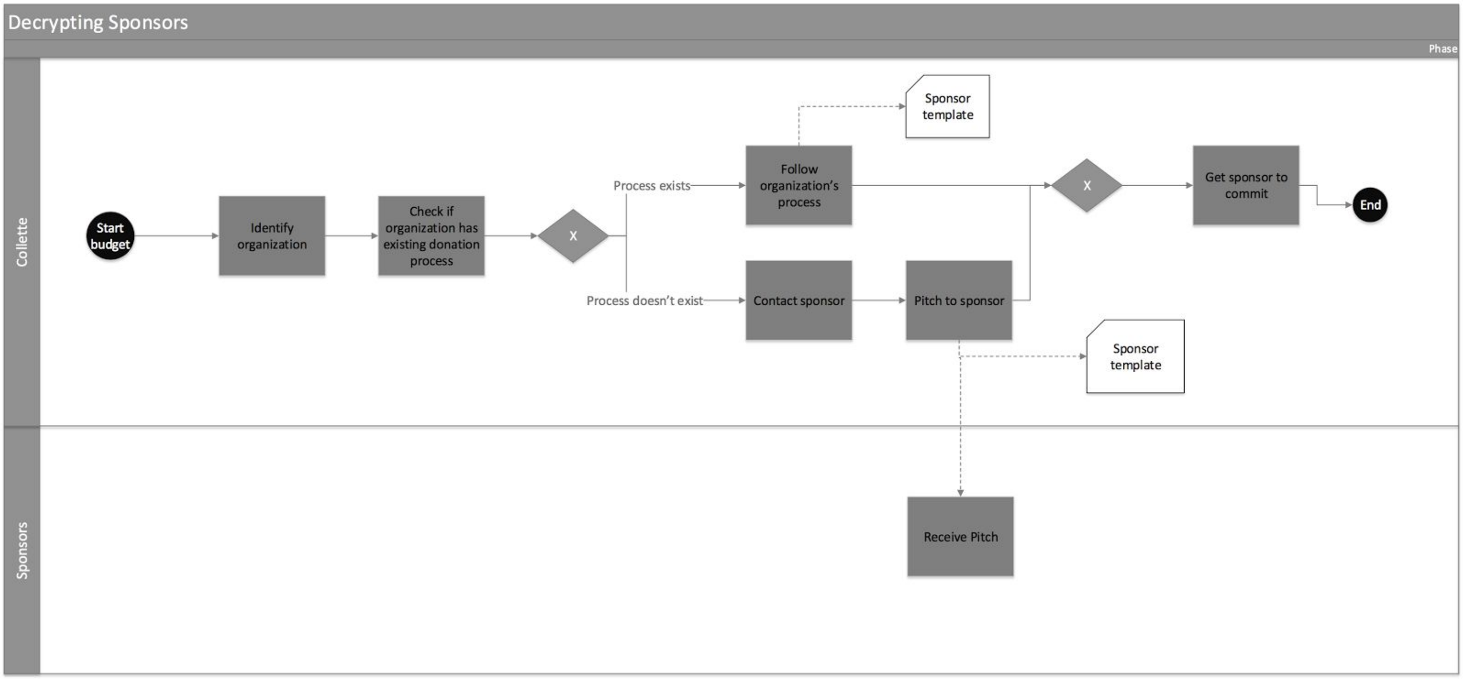
**7.2 To-Be Process**

Based on the functional and nonfunctional requirements listed above, we recommend the following to-be process. Both small business and sponsor recruitment processes are listed on a high level below. See Appendix 8.5 for the subprocess diagrams. We have suggested using Google Suite to contain and organize all necessary documents, but we highly recommend applying for Google for Nonprofits once Collette has received all needed documents and codes to apply. Once she has gone through the application process and been accepted, she can integrate the templates and organization in the Google Suite that we created for her with the Google for Nonprofits capabilities.

***7.2.a Small Business Recruitment***




***7.2.b Sponsorship Recruitment***




### 7.3 Metrics

The Hack the Hood program in South LA is completely new to the area, and therefore needs structured implementation to allow for continued expansion. Because of this, our process primarily focused on "grow the business" metrics. Centered around small business and sponsorship recruitment, our process is designed to support the development of the program in Los Angeles. To measure the alignment of our process with our goals, we used the following metrics:

- To understand how effective the recruitment process is, the system must have the ability to track progress of recruitment of small businesses and sponsors.
- As the nonprofit grows, the system must have the capacity to update and adapt with the nonprofit.
- Because Collette is starting this in LA from scratch, with little time or resources, the structure of the system must provide organization and ease of use to lessen the time burden.
- Because Collette will have many documents and contacts to keep track of, the system should centralize the arrangement of these documents.

Based on the metrics aforementioned, we have chosen our to-be process using Google Suite with templates to ensure that Collette can begin the development of the program as well as ensure the program's growth in the future.

### 7.4 Conversion Plan and Change Management Plan

For Collette to adopt this process, she will have to make changes to her daily processes. The as-is process of the nonprofit does not yet exist because it is a new program, but the to-be still does affect Collette's lifestyle. The to-be requires more time and technological reliance than Collette's current process has. The difference between the to-be process and the as-is process is that the to-be involves daily access to the Google Suite and increased documentation to create a defined and centralized organization structure. Although she doesn't have employees that need to be persuaded to follow the process, we still must convince her of the necessity of our process. To do this, we have provided the following informational strategy.

#### *7.4.1 Conversion Plan*

- Conversion Style:
    - The new system will be directly implemented. Because Collette does not currently have a defined process for recruitment of small businesses and sponsors, this system will be a direct replacement because it does not need to run in parallel with an existing system.
- Conversion Location:
    - The to-be system will use simultaneous conversion. Collette only has one office. Therefore, when adopting the process, she has to focus only on the primary location.
- Conversion Module:
    - The conversion of the as-is to the to-be should utilize the whole-system method, in which the entirety of the process is implemented at once. The suggested system is centered around an organized and cohesive approach to the solve the business issue. If the solution is not utilized in its aggregated state, the optimal outcome risks not being reached.

#### *7.4.2 Change Management Plan*

- Standard Operating Procedures:
    - Use the contact lists in the Google Suite (as explained in Appendix 8.6) to accurately keep track of both small business and sponsor information.
    - Update the application and pitches as new information is developed.
    - Utilize Google Sheets capabilities to analyze application information as well as sponsorship and small business commitments.
    - Generate new templates, Google sheets, and documents as needed for organization.
- Costs and Benefits:

| **Costs** | **Benefits** |
|---|---|
| • Must update and keep track of information<br>• Requires time to fully utilize the system<br>• Need to create Google Sheets to analyze data inputted | • All necessary documents stored in one central location<br>• Personalized and customizable pitch templates<br>• Contact lists<br>• Ability to quickly sort and review applications<br>• Capacity to analyze data and develop business process improvement conclusions as the |

| | |
|---|---|
| | program continues to grow<br>● Templates for pitches as well as collecting and analyzing information provide a basis for starting and expanding the business |

- Motivating Adoption:
  As the above table shows, the main costs for the proposed system is increased time spent on collecting and analyzing the contact information and data regarding small businesses and sponsors. Collette does not have other employees to help with the work, so the entirety of the time burden will be on her.

  Because of this, our approach focused on creating an efficient and organized process that is manageable within Collette's current resources.  To do so, our suggestion is simple to use yet provides the details needed to succeed. From the table above, Collette can see that the benefits outnumber the costs.

  From informal benchmarking of other nonprofits and potential sponsors, we recognized that creating lasting relationships is imperative in gaining large sponsorships. We crafted the process to include flexibility needed to gain sponsorships/partnerships. In addition, the use of Google Sheets allow Collette to analyze the sponsorship data to understand connections between the type of pitch and the outcomes of the pitch.

  The solution also provides a streamlined approach to both identify small businesses and collect applications. The centralized approach of these processes lighten the time burden on Collette to allow for her to focus on other parts in developing the program.

  The combination of the small business recruitment process and the sponsorship recruitment process will create a simple, consolidated structure to take some of the burden off of Collette. Thus, the costs of implementing the process should be evaluated relative to the potential benefits. Once these are looked at side-by-side, the client will understand the necessity of the proposed process for the program initial start.

- Enabling Adoption: Training
  - The chosen system utilizes existing software to streamline her process. Because of the system is well known, there are many resources online to help Collette answer any question she may have regarding the abilities of the Google Suite. The only training required, supplemental to the common knowledge about Google Suite, is researching questions that may arise

online. No formal training is required, but Collette will have the ability to investigate on her own as questions or concerns develop.

# 8.0 Appendix

### 8.1 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** | • Increased organization of small business and sponsor contacts<br>• Focused External Recruitment<br>• Internal metrics for tracking progress toward fundraising goals and improving processes |
| **Business Value** | • Increased monetary donations to fund the program<br>• Increased communication with external partners<br>• Reduction in time spent organizing corporate sponsors and progress toward goal |
| **Special Issues or Constraints** | • LA satellite is starting from scratch so there are no definite logistics or processes established<br>• Project sponsor has limited time as well as experience with the program<br>• Does not share resources regarding external partners with Northern CA hack the hood |

### 8.2 Requirements Document

1. ***Small Business Recruitment***

Functional Requirements:

1.1. The system allows executive director to identify small businesses.
1.2. The system allows executive director to contact small businesses.
1.3. The system allows executive director to send applications.
1.4. The system allows executive director to collect and choose applications.
1.5. The system allows executive director to maintain documents of small business commitment.

Nonfunctional Requirements:

1.6. The system will easily identify small businesses.
1.7. The system will provide a quickly completed application.
1.8. The system will efficiently organize the application data.
1.9. The system will arrange all documentation coherently.

2. ***Sponsorship Recruitment***

Functional Requirements:

2.1. The system will keep track of current and prospective sponsors.
2.2. The system will allow for templates and contact lists to be updated.
2.3. The system maintains personalized sponsorship pitches.
2.4. The system will collect sponsorship data to create metrics.

Nonfunctional Requirements:

2.5. The system will easily collect sponsorship data.
2.6. The system will comprehensively organize sponsorship data.
2.7. The system will quickly receive and update data.

## 8.3 User Stories

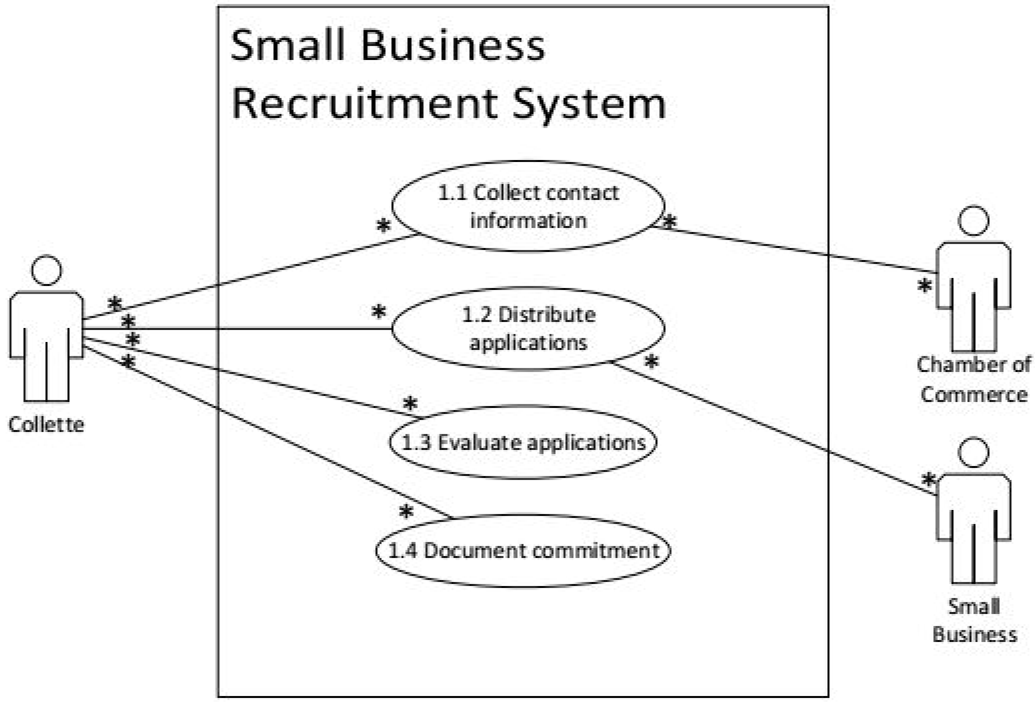
Collette is the primary actor within the organization. Therefore, all user stories are framed from her perspective.

1. ***Small Business Recruitment***
    a. As the Executive Director of Your Lifeline, I would like to easily identify small businesses so that I know who to send the application to.
    b. As the Executive Director of Your Lifeline, I would like to efficiently reach out to small businesses with an easy application so that I can entice the most small businesses as possible to apply.
    c. As the Executive Director of Your Lifeline, I would like to quickly review the small business applications so that I can notify the chosen businesses in a timely manner.
    d. As the Executive Director of Your Lifeline, I would like to have documentation of the small business commitment so that I can depend on the selected businesses.

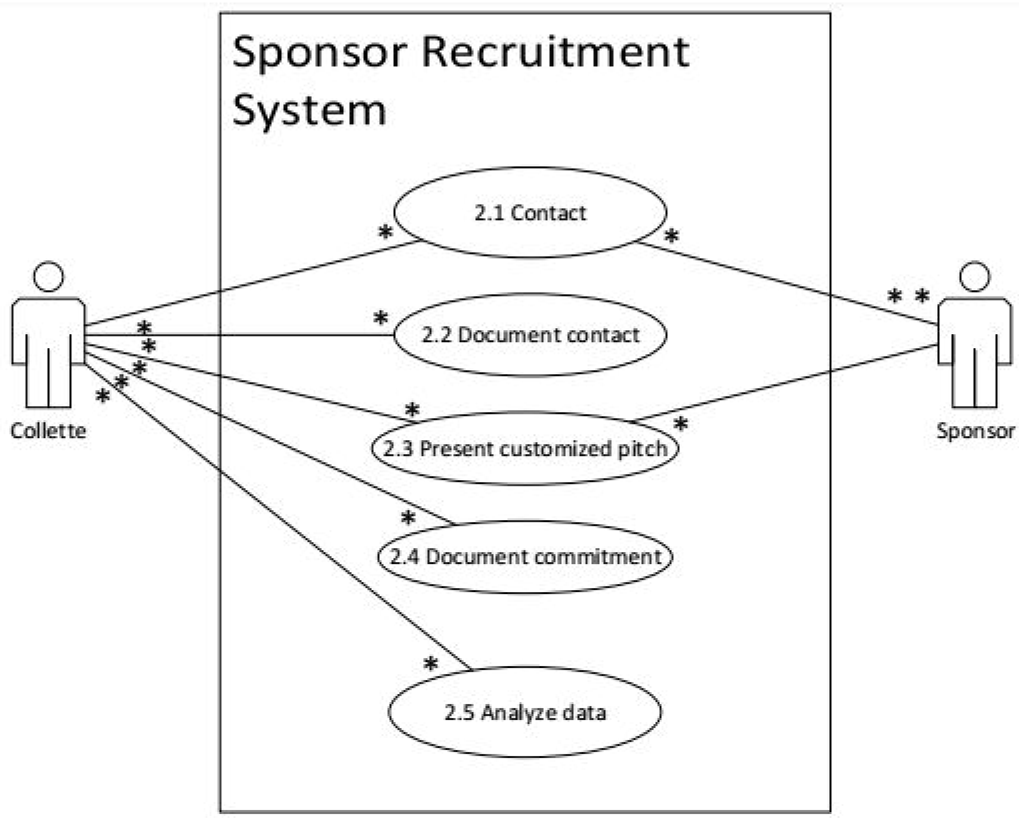
2. ***Sponsorship Recruitment***
    a. As the Executive Director of Your Lifeline, I would like to document sponsorship opportunities that align with the program's mission so that I can know which organization to reach out to.
    b. As the Executive Director of Your Lifeline, I would like to pitch personalized sponsorship requests so that I can gain lasting and invested sponsorships.
    c. As the Executive Director of Your Lifeline, I would like to track sponsorship data so that I understand the effectiveness of the sponsor recruitment process.

**8.4 Use Case Diagrams**

Small Business Recruitment:



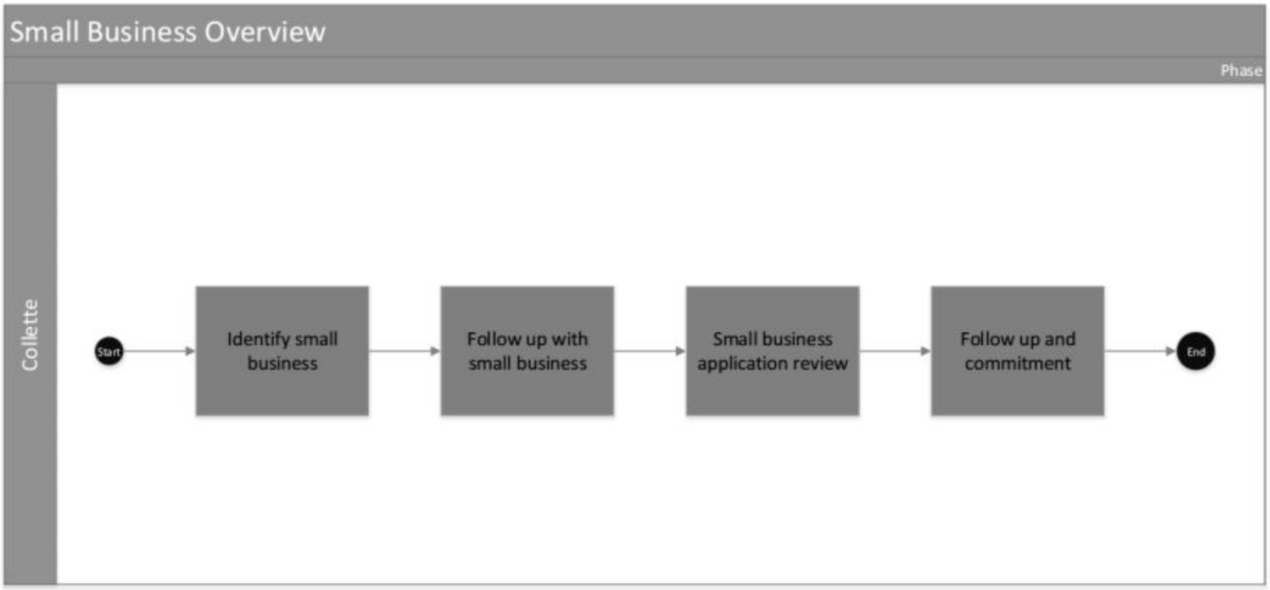

Sponsorship Recruitment:



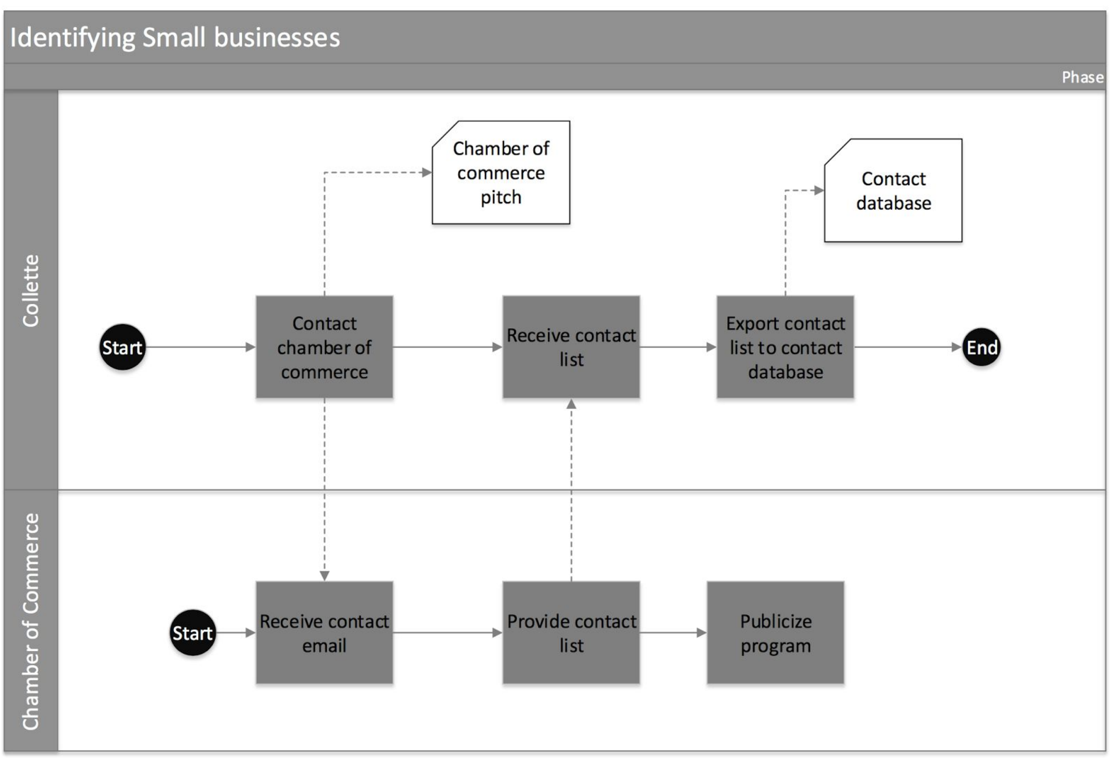
### 8.5 To-Be Process

Below are the process diagrams of both the high level processes and subprocesses for sponsorship and small business recruitment.

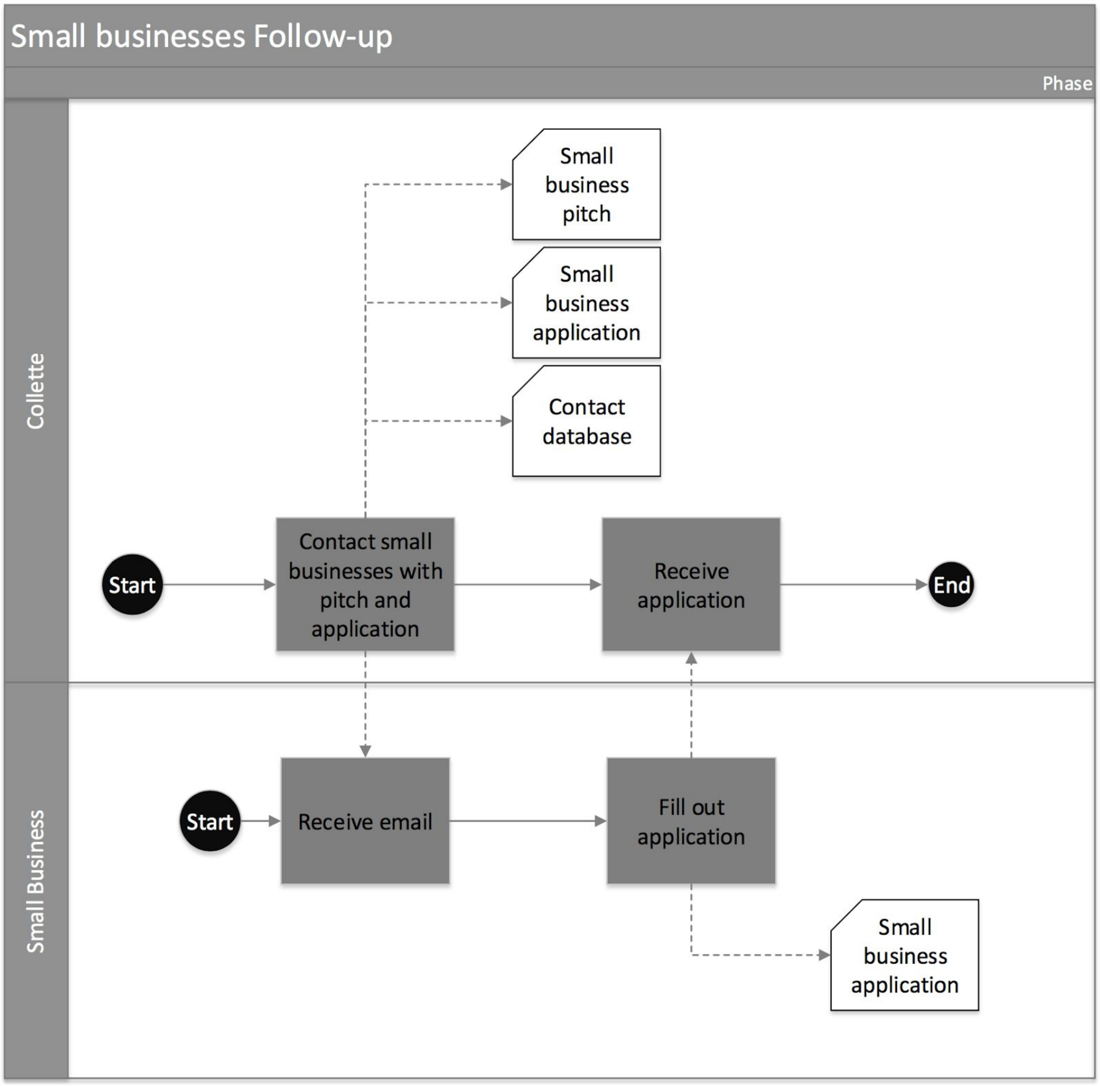
#### *8.5.1 Small Business Recruitment*



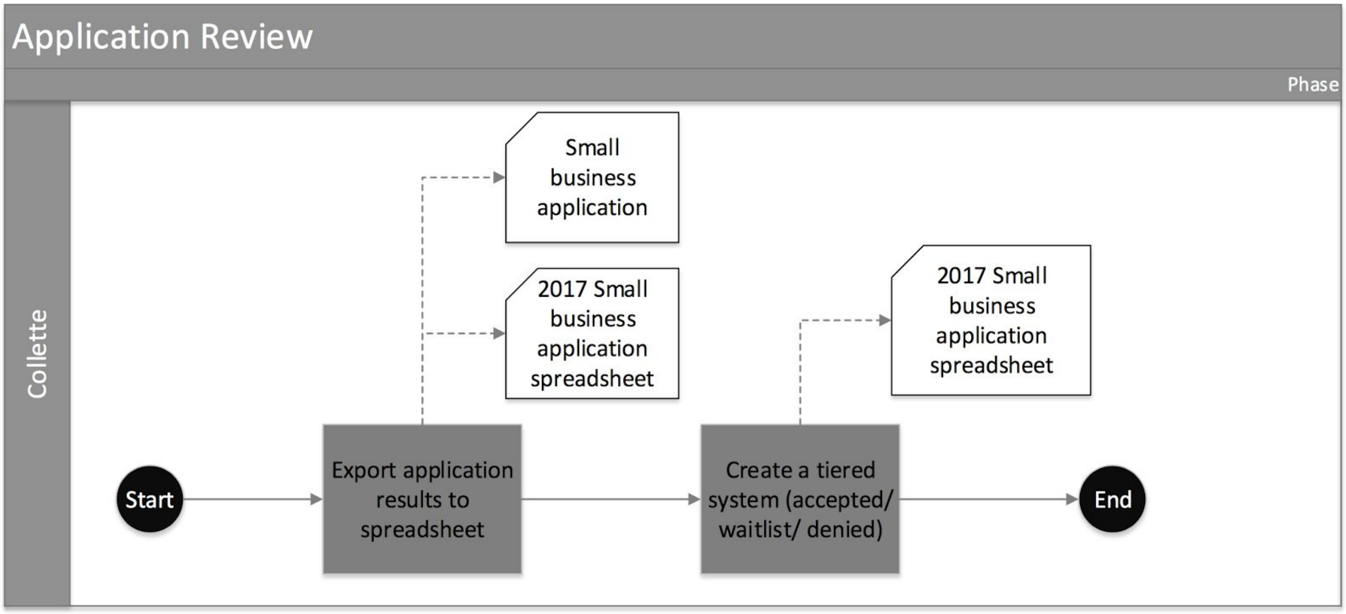

8.5.1.a Identifying Small Businesses



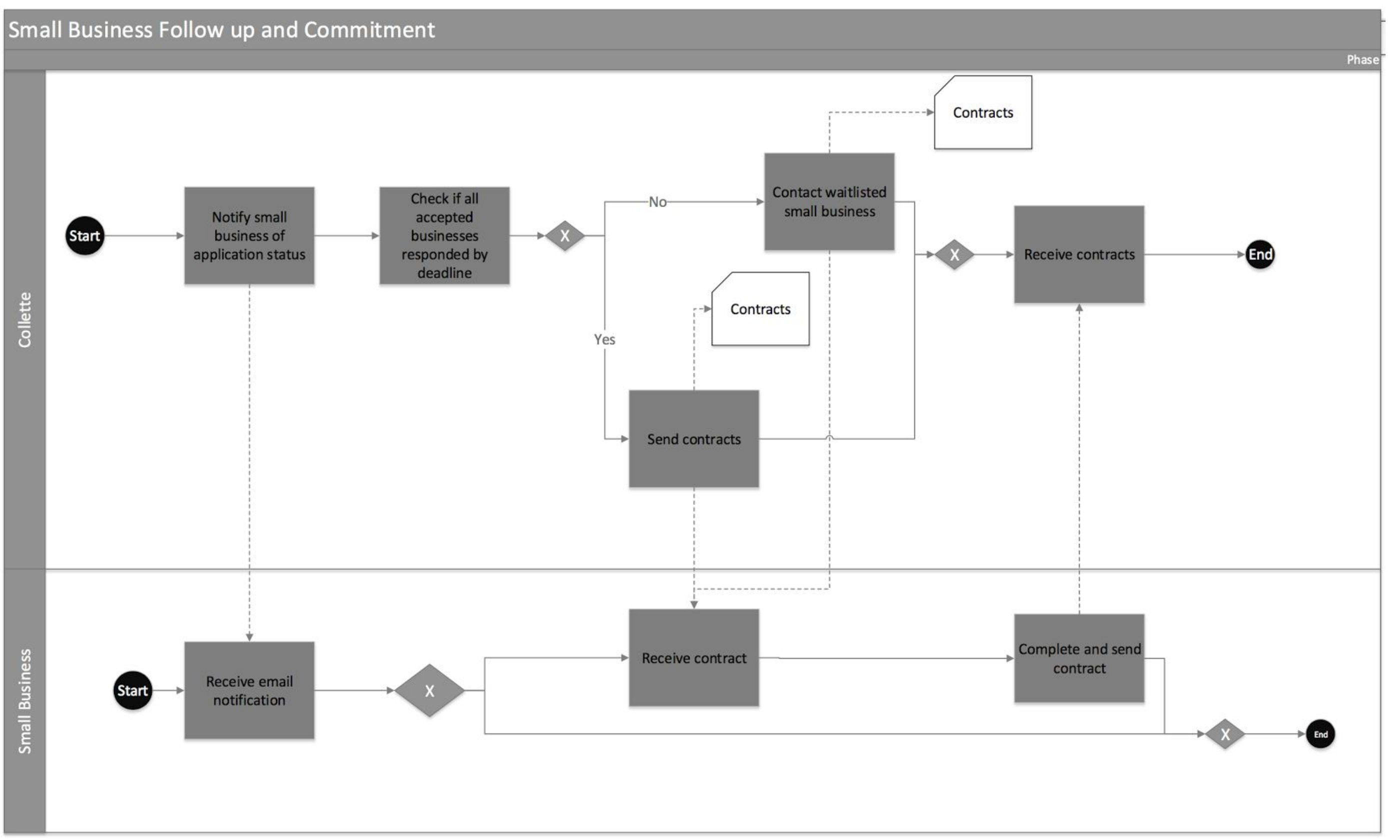
8.5.1.b Small Business Follow-up and Pitch



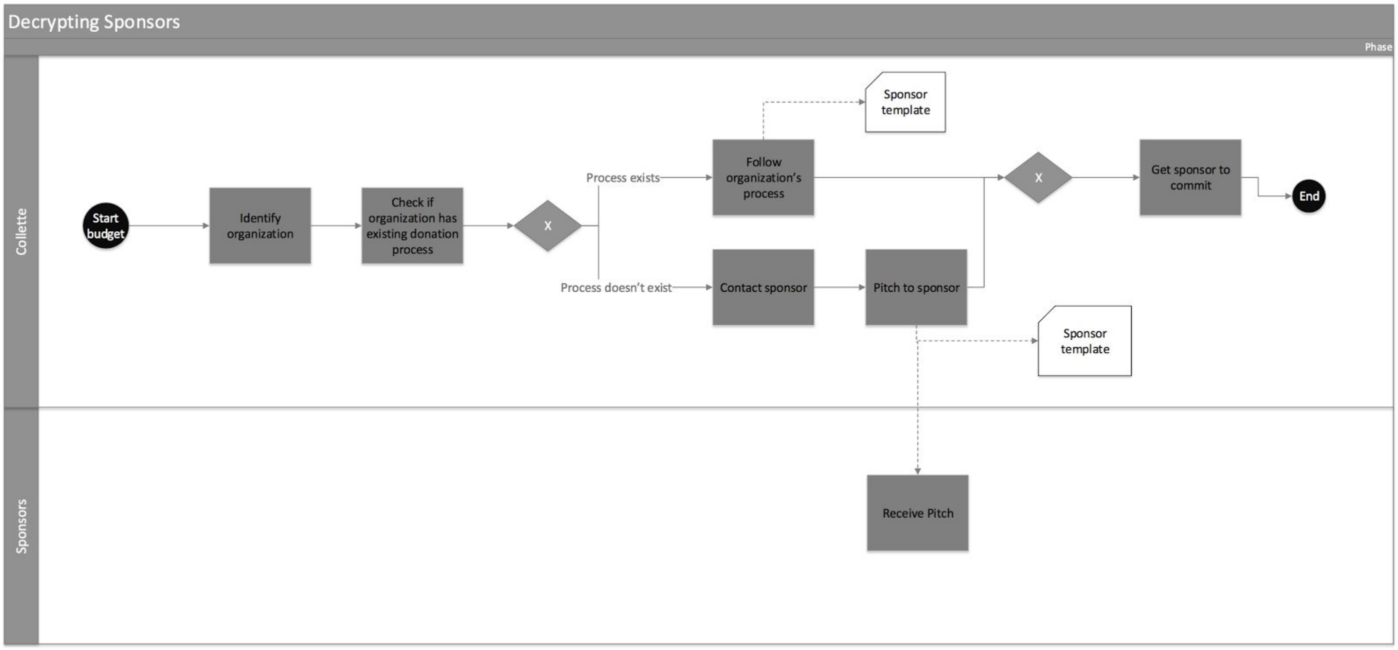

8.5.1.c Small Business Application Review



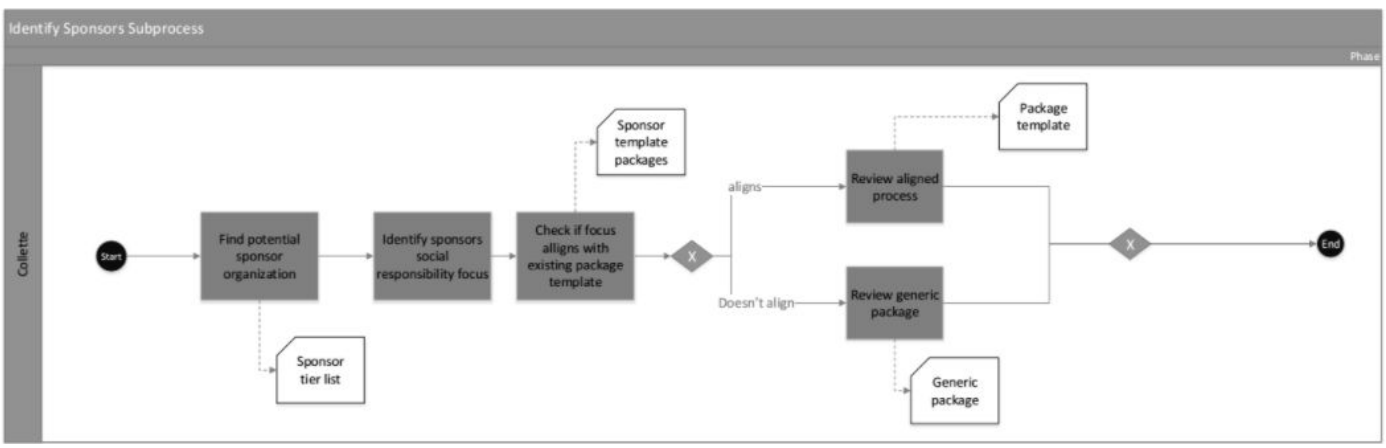

8.5.1.d Small Business Application Follow-up and Committment



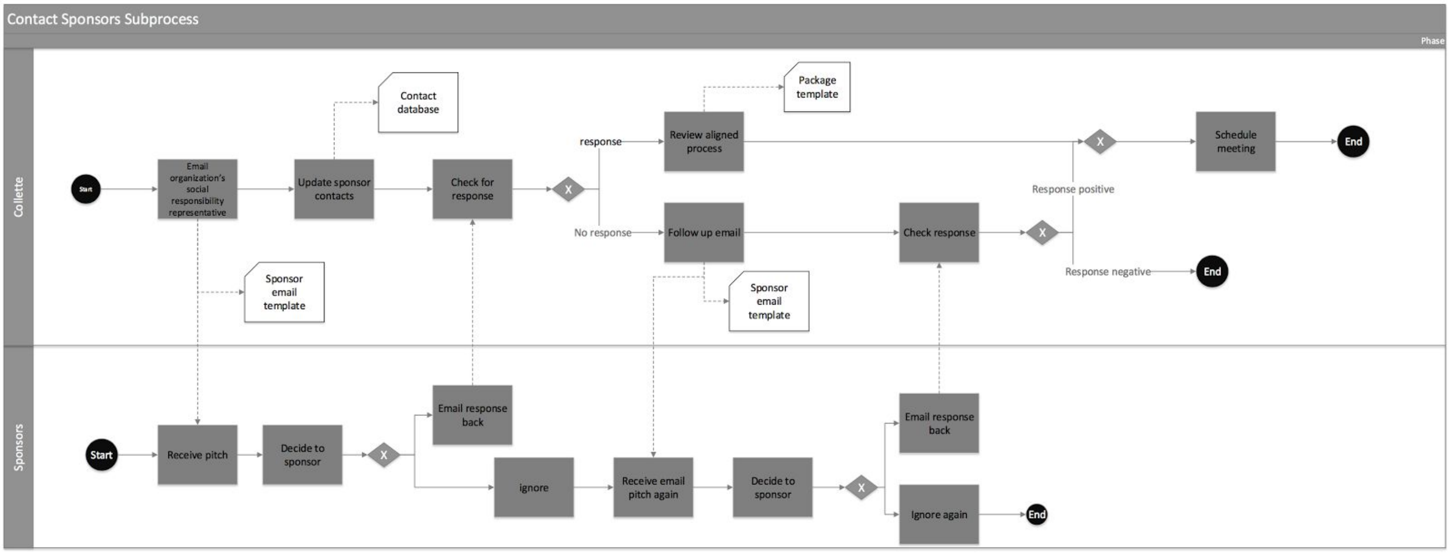

### *8.5.2 Sponsorship Recruitment*



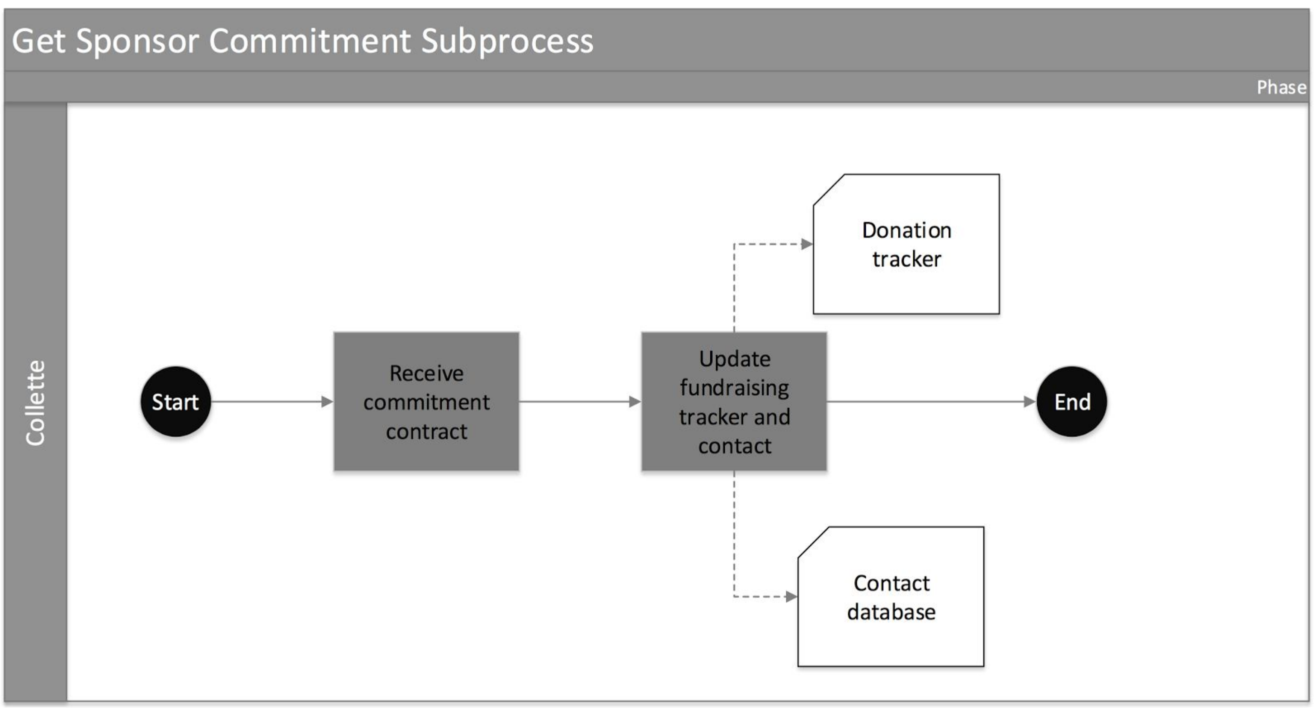

## 8.5.2.a Identify Sponsors



8.5.2.b  Contact Sponsors




8.5.2.c Sponsorship Commitment




## 8.6 Templates Created

The Google Suite create for Collette contains templates for the various parts of our process. The Google Suite was created with the email address yourlifelinela@gmail.com. The link to the Hack the Hood templates is: https://drive.google.com/open?id=0B7LIkNhRZktwYUViTE52QzlyTzA. The templates created function as a basis for Collette to begin, but should be updated as the program expands. Below please find an outline of each template created and its organization within the Hack the Hood folder.

Hack the Hood folder:

1. ***Small Businesses***
    1.1. Applications
        1.1.1. Google Sheet: “2017 Small Business Applications”
            - This is a Google Sheet that the applications can be exported to to streamline the review process. There are different sheets within this template that were created to organize application into those accepted, those rejected, and those waitlisted.

        1.1.2. Google Form: “Small Business Application”
            - This is the template for the small business application. We have included sample questions and requirements for the application, but the template can be updated at any time. This Google Form can be exported to the “2017 Small Business Applications” Google Sheet.

    1.2. Contact Information
        1.2.1. Google Sheet: “Small Business Contact List”
            - This Google Sheet allows Collette to keep track of the small business contacts and if they have applied or not.

    1.3. Pitch
        1.3.1. Google Doc: “Chamber of Commerce Pitch”
            - This Google Doc outlines a sample pitch that we created to send to the Chamber of Commerce.

        1.3.2. Google Doc: “Small Business Pitch”
            - This Google Doc outlines a sample pitch that we created to entice small business to apply. It includes a link to the application.

2. ***Sponsorship***
    2.1. Metrics
        2.1.1. Google Sheet: “2017 Donation Tracker”
            - This sheet is a template to keep track of the sponsors who have and have not donated to analyze the types of companies that donate and how much/how often they donated.

    2.2. Organization
        2.2.1. Google Sheet: “2017 Donation Options”
            - This sheet outlines the different types of corporations and their sponsorship mission focus as well as process. It also includes non-traditional sponsors, such as food donation services. We have created an outline to start with, but this is also a template for Collette to add to.

        2.2.2. Google Sheet: “2017 Sponsor Contact Information”
            - This sheet allows Collette to keep track of the sponsors as well as if they have responded and notes about each.

2.3. Pitches

2.3.1. Generic Package

If the organization does not have a specific focus or the focus does not align to the specialized packages, this package will provide a generic approach to sponsor pitches.

2.3.1.1.1. Google Doc: “Email Template”

- This email template was created using our market research interview with the Aerospace Corporation to understand the best ways to approach corporate sponsorship.

2.3.1.1.2. Google Slides: “Sponsorship Pitch”

- This slide deck is a basis for her pitch to potential sponsors. It includes talking points on each slide to further expand upon during the pitch.

2.3.2. Specialized Packages

If the organization’s focus aligns with either of the following packages, Collette should look to these as each provides a more specialized approach to gain sponsorships.

2.3.2.1. Inner City Youth Development

2.3.2.1.1. Google Doc: “Email Template”

- This email template was created using our market research interview with the Aerospace Corporation to understand the best ways to approach corporate sponsorship.

2.3.2.1.2. Google Slides: “Sponsorship Pitch”

- This slide deck is a basis for her pitch to potential sponsors. It includes talking points on each slide to further expand upon during the pitch.

2.3.2.2. STEM Education

2.3.2.2.1. Google Doc: “Email Template”

- This email template was created using our market research interview with the Aerospace Corporation to understand the best ways to approach corporate sponsorship.

2.3.2.2.2. Google Slides: “Sponsorship Pitch

- This slide deck is a basis for her pitch to potential sponsors. It includes talking points on each slide to further expand upon during the pitch.

## *3. Supporting Recommendations*

3.1. Instructor Resources

3.1.1. Google Doc: “Job Description”

- This document is a template describing the instructor responsibilities for Collette to post on various job recruiting websites explained further in the following section.

### *8.7 Out of scope recommendations*

Although our system focused on created processed for sponsorship and small business recruitment, there are other suggestions we have for Collette to aid in her business growth. These were not included in our original project scope, and therefore do not have the same level of detail as out to-be process. Yet, we still believe Collette should consider these suggestions when developing the program. These are outlined below.

1. **Instructor Recruitment:**
    - We have created a job description template as outlined in appendix 8.6 that can be found in the Google Suite.
    - In addition to Collette's original plan to use CraigsList to find instructors, we believe she should reach out to universities, such as USC, LMU, and UCLA to post about the job on the school website. Not only would students be interested in this opportunity, but as would some engineering professors. Collette could reach out to post on both the university's job page as well as the engineering department website.
    - Collette's original plan, designed from the Northern California Hack the Hood, was to have one full time instructor and one part time instructor, both paid. Instead, should could try to find volunteers for one or both of these positions via websites such as VolunteerMatch or Idealist.

2. **Subsidized Food & Food Donation:**
    - The USDA Summer Food Service Program provides the ability for certain organization to act as a food service platform during the summer. The program works by defining a sponsor to provide food at a site throughout the summer to ensure that children in underprivileged areas have access to food during summer, when school is not in session.
    - Because Collette is working with the local Rec Center, she could function has the sponsor and the rec center as the site. This would help her foster a deeper relationship with the rec center as well as grow the community surrounding the site.
    - Because she is a new nonprofit, this option might not be feasible in the first year, but it should definitely be considered in subsequent years.
    - If she does not decide to use this USDA program, she should look into food donation to lower her costs. Many grocery stores, as outlined in the "2017 Donation Options" document explained in appendix 8.6, have processes for donating food. Collette should reach out to these to discuss the possibility of creating a partnership for the duration of the program.

3. **Developing a Branded Presence**
    - From our market research, as discussed in section 3, we discovered one of the best tips of nonprofit success is developing a brand via social media platforms. A branded presence provides value to sponsors, establishes legitimacy, and will allow students to stay connected to the program.
    - To begin this brand, Collette should create a website differentiating herself from the Northern California Hack the Hood and expanding on what the program entails.

This should be done first as it will build trust between potential sponsors and the program.
    - In addition, Collette should make make a Facebook and Instagram page.
    - On these platforms, the program can publicize the student's projects as well as keep in touch with students and help recruit new students.
    - As the program gains brand recognition, it will increase its effectiveness with sponsors and small businesses.

## 9.0 Joint Reflection Exercise

### 9.1 Using BPM to Improve Customer Experience

In our project, we looked at the sponsors and small businesses as "customers" to the organization. Rather than focusing on what each external partner could provide in a transactional sense (i.e. sponsors give money just to support the program), we looked at it as a mutually beneficial relationship that has to add value to both ends. This made us look at our process not just as recruitment of external partners but as engagement and relationship building. Our informal benchmarking suggested that this is a best practice for nonprofits that are dependent on external partners. Strategic partners can help a nonprofit grow over time without having to invest more time into meeting new people. Looking at the process this way helped us be sure to capitalize on these relationships and make the most of our clients' time spent developing external relationships.

### 9.2 Addressing Contingencies in To-Be Process

As we were gathering information about the sponsorship recruitment process, we began to realize that a lot of large corporations have their own established processes for applying for grants and donations. Therefore, the nonprofit is dependent on their process and cannot innovate an entirely new set of steps. As a result, we made a contingency in our process based on whether the corporation has an existing sponsorship process or not. It would not make sense for Collette to aimlessly try to reach out to employees of a company with an established process if they will simply direct her to the formal application. As a result, this process taught us that any system with a large number of external actors creates need for multiple contingencies based on the differences between them and their own unique processes and circumstances.

### 9.3 Scoping and Clarifying the Process the Client Wants

One of the most important practices that we used in our project was clarifying the scope with our client and going back to ask more questions and make sure we understood the organization. As we came back to our client with follow-up questions about the details she wants from our project, we learned many new developments about the organization we were working with. We initially thought that the entire nonprofit would be called "Hack the Hood" and would be an identical satellite to the Northern California organization. We spent a lot of time trying to understand the relationship between the two entities to understand what processes already existed, which were changeable, and how much flexibility she would have to change the structure. We later learned that

Hack the Hood was simply a program offering within a separate nonprofit organization. Had we not gone back to clarify the scope, we might not have gotten this information.

**9.4 Using Rapid Application Development to Prototype Our System**

Once we finished our initial information gathering and laid out our functional requirements, we utilized rapid application development to iterate our prototypes. Because our system was relatively simple and didn't require an extensive amount of documentation, we adjusted some phases of the SDLC to get templates developed quickly to see how the process might work with the system and make adjustments as needed. This method was helpful because the system was built off of a SaaS platform and, therefore, had low risk of failure and low need for extensive documentation.

**9.5 Focusing on the Analysis Phase of the SDLC**

We made sure to take our time in the analysis phase of the SDLC to work through the to-be process with two team members. This helped us identify potential contingencies and iterate our process as we were documenting it. Having two people talk through the process allowed us to double check our work and be sure that we were including all necessary steps and removing non-value added steps. This also helped us to innovate more effective ways to address our scope and provide value to our client.

**9.6 Considering the ITScore Maturity Levels for Organizations**

When constructing our solution and to-be process, we wanted to focus not only on how to support the initial program launch, but also how to grow over time and build in improvement opportunities. We decided that Collette could use a system of insight by tracking data about the different external partners she made contact with, including their focus and location. Based on this information, she can highlight key characteristics of corporate sponsors who are more likely to support the program. This will also help her refine the modular sponsor pitches by seeing which social impact focuses were successful. Unsuccessful social impact pitches can be refined or replaced year to year. While we provided detail to guide her along a prescribed process as she starts the program launch, we expect the program to take off at level 2: repeatable and progress to level 3:defined as the processes become ingrained. During subsequent runs of the program, our templates will provide useful internal metrics which can bring the maturity up to level 4: optimized. These metrics are ingrained in the process and Collette will have clear accountability to improve processes year to year to reuse what worked and change what didn't.

**9.7 Process Rationalization**

Due to the nature of our project, we were able to start from scratch and have a completely blank slate with designing our to-be process. As a result, we were able to take more liberties with process rationalization. In particular, we considered the heuristic of introducing the largest termination early when it comes to sponsorship recruitment. From our information gathering, we found that social impact alignment is a key decision criteria for corporate sponsors. Therefore, we introduced this into our process so that Collette doesn't waste time trying to pitch to corporations that have completely different social impact focuses. Similarly, we introduced parallelism to understand which tasks are dependent on others and when we can work on multiple things at once. This is especially important for our project since Collette is starting from scratch and does not have previous experience with this specific project. One of our greatest value adds is directing her where to start so that she isn't overwhelmed by all of the different processes that are going on at the same time. This also addresses her pain point of having limited time because it provides her direction and limits time spent trying to plan out next steps. Finally, we used the process rationalization approach "isolate exceptions as a different process flow" to address the contingency of external sponsorship application processes. As Collette is applying for corporate sponsorship grants, she has to work within the system that is predetermined by the corporation. However, large companies that don't have a developed grant application process are an exception. We broke these up into different steps so that Collette can take advantage of the flexibility of not having a structured application process.

**9.8 To-Be Process Heuristics - Automation**

One of the biggest areas where we struggled in this project was understanding how to add a SaaS solution to a relatively simple process. A key pain point for our client was her lack of time. We looked for a solution that would satisfy her goals while cutting back on the time needed to complete the process. As we began crafting our to-be process, we looked at the to-be process heuristics for reducing non-value added activities. In addition to the process rationalization described in 9.7, we considered the effect of automation on our process flow. The heuristic affirms that automation should only be added if it does not reduce flexibility. Our process is extremely dependent on external actors and may require adaptability based on each individual sponsor or small business. Having flexibility is a key strategic advantage because our client ultimately has to work to get these external partners to support the program and, thus, may need to operate within their own systems. Therefore, automating too much of the process will reduce important, value-added activities. Furthermore, introducing too much extraneous technology will distract from the core of the process and create more hand-offs between systems. After walking through this logic, we concluded that it would be unwise to automate too much of our process.

**9.9 Training Considerations in Change Management**

Following our conclusions in 9.8 about limiting automation, we also wanted to limit the training that would be needed for the software. Our client wants to start the project as soon as possible and can't afford to spend a lot of time completing training courses. Assuming that Collette is already used to basic email, word processing and spreadsheet software, all that she will need to learn is our process of interacting with the templates and organizing the documents. Furthermore, the limited training would allow Collette to easily take on new employees as she grows the nonprofit or works with instructors and interns.

**9.10 Object-Oriented Systems Analysis and Design**

One area where we had a lot of trouble was trying to look at our system from an object-oriented approach. According to UML, these systems must be "use-case driven, architecture centric, iterative and incremental." This posed a challenge because our process is relatively intuitive and doesn't necessarily require a complete overhaul of system architecture. Furthermore, our data is not consistent across all phases and cycles of the process. One sponsor may provide certain data while another may give different information. Therefore, the data exchanges are highly dependent on contingencies and simplifying it into a standard “process” creates an inauthentic view of the system. While we were able to brainstorm functional, static, and dynamic views of the system, it was a challenge to be forced into using an approach that didn’t necessarily make sense with our system.

### 9.11 Project Reflection and Recommendations

This project was a challenge because we had to balance conflicting objectives from the course project description and the actual needs of our client. This created a miscommunication with our client when we had to complete initial tasks for class that included documenting an as-is process and understanding stakeholder goals, when there was no existing process and very limited information about the program. We spent a lot of time trying to clarify our scope and brainstorm the process. Things finally came together later on when we got more information about the organization of the nonprofit and learned that Hack the Hood would simply be a program offering within a larger nonprofit based out of Southern California. If we were to do the project again, we would optimize this scoping process even more and express all of our confusion to our client to better understand the relationships between all of the actors. By better understanding the end-to-end process, we also could have re-scoped our project with the client to tackle something more internal that might benefit more from process improvement methods.

Furthermore, the class is focused on business process redesign and making improvements in a way an organization does an internal function. Our project didn’t quite fit into this scope because it was focused on a process that was highly dependent on contingencies of external actors and difficult to standardize with the tools from our class. While we were able dissect the project into the deliverables for this project and make use of many different practices from class, it took us a long time to fit the tools to the scope of our project.

Overall, we tried to stick to the business process redesign tools and heuristics to make objective decisions and use proven methods of process improvement. This was incredibly helpful in guiding us through the process and supporting the decisions we made with process steps and technology integration.