



# Winter 2024 CE Week

## Growth Across Geographies: Scaling to New Locations

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2.26.2024





# Agenda for today's session

- 1 Welcome and context setting  
↓
- 2 Deep dive on Hopeworks' expansion journey  
↓
- 3 Q&A and audience reflection



# Let's break the ice...

Please put in the chat:

- Does your ESE operate in more than one region or market?  
If yes, where?



# Hopeworks

## Key Results



90% 12-month retention rate



101 youth placed in permanent jobs in last 12 mos.



\$44K average permanent job wage

## ESE Spotlight

ESE: Hopeworks

Headquarters: Camden, NJ

Founded: 1999

REDF Programs: Growth Portfolio



Dan Rhoton,  
Executive Director



Leaudra "Lily" McCullough,  
Sr. GIS Team Lead

## Partnership Info

Open to site visits? Of Course!

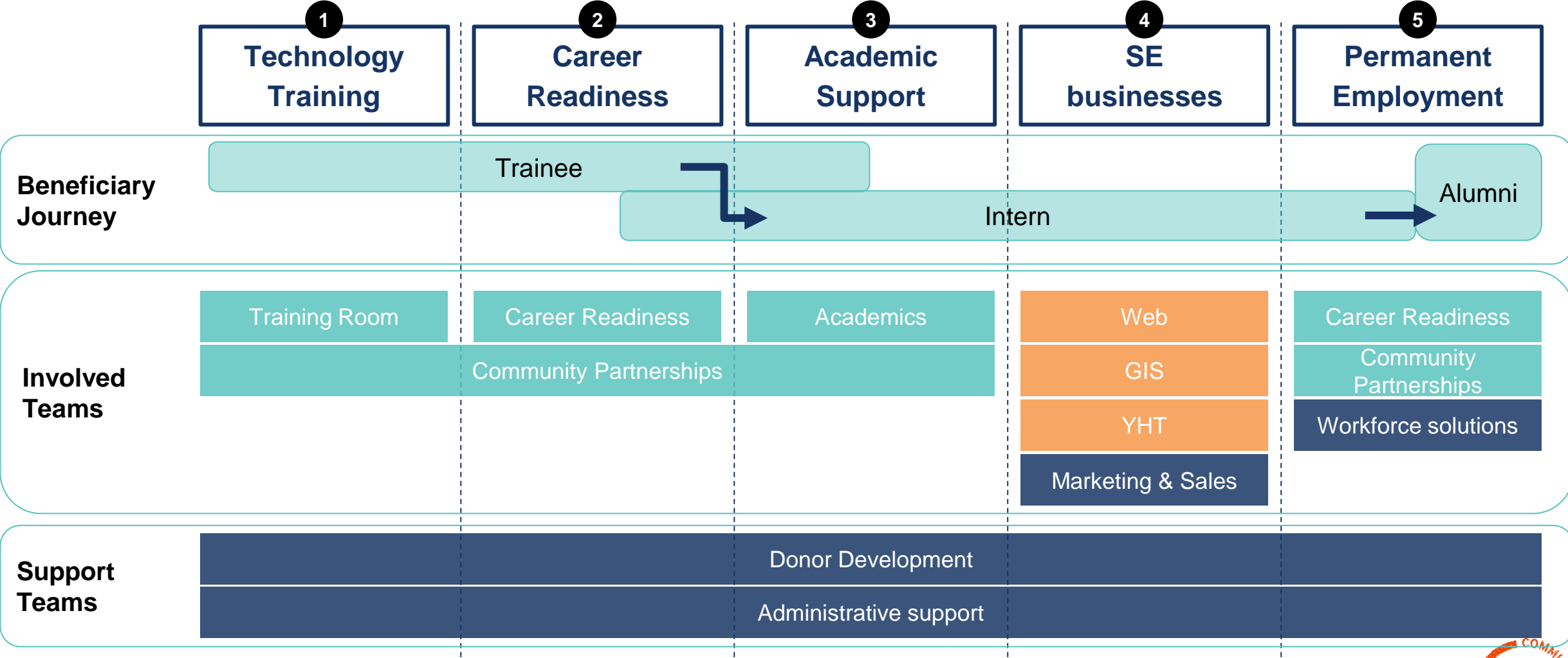
How to partner: Email [info@hopeworks.org](mailto:info@hopeworks.org)

How to contact us : Email [dan@hopeworks.org](mailto:dan@hopeworks.org)



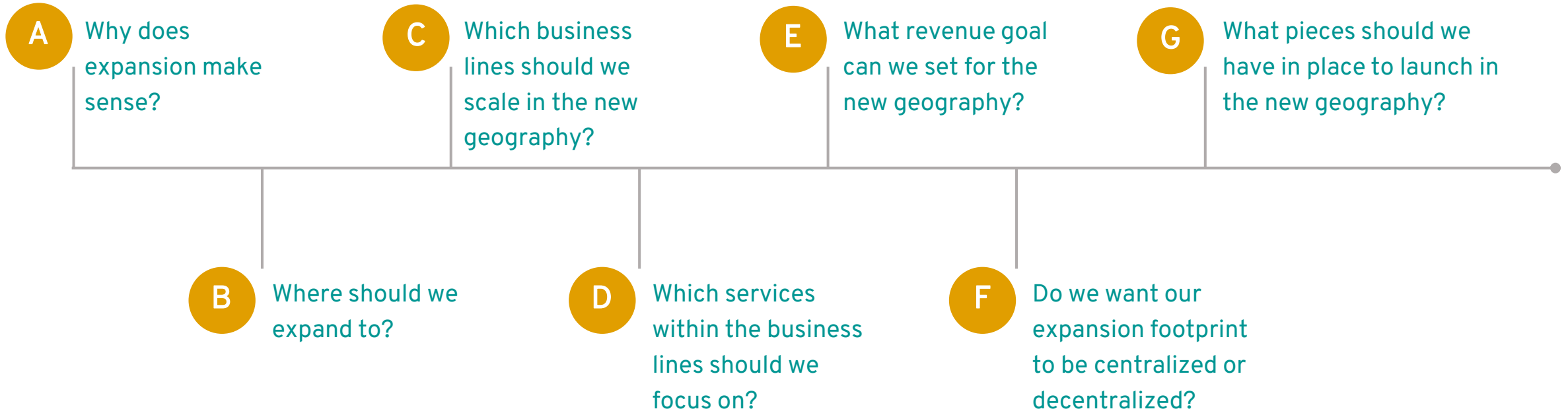


# The Hopeworks Model





# The Hopeworks expansion journey



Note: the content of this presentation reflects analysis Hopeworks conducted over 2021 – 2023. The data and insights were current at the time the work was complete, but do not represent the current state at Hopeworks. Please visit [hopeworks.org](https://hopeworks.org) for the latest information.





# Quick Poll

Which of these 7 expansion journey question are you most excited to hear about today?

1. Why does expansion make sense?
2. Where should we expand to?
3. Which business lines should we scale in the new geography?
4. Which services within the business lines should we focus on?
5. What revenue goal can we set for the new geography?
6. Do we want our expansion footprint to be centralized or decentralized?
7. What pieces should we have in place to launch in the new geography?

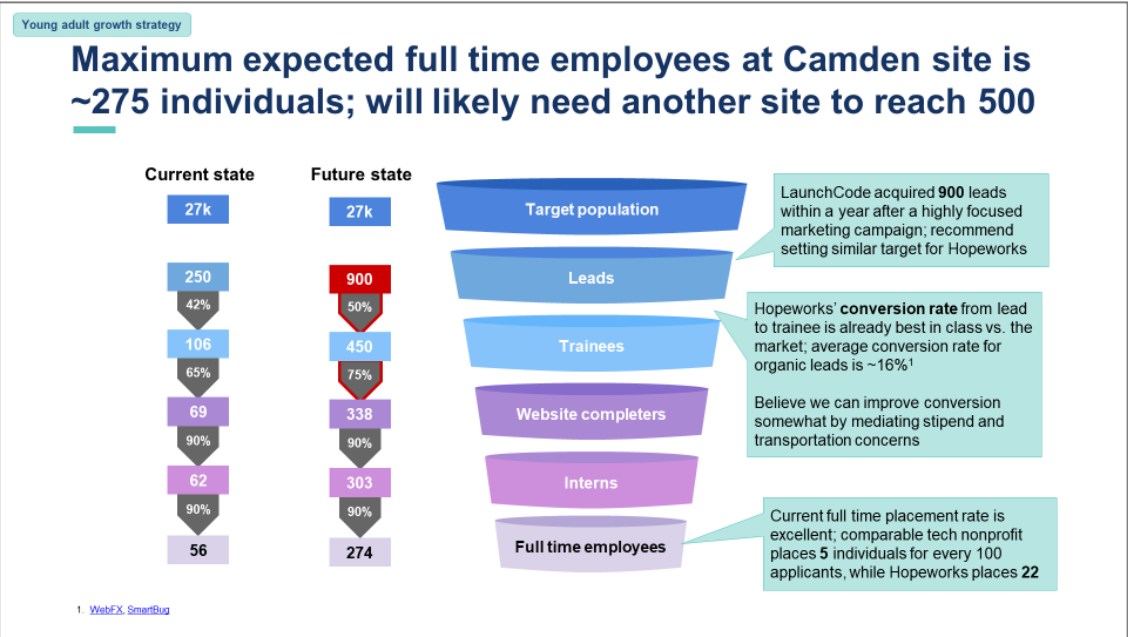




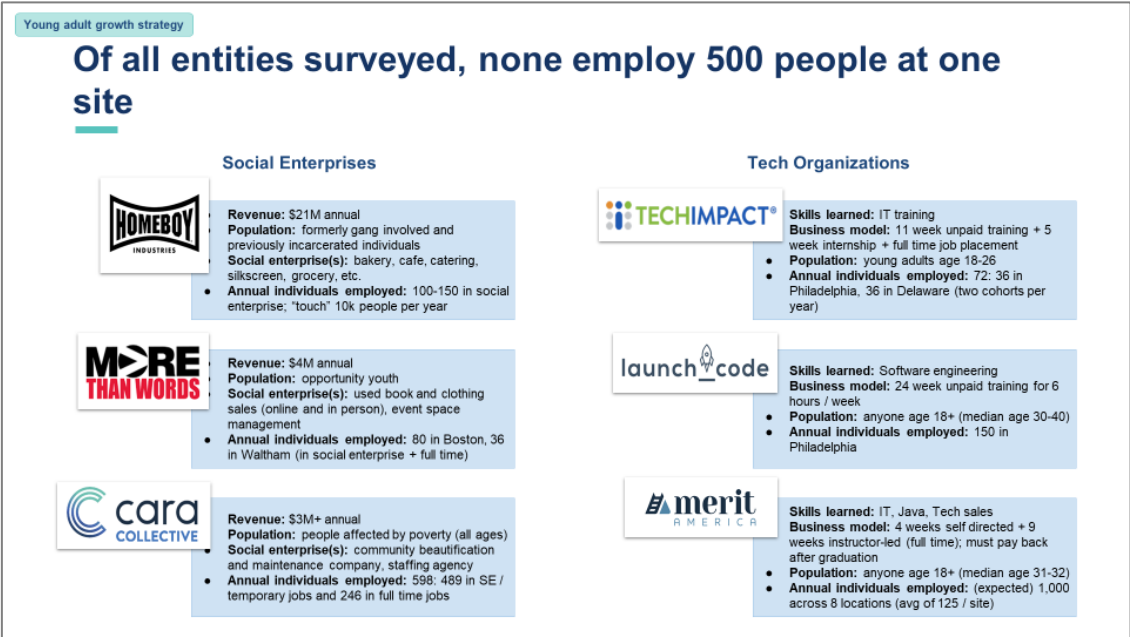
# Why does expansion make sense?

Through a pipeline analysis we discovered that our Camden location would only get us to ~275 full time employees...

Hopeworks goal is to place 500 full time employees annually by 2025.



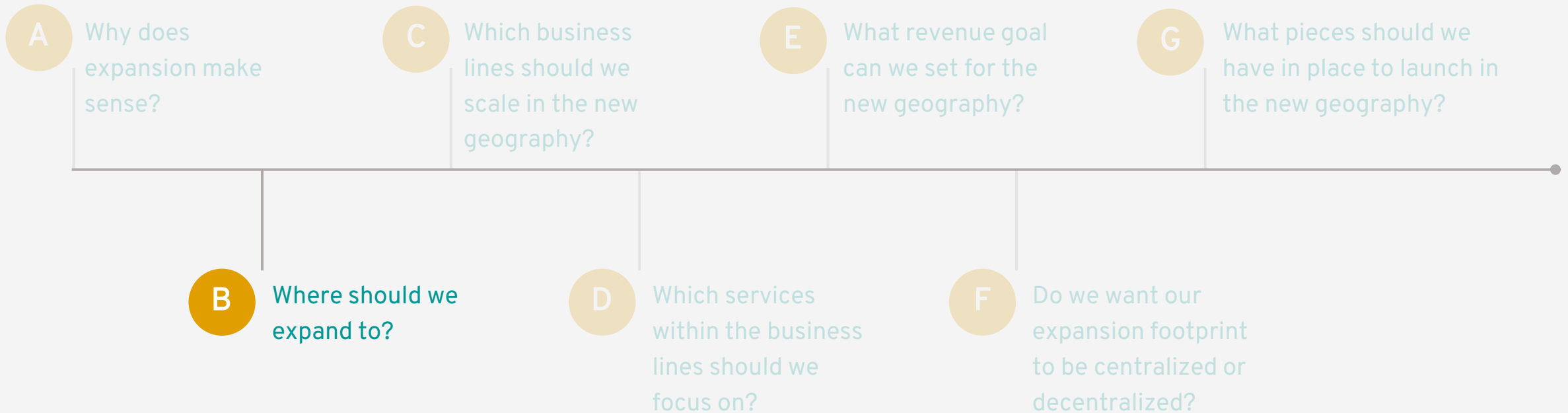
...and we found that other ESEs had encountered similar limitations to the size of each site



We concluded that to achieve our goal, we would need to open a new site beyond our current market.



# The Hopeworks expansion journey





# Where should we expand to?

We developed a set of detailed job & labor market, financial, and operational criteria that we determined would enable us to be successful in a new geography ...

Market selection criteria

**List of criteria and prioritization for city assessment (I/II)**

	Definition	Standard for "Yes" (Green)	Priority
<b>I. Job and Labor Market</b>			
1	Demographics: annual unemployment rates (city)	Unemployment percentage in city, calculated by taking the monthly UE averages for time period: 2021 YTD	2
2	Number of jobs in computer / advertising job family	Number of jobs in NAICS codes 5415 and 5418 (Data: 2019)	3
3	Socio-economic: below poverty line (city)	Percent of total population in poverty within city (Data: 2019)	3
4	Number of open jobs in medical billing and coding	Number of open jobs in medical billing and coding field	3
<b>II. Financial Feasibility</b>			
5	GIS: Presence of American Water location	Existence of American Water division that may be likely to purchase our GIS business	1
6	Web: Presence of local nonprofit customers	Existence of high number of local nonprofits that may be likely to purchase our web services	1

## Continuation for city assessment (II/II)

		Standard for "Yes" (Green)	Priority
<b>III. Operational Feasibility</b>			
7	Social enterprise / tech training ecosystem	Existence of other social enterprise programs in the area  (Some other SEs, but not too saturated = Yes, Few other SEs, meaning funders might not understand our model = Maybe, Many other local SEs receiving significant funding = No (e.g., Homebody Industries))	1
8	Local social services	Existence of local social services that supplement Hopeworks program  (There is a presence of local foundations, public grantmakers, and philanthropy in the region that may be interested in Hopeworks' impact and assist with financial resources)	1
9	Funding opportunities and philanthropy ecosystem	The state has greater than or equal to \$2,400,569,058 in annual funding (2015 number based on Pennsylvania state total)	3
10	Transportation system	There is a local subway / transit system within the city for youth to reach jobs in the largest city nearby  (Number of hours driving distance from Camden (rounded to nearest 5))	3
11	Driving distance from Camden	Less than 2 hours = Yes, 2-5 hours = Maybe, 6+ hours = No	1
12	Existing relationships in area	Hopeworks has existing connections / relationships in the region that they can leverage  (Many relationships = Yes, Some relationships = Maybe, No relationships = No)	1

...and then applied those criteria to score 15 cities that aligned with our mission to be in high poverty areas and proximate to Fortune 500 companies

Market selection criteria

**Utilized poverty, job market, location criteria to create list of potential cities for expansion**

**Process to create city list**

- Referenced list of 15 cities with most Fortune 500 companies
- Looked at map of cities to determine highest poverty areas near the 15 cities
- Conducted analysis with nearby cities, studying job market within larger nearby hub
- Also included locations that were recommended by Hopeworks that didn't meet aforementioned criteria

	City, State	Rationale for inclusion on list	Hub nearby
1	Newark, NJ	Hopeworks recommendation	New York City, NY
2	Compton, CA	Hopeworks recommendation	Los Angeles, CA
3	Philadelphia, PA	Hopeworks recommendation	Philadelphia, PA
4	Atlantic City, NJ	Hopeworks recommendation	N/A
5	Gary, IN	High poverty area near Fortune 500 list city	Chicago, IL
6	Dallas, TX	High poverty area + Fortune 500 list city	Dallas, TX
7	Houston, TX	High poverty area + Fortune 500 list city	Houston, TX
8	Oakland, CA	High poverty area near Fortune 500 list city	San Francisco, CA
9	Atlanta, GA	High poverty area + Fortune 500 list city	Atlanta, GA
10	Minneapolis, MN	High poverty area + Fortune 500 list city	Minneapolis, MN
11	Baltimore, MD	High poverty area near Fortune 500 list city	Washington DC
12	Boston, MA	High poverty area + Fortune 500 list city	Boston, MA
13	Seattle, WA	High poverty area + Fortune 500 list city	Seattle, WA
14	Denver, CO	High poverty area + Fortune 500 list city	Denver, CO
15	Detroit, MI	High poverty area + Fortune 500 list city	Detroit, MI

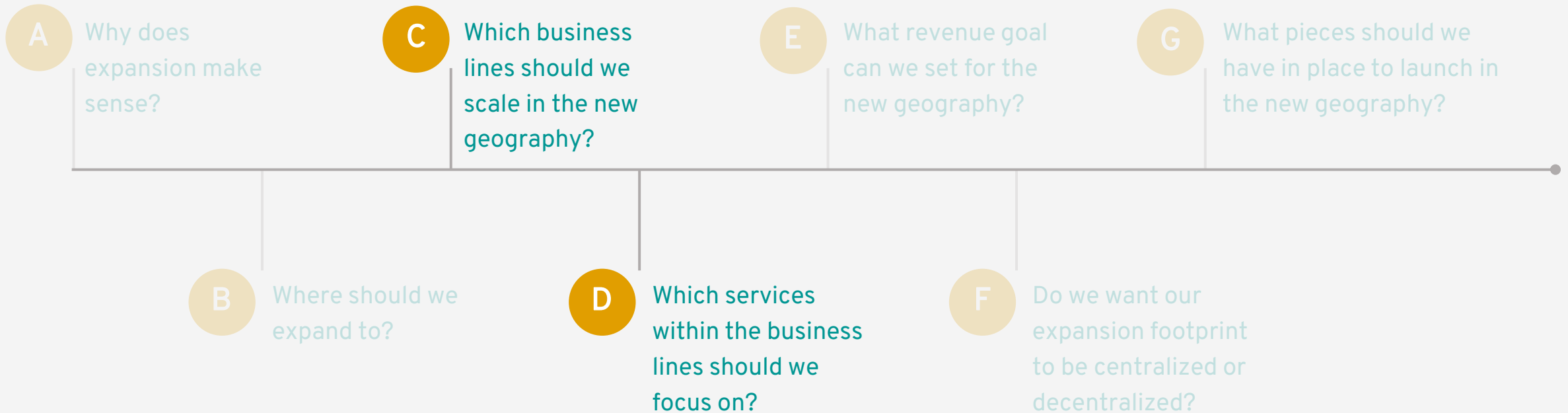
**15 cities analyzed, with Newark, Compton, and Oakland yielding highest scores**

City	Score
Newark, NJ	11.5
Philadelphia, PA	11
Compton, CA	9
Dallas, TX	8
Oakland, CA	8
Baltimore, MD	8
Atlantic City, NJ	7.5
Seattle, WA	7
Denver, CO	7
Gary, IN	6.5
Houston, TX	6.5
Boston, MA	6.5
Detroit, MI	6.5
Minneapolis, MN	6
Atlanta, GA	5.5

Through this analysis, Newark, NJ bubbled to the top as the best option.



# The Hopeworks expansion journey







# Which business lines should we scale in the new geography?

In Camden, we have three business lines...



**Geographic Information Systems**



**Youth Healing Team**



**Web development**





# Which business lines should we scale in the new geography?

We found that the model of each business line was robust and we had decent growth opportunities within all three.

We then scored each business line on impact to beneficiaries, feasibility and effort, and financial health outlook.

Business line growth strategy A			
Growth opportunities across all three business lines			
	GIS	Youth Healing Team	Web Development
Business model assessment	<b>Benefits</b> <ul style="list-style-type: none"><li>Niche business with few competitors</li><li>Widely scalable and in-demand across different geographies</li></ul> <b>Drawbacks</b> <ul style="list-style-type: none"><li>Can be challenging to convince companies to outsource GIS work when they have historically been doing the work internally</li><li>Business is highly concentrated within a few customers</li></ul>	<b>Benefits</b> <ul style="list-style-type: none"><li>Niche business with few competitors</li><li>Scalable, repeatable product; very low cost to onboard additional customers</li></ul> <b>Drawbacks</b> <ul style="list-style-type: none"><li>Difficult to convince organizations that these trainings are needed--companies may not actively search for them</li><li>Need to constantly bring on new customers, as business is not repeatable</li></ul>	<b>Benefits</b> <ul style="list-style-type: none"><li>Teaches valuable, desired skillset to interns</li><li>Opportunity for ongoing revenue with maintenance packages</li></ul> <b>Drawbacks</b> <ul style="list-style-type: none"><li>Extremely saturated space</li><li>Competitors offer additional services that we don't provide, such as SEO</li></ul>
Growth opportunities	<ul style="list-style-type: none"><li>State by state growth in American Water customer base</li><li>Adjacent industries- e.g., drone footage, CAD work</li><li>Sub-contracting with local engineering firms</li><li>Selling further into existing large customers</li><li>Increase pricing; our product is unique and differentiated, with few competitors</li></ul>	<ul style="list-style-type: none"><li>New online module training product</li><li>Consulting / coaching work</li><li>Selling into additional school districts</li><li>Healthcare organizations</li><li>Increase pricing; our product is unique and customers have frequently told us we're priced too low</li></ul>	<ul style="list-style-type: none"><li>Ongoing maintenance and support packages</li><li>Additional remote customers from other geographies</li><li>Opportunity to earn more per contract with additional add on features, such as SEO, QA, and UX</li></ul>
Customer summary	<ul style="list-style-type: none"><li>Customers in FY21: 6</li><li>Avg customer spend: \$56,730</li></ul>	<ul style="list-style-type: none"><li>Customers in FY21: 32</li><li>Avg customer spend: \$3,601</li></ul>	<ul style="list-style-type: none"><li>Customers in FY21: 32</li><li>Avg customer spend: \$5,277</li></ul>

1a Business Lines to scale				
GIS and Web Development have the most potential to scale				
		Priority 1	Priority 2	
A. Impact to beneficiaries	Potential to generate intern positions			
	Potential companies for full-time job placement			
	Attractiveness for potential beneficiaries			
B. Feasibility and effort	Position to take on larger contractual work			
	Synergies with current operations			
C. Financial health	Potential to be repeatable			
	Revenue generation potential			
	Cost sharing with current operations			
Additional investment needs				
Least positioned to scale				
		Best positioned to scale		

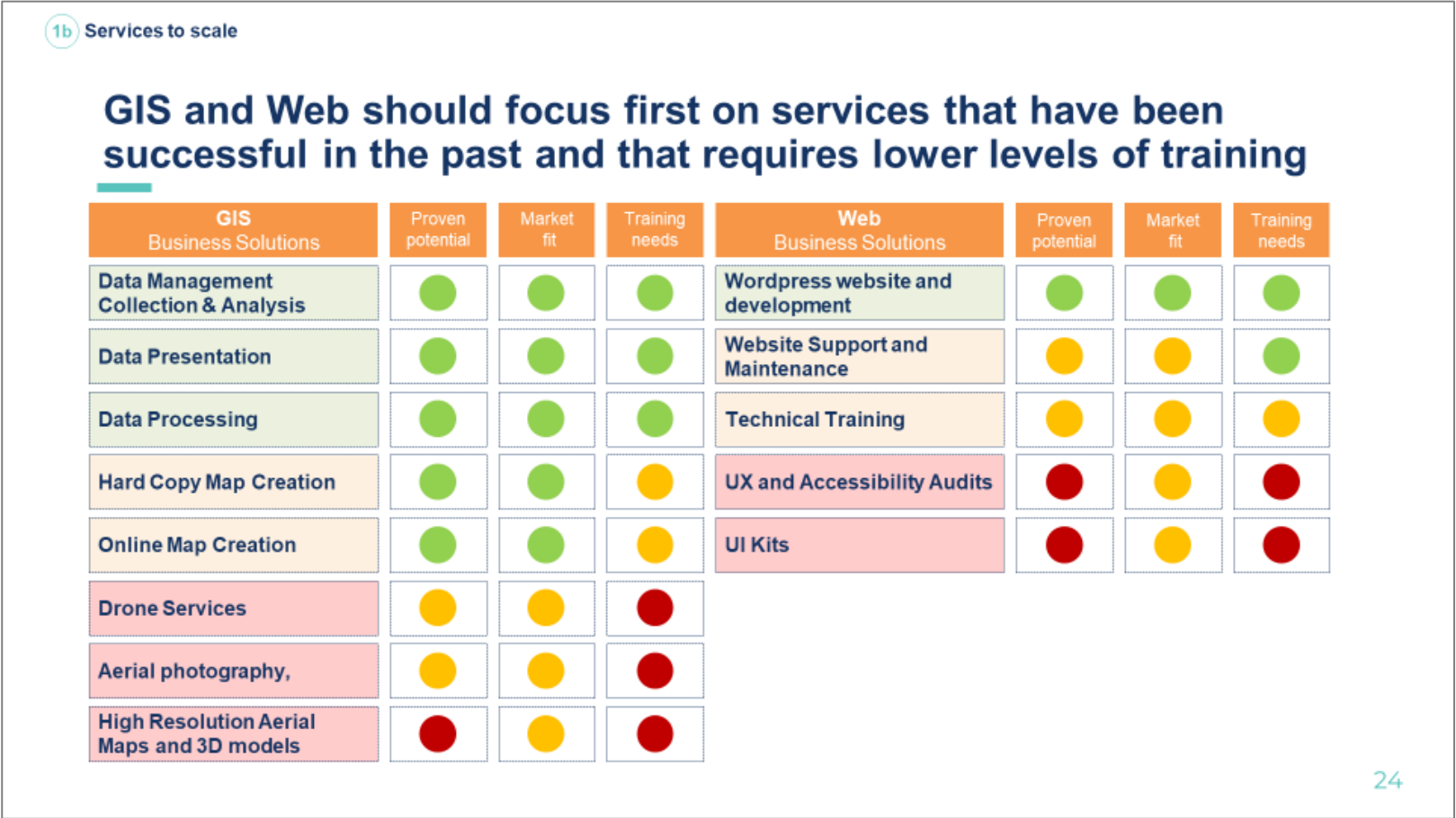
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Our analysis showed that GIS and Web Development had the most potential to scale.



# D Which services within the business lines should we focus on?

We rated each of our services on proven potential (in Camden), market fit (in the new location), and training requirements / intensity, and were able to prioritize the services we wanted to offer when we opened in the new geography.





# Let's make it personal

If you could expand your ESE to any geography in the United States, where would you go and why?



# The Hopeworks expansion journey





# What revenue goal can we set for the new geography?

At our current location, for each business line, we calculated:

**average revenue per customer x number of customers**

Using some assumptions, we extrapolated out revenue we thought we could earn in the new geography



REVENUE AND EMPLOYMENT ANALYSIS			
Revenue analysis approach for Newark location			
Revenue per customer		×	Number of customers
		=	
		Calculate revenue	
Business line	Avg. customer spend (FY21)	Business line	Number of customers (FY21)
GIS	\$56,730	GIS	6
Youth Healing Team	\$3,601	Youth Healing Team	32
Web Development	\$5,277	Web Development	32
Business line	Earned revenue (FY21)	Business line	Earned revenue (FY21)
GIS	\$340K	GIS	\$340K
Youth Healing Team	\$115K	Youth Healing Team	\$115K
Web Development	\$169K	Web Development	\$169K

**Camden location**

**Approach for Newark location**

- Leverage per customer average spend for Newark market
- Average spend for Web Development has since increased to ~\$20K due to increased prices and change in product mix
- Estimate GIS will acquire around 2 customers before launch of Newark location given long lead time
- Assume market share capture in Newark similar to Philadelphia for Web Development
- Combine estimates for per customer revenue and number of customers
- Forecast total annual revenue for Newark once set up

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REVENUE AND EMPLOYMENT ANALYSIS			
Annual revenue from a Newark hub could reach ~\$250K in first year of operations			
	GIS	Web Development	
Spend per customer	~\$50K	~\$20K	
Number of customers	3	5	
Earned revenue	~\$150K	~\$100K	
Confidence level			

**Key assumptions to test**

- Assumption that GIS is able to generate 3 customers in the first year of launching the Newark location
  - Given the long lead time for GIS customers, this should be feasible
  - Hopeworks should begin customer acquisition efforts before launching Newark site
- Assumption that Web Development will reach ~5 customers in first year of operations
  - Hopeworks could leverage in-house capabilities and expertise to facilitate customer acquisition
  - This would correspond to ~15% of Web Development customers in Camden in FY21

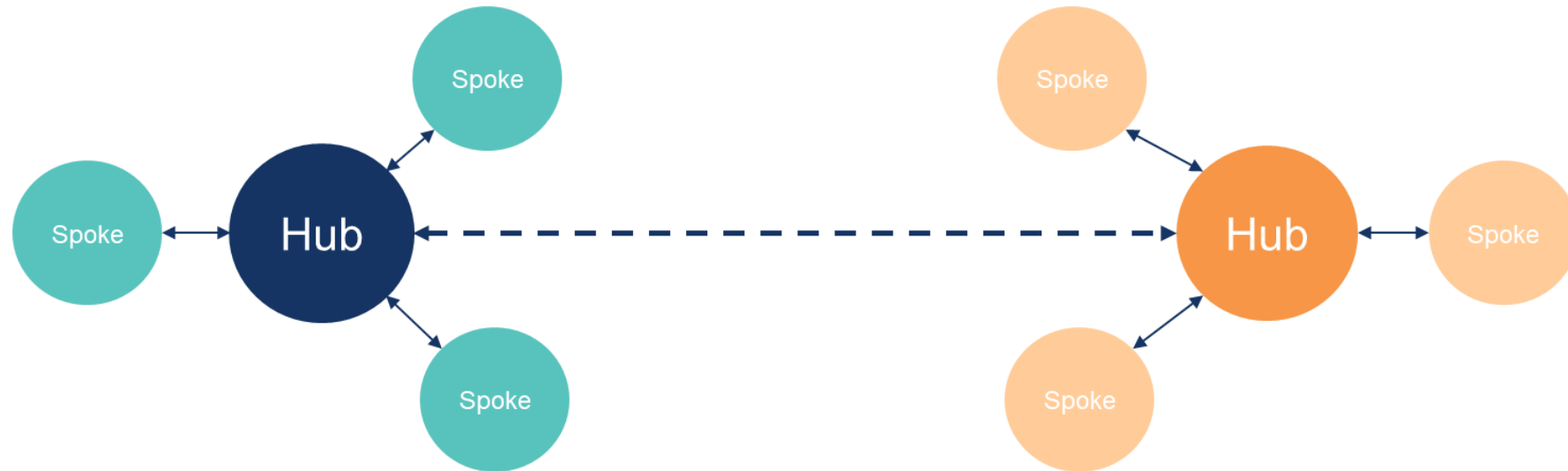
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# Do we want our expansion footprint to be centralized or decentralize?

We knew we wanted a hub and spoke model for our expansion.







# What pieces should we have in place to launch in the new geography?

CUSTOMER ANALYSIS

GIS should focus on utility companies; Web Dev. should target small and mission-based organizations

GIS

Target industry

- Utility companies
- Large industrials

Rationale

- GIS operates in a niche industry with limited competition
  - Competition typically comes from small and mid-size engineering companies offering relational sales
- Hopeworks has a proven history of working successfully with utility companies
- Existing relationships with large utility companies, such as American Water, can be leveraged to begin

MPWC

AMERICAN WATER

Web Development

Target industry

- Small businesses
- Mission-driven organizations (e.g. foundations)

Rationale

- Targeting specific customer segments will facilitate entry into a crowded market
- Previous experience of successfully serving these customer segments
- Small businesses have budget to afford Hopeworks' Web Development services but may be priced out of more expensive services
- Hopeworks has a unique competitive advantage as a mission-driven organization that other mission-driven organizations will likely resonate with

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PARTNERSHIP APPROACH

Hopeworks could partner with an organization across the value chain

Operations

Recruitment

Program

Customer service

Types of partnership

How partnership could benefit Hopeworks

Considerations

Suitability

Partnership to support Hopeworks operations

Partnership to support Hopeworks recruitment

Partnership to support Hopeworks program

Partnership to support Hopeworks customer service

Facilitate launch of new location in Newark

Reduce lift required of Hopeworks to recruit into program

Scale Hopeworks impact among target group

Facilitate customer acquisition

Hopeworks may become dependent on partner for certain operations

Partner must be working with same target population

Ensure partnership does not cause mission drift or distract from Hopeworks' program

Terms of partnership must be clear

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HIRING PLAN

Five new roles are required to launch the Newark location

Board of Directors

CEO

COO

Workforce Solutions

Sales and Marketing

Development

Local Director

Recruitment Specialist

Training Room Director

Career Readiness Director

Business Director

Local Director

Recruitment Specialist

Training Room Director

Career Readiness Director

Business Director

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## Customers to prioritize

## Partnerships to leverage

## Hiring plan to hit the ground running

PROGRAM DESIGN

Elements of program to be determined for Newark launch

1 Local partnerships

Partnerships with organizations for referrals or service delivery

2 In-house support services

Wraparound support for program participants

3 Recruitment strategy

Approach to recruiting program participants in new location

4 Program setup

Launch of program, including any modifications required in new location

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FINANCIAL MODEL

~\$1.35M will be required for a Newark location to breakeven in the first year

Contributed revenue requirement: \$1.35M

Income

Costs

Based on assumptions around revenue, program size and costs, a Newark location would require ~\$1.35M in contributed income in order to breakeven in its first year of operations

Hopeworks should leverage internal fundraising capabilities to identify opportunities such as grants to achieve this goal

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PHYSICAL REQUIREMENTS

Preliminary location analysis suggest Downtown Newark would be the best location for Hopeworks

Map of Newark, NJ showing Downtown area

Factor

Description

Downtown Newark data

Suitability of Downtown

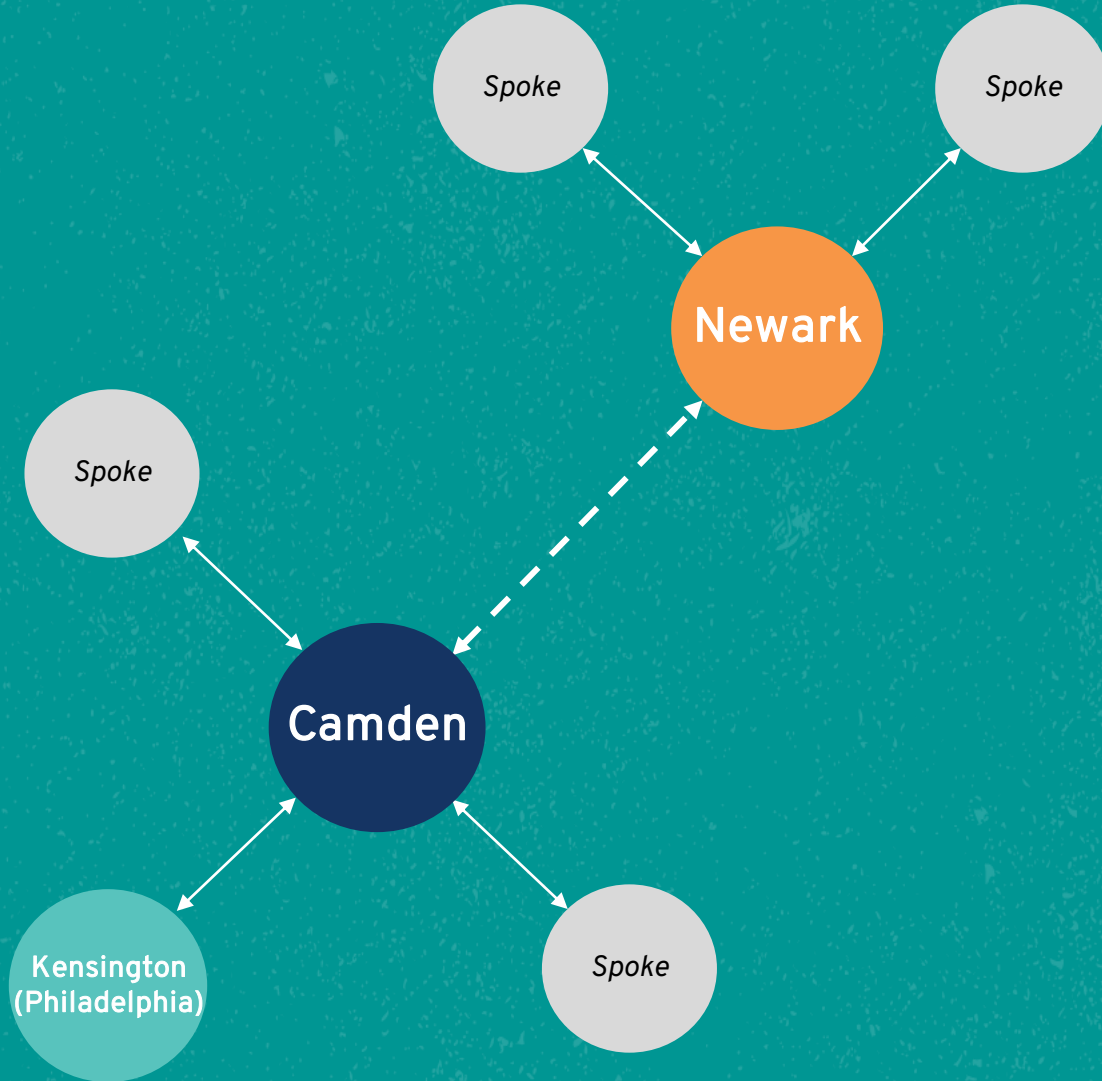
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## Program design basics

## Financial model with breakeven

## Physical location selected





# Q & A



# Appendix



# A Why does expansion make sense?

Analyzing the participant funnel to project future numbers

Example (placeholder numbers)

Current state

Future state

50k

50k

250

40%

500

50%

100

60%

250

80%

60

80%

200

90%

48

75%

180

90%

36

162

Target population

Leads

Trainees

Intern applicants

Intern class

Full time employees



# B Where should we expand to?

## List of criteria and prioritization for city assessment (I/II)

		Definition	Standard for "Yes" (Green)	Priority
I.	Job and Labor Market			
1	Demographics: annual unemployment rates (city)	Unemployment percentage in city, calculated by taking the monthly UE averages for time period: 2021 YTD	The average of monthly unemployment rates for the time period identified in MSA is <b>over 6.1%</b> , the national rate of unemployment over the past 6 months.	2
2	Number of jobs in computer / advertising job family	Number of jobs in NAICS codes <a href="#">5415</a> and <a href="#">5418</a> . (Data: 2019)	The number of employees in NAICS codes 5415 and 5418 is larger than that of Camden ( <b>2,017 in year 2019</b> ).	3
3	Socio-economic: below poverty line (city)	Percent of total population in poverty within city. (Data: 2019)	Percentage of population in poverty in city is <b>greater than that of the state</b> .	3
4	Number of open jobs in medical billing and coding	Number of open jobs in medical billing and coding field	Number of medical billing and coding jobs is <b>greater than that of Camden (602 at time of search in August 2021)</b>	3
II.	Financial Feasibility			
5	GIS: Presence of American Water location	Existence of American Water division that may be likely to purchase our GIS business	American Water location within the state ("No" if no American Water within the state)	1
6	Web: Presence of local nonprofit customers	Existence of high number of local nonprofits that may be likely to purchase our web services	Over 378 establishments defined as nonprofit (Camden total is 378)	1

Customize for your business lines and location

Set your standard for "yes"

Set your own priority rankings



# B Where should we expand to?

## List of criteria and prioritization for city assessment (II/II)




		Definition	Standard for "Yes" (Green)	Priority
III.	Operational Feasibility			
7	Social enterprise / tech training ecosystem	Existence of other social enterprise programs in the area	No other major local SEs or tech training programs that may receive significant local funding instead of Hopeworks  Some other SEs, but not too saturated = Yes; Few other SEs, meaning funders might not understand our model = Maybe; Many other local SEs receiving significant funding = No (e.g., Homeboy Industries)	1
8	Local social services	Existence of local social services that supplement the ESE program	Google searching social service organizations in city yield greater than 366,000 hits (number in Camden)	1
9	Funding opportunities and philanthropy ecosystem	There is a presence of local foundations, public grantmakers, and philanthropy in the region that may be interested in the ESE's impact and assist with financial resources.	The state has greater than or equal to \$2,469,569,058 in annual funding (2015 number based on Pennsylvania state total).	3
10	Transportation system	There is a local subway / transit system within the city for youth to reach jobs in the larger city nearby	"Overall rank" of public transit system 1-33 = Yes; 34-66 = Maybe; 67-100 = No	3
11	Driving distance from Camden	Number of hours driving distance from Camden (rounded to nearest .5)	Less than 2 hours = Yes, 2-5 hours = Maybe, 6+ hours = No	1
12	Existing relationships in area	ESE has existing connections / relationships in the region that they can leverage	Many relationships = Yes, Some relationships = Maybe, No relationships = No	1



C

# Which business lines should we scale in the new geography?

GIS and Web Development have the most potential to scale

				
		GIS	Youth Healing Team	Web Development
Priority 1	Priority 2			
	Potential to generate intern positions	<div></div>	<div></div>	<div></div>
	Potential companies for full-time job placement	<div></div>	<div></div>	<div></div>
A. Impact to beneficiaries	Attractiveness for potential beneficiaries	<div></div>	<div></div>	<div></div>
	Position to take on larger contractual work	<div></div>	<div></div>	<div></div>
	Synergies with current operations	<div></div>	<div></div>	<div></div>
B. Feasibility and effort	Potential to be repeatable	<div></div>	<div></div>	<div></div>
	Revenue generation potential	<div></div>	<div></div>	<div></div>
	Cost sharing with current operations	<div></div>	<div></div>	<div></div>
C. Financial health	Additional investment needs	<div></div>	<div></div>	<div></div>

Least positioned to scale  Best positioned to scale



C

Which business lines should we scale in the new geography?

GIS and Web Development potential to scale (I/III)

A. Impact to beneficiaries



	GIS	Youth Healing Team	Web Development
Potential to generate intern positions	<b>High:</b> GIS currently generates 20 internship positions (highest between businesses). Ratio of intern’s salaries to income is ~1	<b>Low:</b> YHT currently generates 7 internship positions. Ratio of intern’s salaries to income is larger than 1. Client current low demand limits scaling	<b>Medium.</b> Web at current capacity can generate up to 18 internship positions. Ratio of intern’s salaries to income is ~1. Project management is needed to scale
Potential opportunities full-time job placement	<b>High:</b> GIS interns have more exposure to potential full-time employers in the area they are specializing through clients. Historically, interns have landed to slightly higher paying jobs.	<b>Medium:</b> YHT prepares interns to be trauma informed and in presentations skills, opportunity in certain type of jobs (e.g. human services). Most people go to entry-level jobs in other areas.	<b>Medium:</b> Most interns are placed in entry-level full-time jobs (not related with web design or development). Requires coaching to determine what is the next step for interns.
Attractiveness for potential beneficiaries	<b>Medium:</b> attractive for young adults. Offer a space to continue to explore technological skills	<b>High:</b> This is the only business line that provides a different path than a technological-oriented job, giving a place for young people who have other professional interests	<b>Medium:</b> attractive for young adults. Offer a space to continue to explore technological skills





# Which business lines should we scale in the new geography?

## GIS and Web Development potential to scale (II/III)

### B. Feasibility and effort



	GIS	Youth Healing Team	Web Development
Position to take on larger contractual work	<b>High:</b> Current team is on capacity but will be in position to take on larger contractual work with the need for interns. Concerns about quality can be mitigated with training. Focus on projects that requires low-intensity training for interns	<b>High:</b> Current team have the capacity to carry more contractual work (8 trainings per week in full capacity) than the current. In 2021, earned income was twice the one obtained in 2022.	<b>Medium:</b> Current team is on capacity. There is a need to established project management and to fill in the Web director role to ensure quality and time management
Synergies with current operations	<b>Medium:</b> Director can manage both teams. Team leads and interns should be located physically in one of the sites. Work by project allows teams to be on the same site. Use of virtual meetings could be useful in case there are needs for specific expertise.	<b>Medium:</b> Director can manage both teams. After the pandemic, the team has worked on adapting their content to be delivered virtually. However, depending on demand, client could require in person trainings.	<b>Medium:</b> Director can manage both teams. Team is ready to work virtually if needed. However, working on one of the locations and having at least one person with authority in each side will guarantee an efficient project management
Potential to be repeatable	<b>High:</b> The model is repeatable for any other expansion. New director needed if a new hub is opened	<b>High:</b> The model is repeatable for any other expansion. New director needed if a new hub is opened	<b>High:</b> The model is repeatable for any other expansion. New director needed if a new hub is opened





# Which business lines should we scale in the new geography?

## GIS and Web Development potential to scale (III/III)

### C. Financial health



	GIS	Youth Healing Team	Web Development
Revenue generation potential	<b>High:</b> GIS generates more than half of the earned revenue. Have proven to be an important source of revenue. Low competition, outsourcing option for companies with internal GIS teams. New location is expected to generate more client leads.	<b>Low:</b> YHT have historically bring 10-15% of earned revenue. During the last year it has experience reduced demand from clients. Expansion to Philadelphia is not expected to generate more leads (as many has been exhausted from Camden), expansion to other cities could generate more leads.	<b>Medium:</b> Web earned income has become almost as the one of GIS. Due to its nature, projects are smaller in terms of time and price. The market is competitive (i.e. freelance and smaller agencies), but larger agencies could become partners as they served a different type of client on a different price point.
Cost sharing with current operations	<b>Medium:</b> Director can serve both sites. However, team leaders and interns should be in each site. Working virtually would be possible for most projects.	<b>Medium:</b> Director can serve both sites. Team leaders and interns can be in each site. Working virtually could be possible if clients do not move into in person training	<b>Medium:</b> Director can serve both sites. However, team leaders and interns should be in each site. Working virtually would be possible for most projects. A person of authority in each site is needed.
Reduced additional investment needs	<b>Medium:</b> investments in terms of computers and software	<b>High:</b> Low investment needed	<b>Medium:</b> investments in terms of computers and software





# What pieces should we have in place to launch in the new geography?

## — Partnership possibilities across the value chain



### Types of partnership

- | Operations  | Recruitment  | Program   | Customer service  |
|---|--|---|---|
| <ul style="list-style-type: none"><li>Partnership to <b>support operations</b></li><li>Outsource <b>back-end operations</b></li></ul> | <ul style="list-style-type: none"><li>Organization to support <b>recruitment of program participants</b></li></ul> | <ul style="list-style-type: none"><li>Partner to <b>develop or deliver program</b></li><li>Partner with orgs offering <b>supplementary services</b></li></ul> | <ul style="list-style-type: none"><li>Support in <b>delivering services to customers</b></li><li>Support with <b>customer referrals</b></li></ul> |

### How partnership could benefit Hopeworks

- | Operations   | Recruitment   | Program  | Customer service   |
|--|---|--|--|
| <ul style="list-style-type: none"><li><b>Facilitate launch</b> of new location</li><li><b>Reduce or share overhead</b> costs</li></ul> | <ul style="list-style-type: none"><li><b>Reduce lift</b> required to recruit into program</li></ul> | <ul style="list-style-type: none"><li><b>Scale impact</b> among target group</li><li>Support with <b>strengthening program</b></li></ul> | <ul style="list-style-type: none"><li>Facilitate <b>customer acquisition</b></li><li>Provide <b>higher level of service</b> to customers</li></ul> |

### Considerations

- | Operations  | Recruitment  | Program   | Customer service  |
|---|--|---|---|
| <ul style="list-style-type: none"><li><b>May become dependent</b> on partner for certain operations</li></ul> | <ul style="list-style-type: none"><li>Partner must be working with <b>same target population</b></li></ul> | <ul style="list-style-type: none"><li>Ensure <b>partnership does not cause mission drift</b> or distract from program</li></ul> | <ul style="list-style-type: none"><li><b>Terms of partnership</b> must be clear</li><li><b>Avoid dependency</b> on partner for delivery</li></ul> |

### Suitability

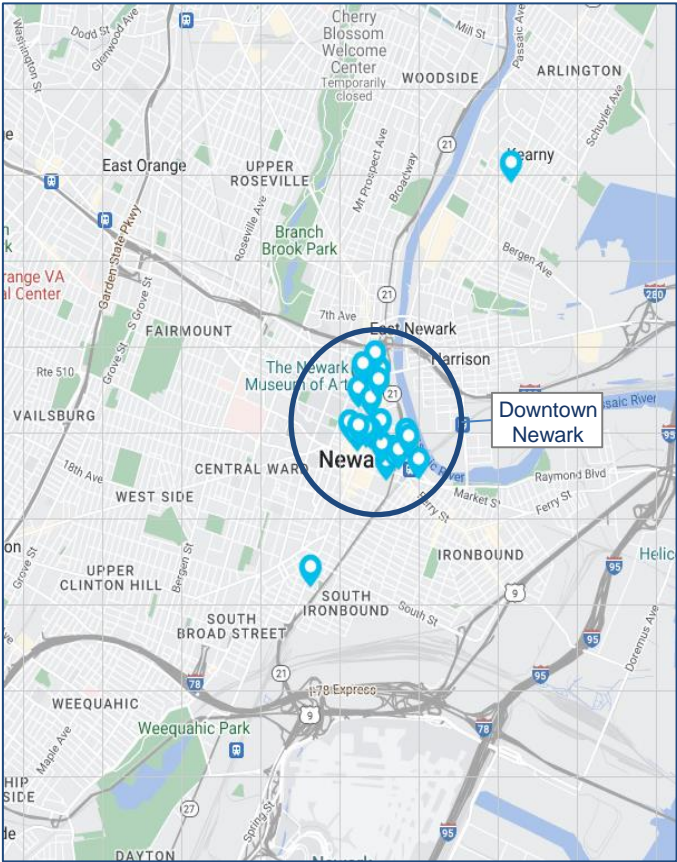






# What pieces should we have in place to launch in the new geography?

Preliminary location analysis suggest Downtown Newark would be the best location in this example



Available 7K+ SF offices in Newark, NJ

Factor	Description	Downtown Newark data	Suitability of Downtown
Accessibility	<ul style="list-style-type: none"><li>How accessible is the location for youth?</li></ul>	<ul style="list-style-type: none"><li>Newark public transport is limited</li><li>Downtown is most accessible location to cover all of Newark</li></ul>	
Cost	<ul style="list-style-type: none"><li>What is the price per square foot in the neighborhood?</li></ul>	<ul style="list-style-type: none"><li>Class B offices lease for ~\$24 per SF in Downton Newark</li><li>Other areas may be cheaper but other factors likely to be impacted</li></ul>	
Availability	<ul style="list-style-type: none"><li>How many 7K+ SF offices are available?</li></ul>	<ul style="list-style-type: none"><li>Almost all office spaces in Newark with 7K+ SF are in Downtown</li></ul>	
Safety	<ul style="list-style-type: none"><li>How safe is the area?</li></ul>	<ul style="list-style-type: none"><li>Downtown Newark is located in the Central Ward area</li><li>Newark's South and West wards are recognized as areas of higher crime activity</li></ul>	