
This case deck is abridged to remove confidential client information.

Introduction: How do we perceive the problem and areas of opportunity?

1 Problem Statement

#1 – Insufficient manpower to scale operations

- *Present volunteer base can only support 30% of 2023 goal.*

#2 – Limited general public touch points

- *Partners for capacity building are underutilized, and larger public outreach strategy is nil.*

#3 – Siloed assets and partners

- *X operations are not integrated into an enterprise resource planning system.*

2 Areas of Opportunity



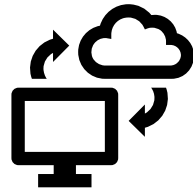
Closely match ex-prisoners habitats with volunteer availability

Grow the volunteer base and partnering organization base to support key geographies where ex-prisoners are prone to relocate after prison.



Investment, asset and partnership growth and optimization

Strategically grow and leverage partnerships that contribute against recidivism based on the Federal Act and attain top-line growth for X.



Organizational Data and Integration

Digitize existing records of partners and integrate into centralized systems of record

***Solution:** Our 3-pronged recommendation for long-term and sustainable success*

Digital Transformation of operations and a digital campaign to scale impact

1 A new public-facing X servicing platform



"Second Chances" Program

A corporate impact scorecard and branding kit to signify a firm's participation to providing jobs and services to Xprisoners and potentially other organizations' disenfranchised beneficiaries.



"Orange Collar" Job Platform

A job board for companies offering "Second Chances". This may be used individually by ex-prisoners or by volunteers aiding the ex-prisoners. This serves as a "trust" component to companies as well.



Data-Driven Volunteer Recruitment

This module feeds data to the ERP's volunteer management system.



One-Stop Shop for Other Welfare Programs

A listing of various service offerings of "Second Chances" organizations with forms that feed data to volunteer front-end so that volunteers could assist ex-prisoners in taking advantage of these offerings.

2 Deploy analytics to optimize volunteer operations

Leverage analytics and data visualization tools to capture impact and track program manpower needs

The analytics platform work side-by-side with a volunteer front-end platform. In this tool, we could map and list volunteers to measure capacity to handle various program offerings. The front-end will include sign-ups, virtual training modules, and buddy monitoring.

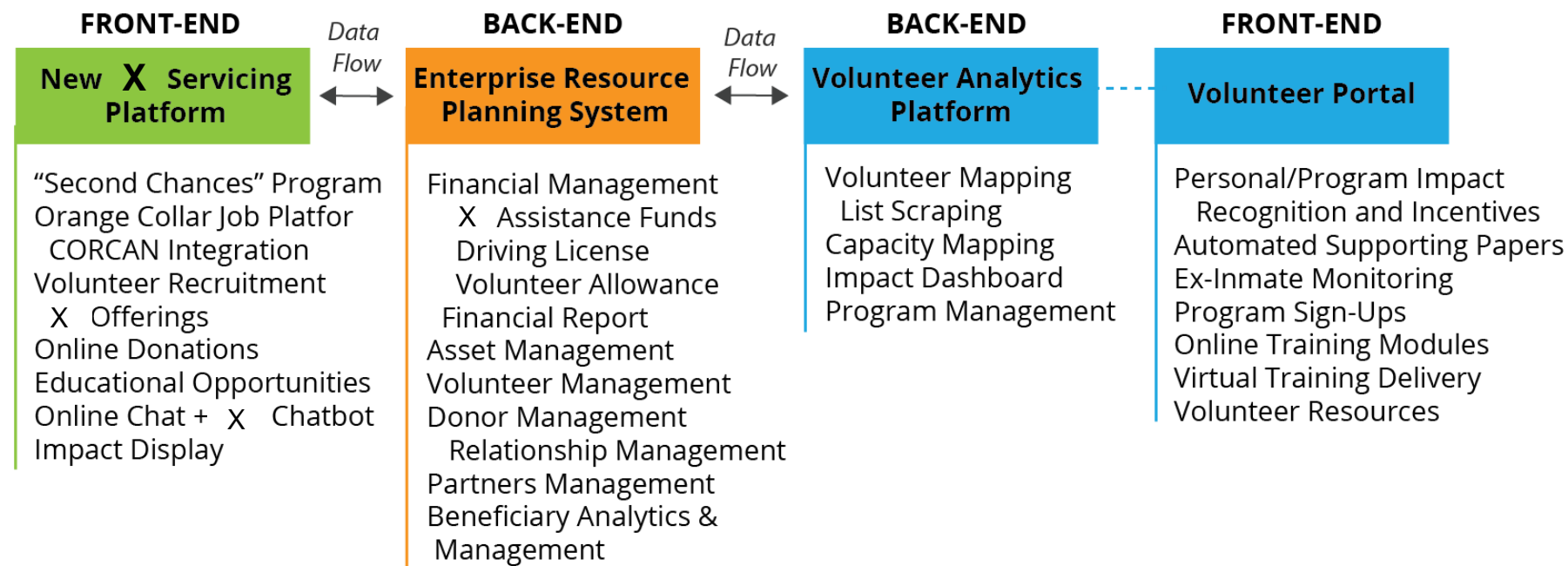
3 Deploy ERP system to organize assets and maximize partnerships

Integrate key data into one organizational planning tool to track finances, volunteers, assets, partners, and donors.

The administrative team will be able to track the health of X as well as engage and extract and contribute the most value out of partners, donors, volunteers and assets.

X Digital Transformation Architecture

The recommended X Servicing Platform and Volunteer Analytics Platform feed data into a larger ERP system for the X. The left-most and right-most clusters are platforms facing various partners and volunteers, respectively.



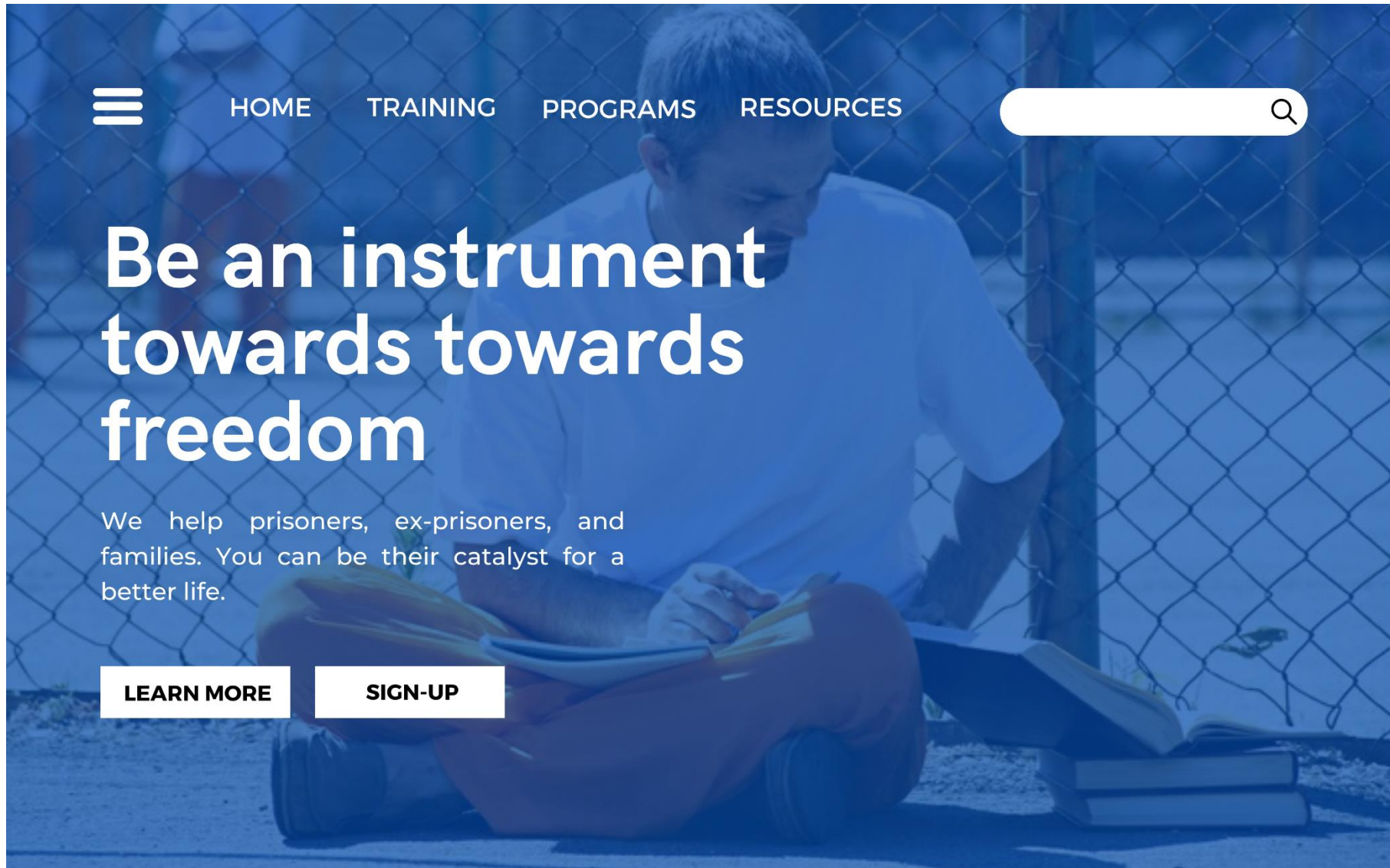
Example Stakeholder Journeys

Partner Company	“Second Chances” → In-House Recruitment with X Volunteer → ERP Feed
Volunteers	Sign-Up → Volunteer Front-End Access → Training → Program Sign-Ups → ERP Feed
Ex-prisoners	X Offerings → Connect with Volunteers → Aide Ex-prisoners in Jobs & Services → ERP Feed
X	ERP Interface → Management

“Second Chances” Corporate Partnership Tier



	Tier 1	Tier 2	Tier 3
Recruits	3	10	20
Annual donations to X	\$10,000	\$20,000	\$50,000
Employees engaged in immersion activity	10	20	50
Employees volunteering in X programs	10	20	50

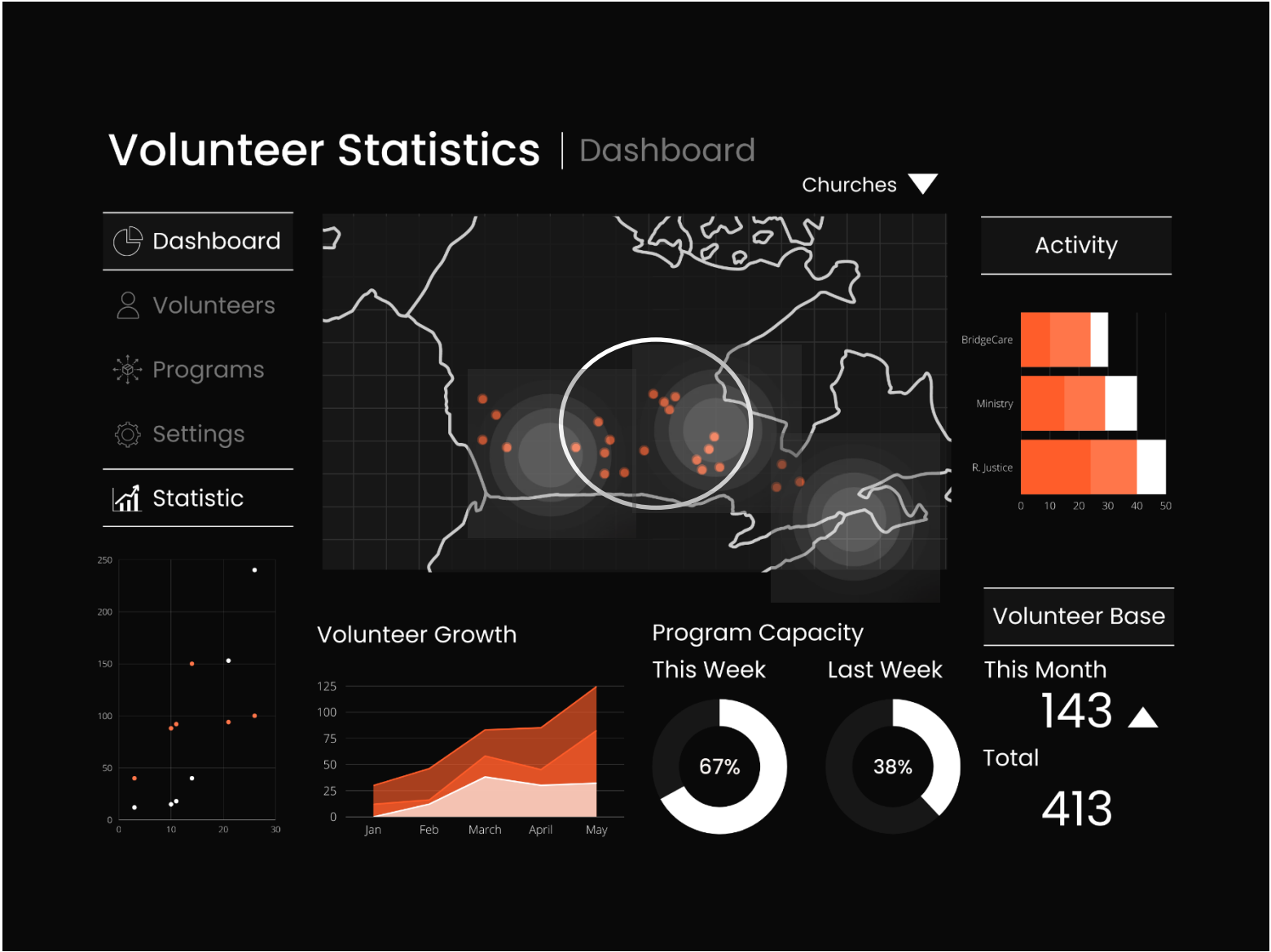
[HOME](#)[TRAINING](#)[PROGRAMS](#)[RESOURCES](#)

Be an instrument towards towards freedom

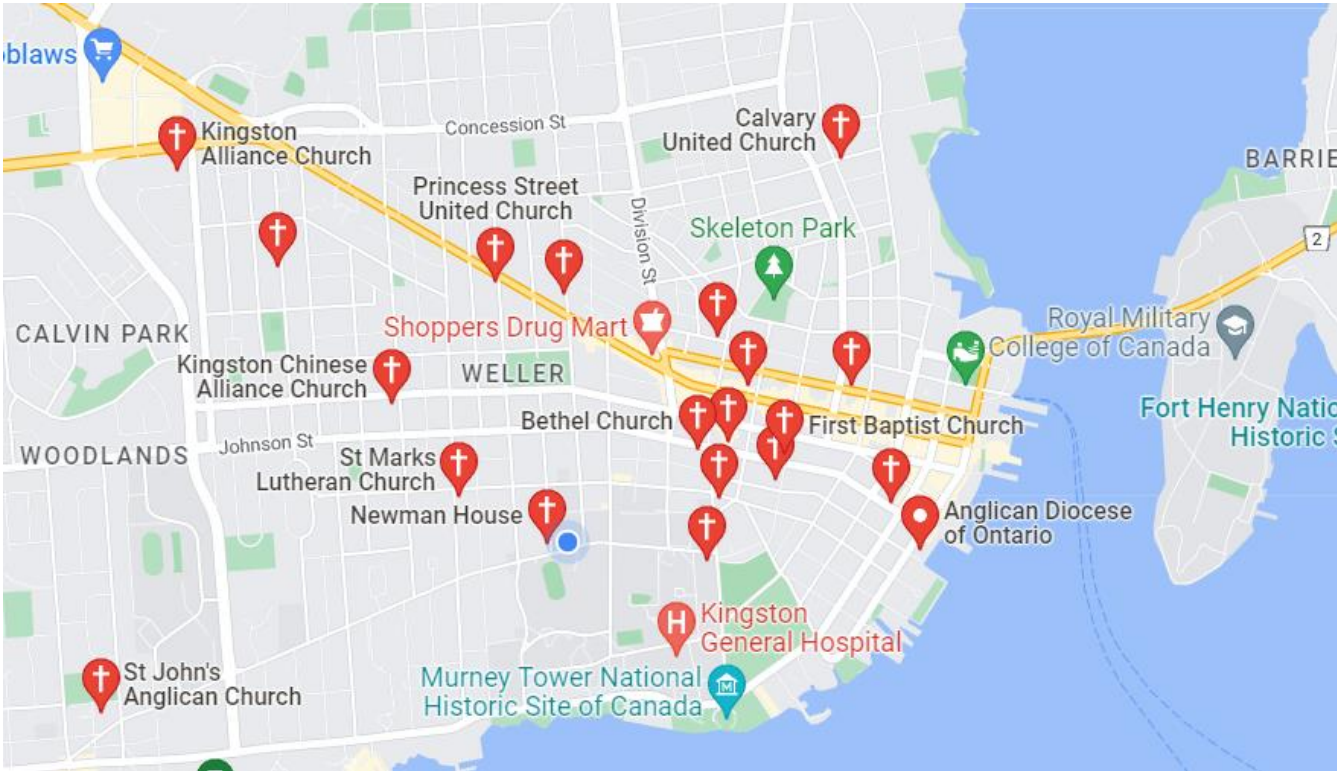
We help prisoners, ex-prisoners, and families. You can be their catalyst for a better life.

[LEARN MORE](#)[SIGN-UP](#)

Volunteer Analytics Dashboard Mock-Up



Example G-Maps Scrapping



Church	Address	Number
Bethel Church	314 Johnson St, Kingston, ON K7L 1Y7	+16135422990
St Marks Lutheran Church	263 Victoria St, Kingston, ON K7L 3Y9	+16135427134
First Baptist Church	110 Sydenham St, Kingston, ON K7L 3H5	+16135487116
Chalmers United Church	212 Barrie St, Kingston, ON K7L 2L8	+16135463263
St. James' Anglican Church	10 Union St, Kingston, ON K7L 3J9	+16135487254

Solution: Projected Social and Organizational Impact of the ISRPVOP

Leverage IT, analytics, and integrated systems to build a distributed and equitable society re-integration programs and well-managed volunteer operations program



HIGHER EMPLOYABILITY RATE

More “Second Chances” partners, the more jobs are offered on the servicing platform. The volunteers also ensure successful participation in the process.



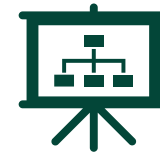
IMPROVED ACCESS TO WELFARE PROGRAMS

More partners would mean more capacity building offerings and more volunteer mean increased utilization of X programs. Better discoverability and utilization are guaranteed by the volunteers.



EFFECTIVE VOLUNTEER MANAGEMENT AND GROWTH

With a well-oiled volunteer machinery, programs can be properly and sufficiently manned by the volunteers. We aide volunteers from recruitment to training with implied training-related expenses optimization.



HIGHER AWARENESS AND ORGANIZATIONAL SUSTAINBAILITY

With a network of contributors aligned with the Federal Act, X sets the stage for accomplishing its mission. Higher impact will mean higher pull of new donors and a variety of partners.

What are the key considerations as we plan for a launch?

Process Design

Define clear, thoughtful processes across the entire operations and value chain, identifying key actors, resources required, timing, and other considerations.

Who is needed?

X Administration, Marketing and Communications, Regional Director(s), Program Director, Chief Operations Officer.

Financial Feasibility

Evaluate and allocate upfront capital investment and ongoing support and operations financial budget. An IT Specialist can be hired for \$53,000/year. Contract options start at \$23,000. Off-the shelf options start at \$299 per year + customization fees of ~\$1,000

Who is needed?

IT Specialist to deploy and maintain the servicing platform, ERP and volunteer analytics.

Technology

Procure, configure, and test servicing, ERP and analytics platforms that meets the project needs. The platforms except for the website is hosted internally (localhost) and can be programmed with PHP, Ruby on Rails, or Python, to name a few.

Who is needed?

IT Specialist, X Administration, Marketing and Communications, Regional Director(s), Program Director, Chief Operations Officer.

Knowledge Management

Recruit, train, and develop additional volunteer and existing staff required to launch the ISRPVOP. Ensure sufficient training and development is provided on new procedures prior to launch.

Who is needed?

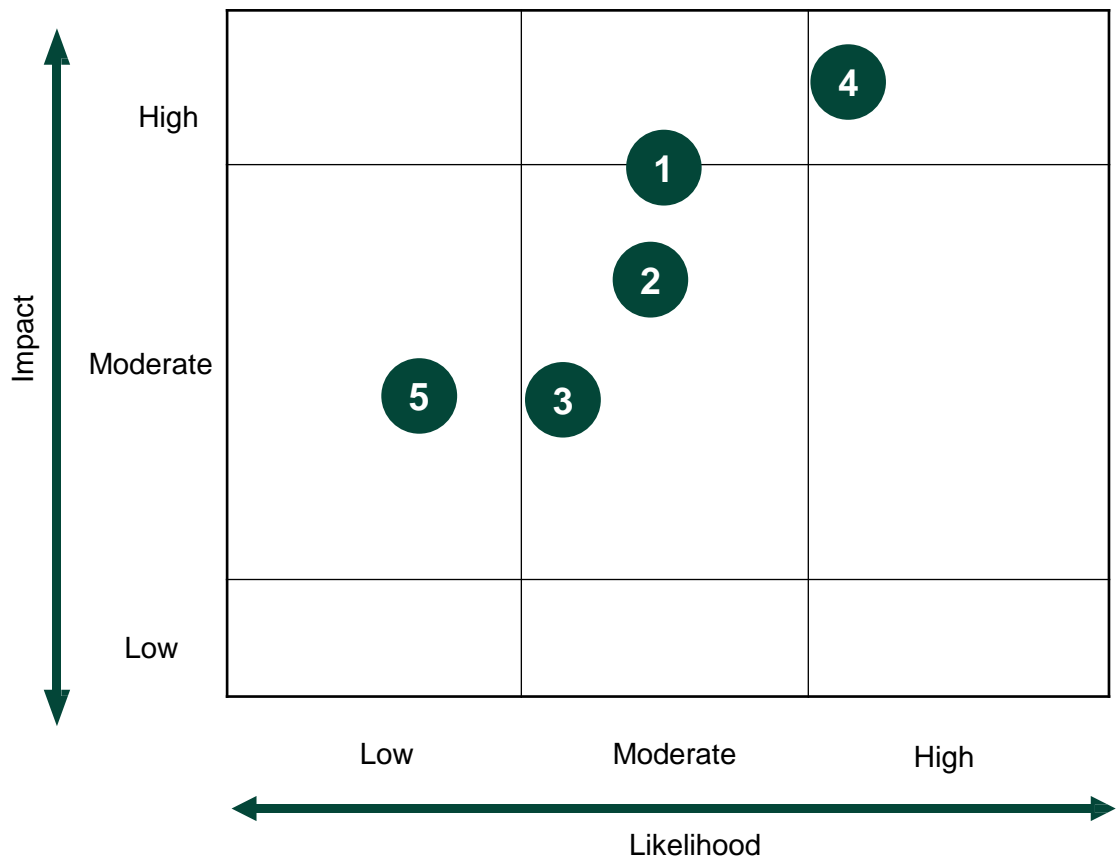
X Administration, Chief Operating Officer, Chapter Directors, Marketing & Comms Coordinator

Proposed Organizational Structure



Execution risks and challenges

Identifying and managing organizational risks are important to ensure sustainable growth of the digital transformation



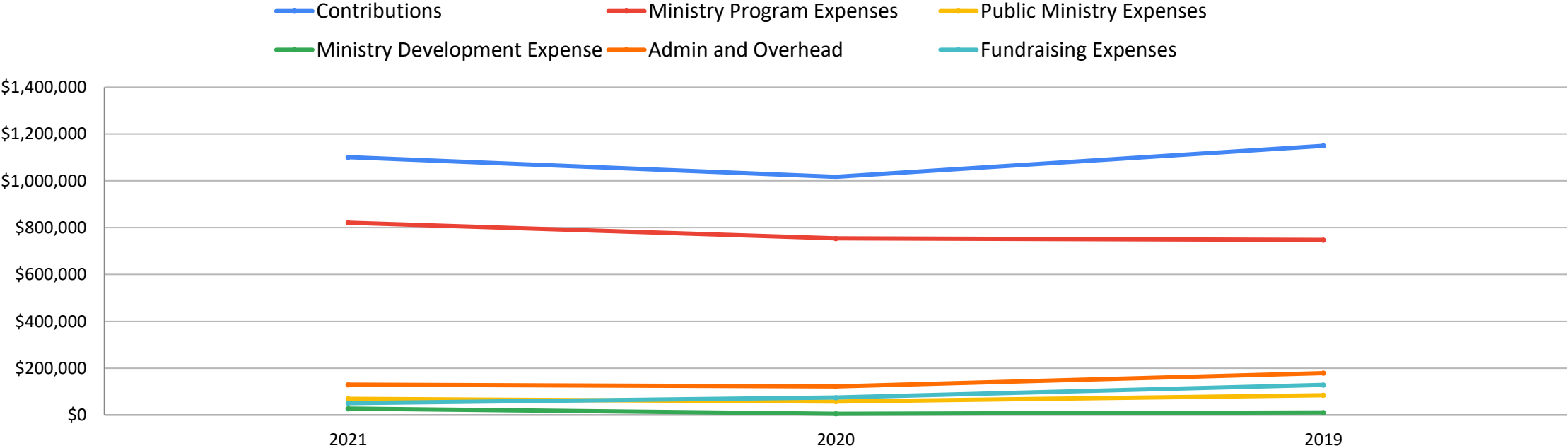
Risks:

- 1 Financial**
Launching a new integrated system requires significant expenses by hiring an IT Specialist of development, testing, and upkeep by the IT specialist
- 2 Usage of new system**
An effective adoption of the new systems require comprehensive planning & strategy. X needs to be ready to combat potential resistance from legacy process users.
- 3 Ex-inmate security**
We have to ensure that the ex-prisoners' data remain confidential and only visible to the volunteers and X.
- 4 In-house IT expertise**
Lack of IT staff to monitor and resolve system errors that may arise at any time
- 5 X buy-in**
Potential pushback from the larger X umbrella organization on costs for the digital transformation

Appendix: Financial Performance of X

Identifying and managing organizational risks are important to ensure sustainable growth of the digital transformation

More contributions with less spending on fundraising



	2021	2020	2019
Contributions to Fundraising Expense Ratio	21.6	13.7	8.9

Appendix: Financial Performance of X

Insight: More contributions with less spending on fundraising

Financials	2019	2020	2021	2020 YOY	2021 YOY
Contributions	\$1,149,755	\$1,017,065	\$1,101,152	-12%	8%
Ministry Program Expenses	\$747,435	\$754,015	\$821,289	1%	9%
Public Ministry Expenses	\$84,576	\$57,506	\$69,014	-32%	20%
Ministry Development Expense	\$10,900	\$5,517	\$27,154	-49%	392%
Admin and Overhead	\$179,279	\$121,765	\$129,696	-32%	7%
Fundraising Expenses	\$128,542	\$74,357	\$50,946	-42%	-31%
Financial Analysis					
Contributions to Fundraising Expense Ratio	8.9	13.7	21.6	54%	58%

Impact cannot be measured due to non-standard templates across Annual Reports.