IT Strategic Assessment Report

April 18, 2019

Revision History

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| --- | --- | --- | --- |
| **Date** | **Version** | **Description** | **Author** |
| 04/09/19 | 1.0 | First Draft | Abdulaziz Arrak |
| 04/13/19 | 1.1 | Revision of First Draft | Abdulaziz Arrak |
| 04/16/19 | 1.2 | Final draft | Abdulaziz Arrak |
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1. **Executive Summary**

There are many non-profit organizations in the United States that change lives and open a new path to people, especially those that are underrepresented and vulnerable individuals. Underrepresented people are a group of people that are less represented compared to the general population. An example of underrepresented persons are; women, racial minorities, immigrants, and refugees. One of the magnificent organizations that help some of the underrepresented individuals is Doors To Hope organization. It is a non-profit organization that does an incredible amount of benefits for many people, especially women. Door to Hope is an organization that provides a welcoming, motivational, respectful, valuable, and livable environment for everyone involved.

Doors to Hope were originated in 2012. It is a congregational ministry of the Sisters of Charity of Nazareth and works in collaboration with Holy Name Catholic Parish. It was located in Holy Name’s old rectory on South Third Street. With seven Nazareth Charity Sisters, one serving as director and six as volunteers, including Sister Humphrey, Doors to Hope began. They had a student who was trying to learn English. However, after five years, they have 45 volunteers and 80 students to teach five days a week. Currently, this local organization is located at 4333 Hazelwood Avenue, Louisville, KY 40215. The focal areas for this organization are; children & youth, education, immigrants or refugees, volunteering, and women.

Doors to hope does many things, however, the main focus is to assist Latin American immigrants by empowering themselves in the family structure to see their own value. Doors to Hope serve the community by providing education, such as English as a second language (ESL); courses to teach English. In addition, they provide assistance in GED training and American citizenship interview training. Doors to hope mission is to “opens learning opportunities, encourages community involvement and engages in advocacy for immigrant women and families.” While the main goal of Doors to hope is to provide education to the people of the south-central area of Louisville”.

# History and Purpose:

## History of the Doors to Hope:

Doors to Hope is a ministry of Sisters of Charity of Nazareth. For over a hundred years, the Sisters of Charity of Nazareth (SCNs) have dedicated their lives to help the community with education, health care, and social work. With an emphasis on simplicity, humility, and charity, SCNs live out the motto Caritas Christi Urget Nos - The Love of Christ Impels Us. The SCN was founded in 1812. Mother Catherine Spalding, along with Bishop John Baptist David, are honored together and remembered as co-founders of the Sisters of Charity of Nazareth.

In 1814, the Sisters opened a one-room school at St. Thomas Farm, near Bardstown. The first Kentucky home for the Sisters of Charity of Nazareth, a log house, along with the church is still standing at St. Thomas.

Sister Rebecca Miles, a nun from Sisters of Charity of Nazareth was appointed as a director of Doors to Hope. SCN believe that education is the key to breaking poverty and violence. The opening of Doors to Hope was approved on June 28, 2012. The first volunteers were six nuns and now there are about forty-five volunteers. Doors to Hope started in Holy Name Catholic Church but moved to St. Simon and Jude August of 2018 to expand the amount of space. Also, it’s important to point that Doors to Hope in current management and strategy they are not a religious organization, they accept students and volunteers from any religion, race and ethnicity. The total budget for this year was $160,300, which $80,000 comes from Sisters of Charity of Nazareth.

## Purpose of the Doors to Hope:

Doors to Hope has been in operation for five years and is creating its second Strategic Plan. Based on their 5 years strategic plan process, which focused on growth, stability, and sustainability. Even though the main purpose of the Doors to Hope organization is to educate Latin American women by providing (ESL) classes and one-to-one touring. They have students from different backgrounds and ethnicities. Doors to hope to provide other services and programs to the community include:

1. Assist and provide education to Latin American immigrant women and their families.
2. Assist Latin American immigrants in the community in education (English as a second language (ESL))
3. General Education Development (GED)
4. After School Tutoring (ATL)
5. Citizenship interview training
6. Help to create a vibrant learning community.

# Management and Business Processes:

## Touring:

## Doors to Hope’ offers a few English as second language classes; it's mostly focused on one-to-one touring. Students must register and give the best time, which meets with their schedule. Doors to Hope will try to match that with their volunteers and arrange time and class for them to meet, some students meet once a week and other requests two meetings weekly. If management not able to match student's schedule with an available tutor or there are not enough tutors to cover, students placed in a waiting list (first come first serve) until an available tutor can help them. All Doors to Hope tutoring sessions and classes take place at their office during normal office hours. If a volunteer and a student agree to meet outside of the office for a class, both the parties need to sign a liability waiver for classes outside the office releasing Doors to Hope of any responsibility.

## Volunteers Tracking:

Doors to Hope don't have a specific system designed to track their volunteers. They have an MS Access. Saved on a flash drive contains the names of the volunteers, however, this document has never been up to date or available for all member. Currently, volunteers who interested in volunteering have to contact Doors to Hope. After the volunteer contact them in person or by the phone the decision should be made if they volunteer eligible to work with them or not. There is no hiring process for volunteers; they have to fill a form that includes legal, personal information, etc. Volunteer’s personal information is entered into MS Access. Volunteer forms and legal documents are placed in the filing cabinet. In addition, volunteers should write down their schedule. After that, the volunteers have to go through basic training about the role of tutor and some Latin American norms, beliefs, community, and other information shared. Finally, the volunteers are assigned to the students to tutor (mostly one-on-one training). The total numbers of volunteers Doors to Hope have currently are about 70 (including ESL and AST).

## Students Tracking:

Students of Doors to Hope have to go through almost the same process as volunteers. Students who interested to join Doors to Hope they should contact them in person or by the phone. After the interview, the decision should be made if the student qualified to join them or not (which is yes in most cases). Same as with volunteers each student has to fill out forms that include legal, personal information, etc. The student's personal information is entered into MS Access. The student forms and legal documents are placed in the filing cabinet. Megan (a part-time employee at DTH) works and figures out the student’s schedule and the days that work for the students. If there are enough volunteers, the students can start as soon as they want, if not, the students are placed on a waitlist. Finally, students are paired with a volunteer that day. The total numbers of Students at Doors to Hope currently is 100 students, The students come at least twice a week.

## Donors Tracking:

Donors are the main income source for non-profit organizations such as Doors to Hope and it's important to maintain a good relationship with current donors and try to encourage more donors to participate in their programs. Currently, there is no specific process of how to contact donors. The director of Doors to Hope, Lorena Miller, reaches out to the donors personally. Miller describes Doors to Hope as a “vibrant learning community.” The Main methods used to get with donors are their website, Facebook, luncheons. Donor’s management is done through MS Access. All the donor’s information is recorded in MS Access.

## Data processes:

Currently, at DTH there is no network connection between the computers that enables them to share the data or any type of cloud storage. Important information has been saved in different flash drives with each one of the members. Which makes it hard to know which version is the most updated one. Some information might be shared through email. Lorena handles the data backups. She has a 1 TB passport hard-drive that has all the important information and data for the organization. There no scheduled backups she does the backups based on her availability. This way Doors to Hope risking to lose all their information in case the hard drive fails or missing, important information which might be personal might be missing.

* 1. **Board members:**

Doors to Hope board members include two full-time employees

Lorena Miller - Director and Megan Lenahan - Program service. In addition to one part-time employee Bernie Mudd-white - Advancement Assistance. Megan Lenahan usually does the daily schedule process. The only one on the board authorized to make decisions is Lorena. The board has regular meetings to review the daily process and emphasize the organization's vision. Board members receive full benefits such as 401K plans, two weeks off and health insurance includes (dental and vision). And they get paid biweekly through direct deposit. The process is detailed in steps as follows:

* Check and update the schedule for the day.
* Using paper-based forms students and volunteers have to sign in and out.
* If for any reason students or volunteers not able to come they should contact Megan, otherwise she will try to contact them if they late.
* Assign the student and volunteer a classroom. If it's one-to-one tutoring she will assign to the available classroom. If it's a group tutoring she assigns the students based on their level of knowledge.
* Megan documents daily results by the total people and different times of the day (afternoon, evening, the total for the day). Total people and type of people (students, adults, children, tutors (volunteers), staff).
* These documents are file documents in a schedule binder. They have a very large binder and every day’s schedule is place in there. There are 365 pages per year.

1. **Current IT Environment:**

Information technology is very important to any organization to help manage the daily process and communicate. The current Doors to Hope IT structure includes:

* 1. **Hardwar:**

According to Lorena Miller the Director of the Doors to Hope, the "desktop computers that are in use at the office by staff only were purchased by the agency Doors to hope it". There is a total of twenty-one Dell desktops overall. The computers for the computer lab were donated from Kosair Charities organization.

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| **Hardware** | **Details** |
| PC(s) | 10- in computer lab, 2-in AST tutoring room, 3- in ESL room 1, 2- in ESL room 2, and 4- at the offices. |
| Printer(s) | 1 black and white (HP LaserJet P1606DN), 2 colored (HP Office Jet pro 7740 in Lorena's office and color LaserJet pro MFP M281FDW In classroom) |
| Phone(s) | 3 landline, 1 work cell phone for Lorena |
| Computers monitors | 21 Dell |
| TV monitors | 1- flat screen 70in, 2 old TVs (never used), and 2 smaller flat screens:  1 Vizio flat screen, 1 Samsung flat screen |
| Laptops | 5 Dell Latitude 3540 |
| Keyboards | 21 |
| Mice | 21 |
| Headphones | 10 Logitech H390 USB computer headset, 5 Sony |
| I Pads | 5 iPad mini 1st gen |
| Storage devices | 1 hard drive, 3 flash drives |
| Routers/modems | Bernie's office: 1 router (Sagecom Fast 5260) 2 modems (Arris TM1602). 1 hub |
| Paper shredder | 1 |

* 1. **Software:**

Doors to Hope doesn't have specific software they use for daily business processes. Most of the daily operations done using papers. however, they use a software called paycheck for staff clock in and clock out purposes. this software is controlled by the SCNs human resources department since DTH don't have their HR. staff who want to take time out have to set that on the calendar or contact HR in advance. They also use MS Access. DTH website managed by Sisters of Charity of Nazareth. Currently, there is a free antivirus installed on computers. The main operating system, DTH using is windows 10 and they use outlook for email communications. Only the computers at the offices have Microsoft suite 2016, other rooms have Microsoft office 2010

* 1. **Staff IT Skills/Training:**

Doors to Hope doesn't have an IT department or any member with an IT position. However, the technical skills vary within the organization. According to Lorena Miller currently, she is responsible for doing backups and regular maintenance for the computers such as updates. Even though she didn't have the technical skills to do so. She tried to work things out if anything happens. If she cannot fix any issue related to IT or need an assistant, DTH has to call someone from the IT department from the Sisters of Charities of Nazareth to fix the issues. The staff at Doors to Hope tries every possible way to fix any IT issues by themselves because the Sisters of Charities of Nazareth charges them $60/hour to fix the issues. Within next five years The Doors to Hope is willing to hire a part-time (10 hours) Webmaster employee for their IT services.

* 1. **IT Budgeting and Spending:**

As a nonprofit organization Doors to Hope main source come from grants and donations which means their budget depends on the grant they get. DTH main source for grants came from Sisters of Charities of Nazareth, which according to Lorena Miller represents 50 percent from the total budget. The other half comes from government grants they receive from some events they do. Currently, they spend as they see a need or use their grants for the spending. The funding that is available for them to use is minimal as they are a nonprofit organization. DTH is not utilizing nonprofit pricing for many platforms due to the inconvenience to get approval for these services. Their Webmaster employee will spend 10 hours a week on their duties. Sisters of Charities of Nazareth provide help when necessary and charge a rate of $60 per hour. During our meeting with the director of the Doors to Hope, she informed that there is not a budget for IT yet but there will be one soon.

1. **Envisioned IT Capabilities:** 
   1. **Leadership’s vision:**

As mentioned earlier DTH doesn't have their IT department, therefore, they receive the needed IT assistance from the Sisters of Charity in Nazareth. Since the IT department not at the facility mostly the decision has to come from IT director at Sisters of Charity in Nazareth. However, Lorena the Director of the Doors to Hope is capable to make some decisions. She has been with the Doors to Hope since January 2015 and she set up the majority of the IT infrastructure at the organization. During our meeting with the director Lorena, she explained the need for the IT and how that will help DTH in the daily operation. She summarizes her vision if they would have a better IT system. A better IT system will give them the ability to store, access and analyze the data about their students, volunteers, and donors. Data will be available whenever they need it and will be up to date. Tracking donors, students, and volunteers could be much easier with a better system. Another issue they have now and she was hoping to fix as soon as possible was data sharing. The way they share the data now even by email or flash drives which in both way not secure and hard to track. The data flow now id decentralized and her vision was to solve this issue. Having a server on the facility with a database that includes all the important information would help secure daily tasks and make it easier. Another vision the director has for the near future is to have a system that can help process the daily tasks. Instead of using pen and papers to do scheduling and sign in and sign out for the students and volunteers, it will be much easier to use and track if the software can do that in addition to few tasks such as forms to apply for grants and flyers they have. Overall, the organization’s leadership is seeking to simplify and update from the paper-based processes to the processes that are in place to improve the organization and retain more donors, volunteers, and students. And help the organization to keep growing.

* 1. **Top 10 Technology issues:**

1. **Physical security:**

Physical security describes security measures that are designed to deny unauthorized access to facilities, equipment, and resources and to protect personnel and property from damage or harm. DTH doesn't have any security system in place. The main doors lock by regular lock and all members have a copy of the key. The main door opens during the day even if no one at the front desk. Also, there are no security cameras inside or outside the facility. No fence around the main door. All these things considered as vulnerable for the organization and should be considered.

1. **Non physical security:**

Non-physical threats target the software and data on the computer systems. Students use the lab computers without any restrictions. There are no black or white lists (they can go to any website they want to). USB ports are enabled in all computers, which make it easy to transfer viruses, by flash drives or any removable devices. all computers have the same password and they never change it, which means easy access, convenient but not secure.

1. **Decentralize data:**

There is no easy way to share the data within the organization. Using a flash drive and email might cause confusion or data losing.

1. **Backups:**

Currently, there are no scheduled backups for the system or the MS Access files they have. Lorena does the backups when she can. And it's time-consuming to do the backups to all computers. Which make them facing data to lose every day. Also the backups they have on a hard disk which by it possible to be stolen or lost.

1. **Server:**

They don't have a server now. So there is no way to share the information and have it in one place which what they should do since they dealing with personal information.

1. **Storage:**

Currently, DTH members use removable storage devices and each one of the board members has her own flash drive with the files she needs.

1. **Training:**

I believe that members of the board should have some basic IT training which can help them deal with daily issues.

1. **Antivirus:**

There is no antivirus to protect the system now. It’s really needed with the computer lab been open to all students. They should have programs to scan and clean the computer after each use. There are some free options can help with that such as CCleaner.

1. **Power surge:**

During our visit to the organization, there was no Untreatable power surge (UPS). They have a computer lab and that amount of electronic devices without protecting them from power. I believe they should consider investing in (UPS) to protect their inventories.

1. **Software system:**

Doors to Hope doesn’t have a system they use to perform daily tasks. They still operate on papers, which make the process slow and unsure. They need software to help the process and improve it.

1. **Organizational strategy:**

Doors to Hope has a functional organizational strategy. A functional organizational strategy is very common in nonprofit organizations. This type of organization separates its employees based on job duty. trying to utilize the resources as much as possible with the lowest effort. DTH divided into small functional areas (program) and each program has its own scope and requirements.

1. **Generic strategy:**

Differentiation strategy, it attempts to become unique in the industry, by offering those products and services, which have value to the customers. Doors to Hope generic strategy are differentiation. They have a specific target, which is the Latino American women. And they provide the one-to-one tutoring which differentiates them from others. In addition to the other programs they have.

1. **Shareholders:**

A stakeholder is anyone who is affected by your business in one way or another. Doors to Hope board members: includes Lorena Miller, Megan Lenahan, and Bernie Mudd-White, Students of Doors to Hope, Volunteers who are volunteering at Doors to Hope, and Sisters of Charity in Nazareth: the main source of income and decision to DTH.

1. **Porter’s 5 Forces**

Porter’s five forces is a very important framework in analyzing a company against competition in the industry.

* 1. **Inter-Industry Competition:**

The threat of inter-industry competition is medium. Their main competitor is Backside Learning Center, which provides English classes are seasonal (they close during winter). And also Tutoring is year round. They almost provide the same service to the community with a small area. DTH has the advantage that they are operating all year not seasonal.

* 1. **Substitutes:**

The threat of substitutes is high. Students might decide to use other sources to learn English as a second language. The close substitution might be Internet videos or social media applications. It’s easy to access and much convenient.

* 1. **New Entrants:**

The threat of new entrants is low. It’s now common for new nonprofit organizations to open close to each other and target the same community, the grants are limited.

* 1. **Supplier’s Bargaining Power:**

The bargaining power of suppliers is high. The only source of income they have comes from the grants, which mainly from the Sisters of Charity in Nazareth and other government grants. If they didn't receive these grants will be hard tocontinue.

* 1. **Customer’s Bargaining Power:**

Customer’s bargaining power is low. Students receive the service for free. It didn't cost them anything to enroll in the program. Volunteers already have the incentive to teach and help others in the community.

1. **Closing the Gap:**

Nonprofit organizations face the challenge of operating with limited resources and rely on grants. Based on the analysis of Doors to Hope organizations and the listed top 10 technology issues they have. I believe that some of the issues are critical such as physical security and nonphysical security, which have a direct impact on the safety of everyone at the facility. In addition to the assets. DTH should try to improve the security for the main doors, implement security cameras inside and outside the facility. Have an alarm system in case something happen after hours. And they should add an antivirus to all computers; change the password for the computer periodically. Monitor the use of removable storage devices. They definitely need a server to be added to the system to solve the issue related to sharing data and storage. Backups should be scheduled at least daily to prevent losing any data. Unattributed power storage should be added to all of the devices to prevent power surge, and staff should have some training. Finally, the software system should be considered to help them deal with daily tasks. If they can implement these improvements within the next five years they will have big advantage. As the director Lorena says about their 5 years plan. She said “ the trying to increase the number of student from 100 to al least 150, and the number of volunteers from 80 to 120.” This five-year goal will help them to reach their goal and purpose, which is to provide education to the people of the south-central area of Louisville. “The mothers are more comfortable going to their children’s school and talking to teachers,” she said. “When the children see the development of their parents, they become stronger, too.”

This center is a congregational ministry of the Sisters of Charity of Nazareth and works in collaboration with Holy Name Catholic Parish. Providing help and volunteering time to needed people does not only help the community but it motivate and grow the soul in a positive direction and in a direction that allow people to give back to the community.