Bethlehem Haven Consulting Project
Executive Summary

Student Consultant, Xihua Chen
Community Partner, Marcia Snowden

I. Background Information

Bethlehem Haven is a non-profit organization providing shelter and safety for thousands of homeless women for more than 20 years. It has created a comprehensive model of programs ranging from emergency shelter, permanent housing to Professional Development Training and Employment Services. Marcia Snowden is the director of residential programs and takes charge of programs including Transitional Housing, SOAR and Emergency Shelter program. Amy Gilligan is the finance and IT manager who is mainly responsible for working with the consultant on database restructure. The foremost mission for Bethlehem Haven is to:

*Serve homeless women by providing them supportive housing
and assisting them to achieve self-sufficiency.*

II. Consulting Tasks

The scope of work contains two tasks:

1. **Database Design and Restructure:** work out the requirement analysis for the new database system. The consultant has conducted interviews with managers from different programs and collected their specific requirements for the new database system.

2. **Consolidate staff's technology awareness and encourage their use of technology tools:**
   a) Demonstrate the effectiveness of using certain functions of Microsoft Office tools.
   b) Identify the repetitive part of work caused by the insufficient use of technology skills
   c) Emphasize the importance of data accuracy and remind staff to avoid any incompleteness and clarifying the resources when inputting the data.
   d) Motivate staff to apply better use of technology to daily work.
   e) Provide an optional plan as the alternatives to self-design plan by comparing the functions and cost of different case management software which is applicable to Bethlehem Haven's technology environment.

III. Outcomes Analysis and Recommendations

Outcome of task 1: Database Design and Restructure
- Each program manager's concerns and complaints about the current database system in the organization have been covered in formal analysis.
- Managers get to know how their specific needs are associated with data flow and related to other programs so that they don't need to input the repetitive data.
- The community partners are clear about what kind of database system they really need.
- The CP does not accept the upgraded version of ClientTouch even when the product is provided at a very small cost because they know the new version still does not fit the organization.

Major risks to sustainability:

- Though it is easy for staff to learn how to interpret their real needs into data requirement, whether the requirement analysis can be fully used to represent the structure of their needs still depends on their awareness to keep updating the analysis whenever there is new data created or

changed. It is likely that the requirement analysis reflects only the old or part of the managers' data needs, in which case, it is risky to the sustainability.

Outcome of task 2: Consolidate technology awareness and encourage use of technology tools

- Staff are more aware of the importance of data accuracy and start to manage the data in a more organized way.
- Some staff are gaining the basic knowledge about how database works and showing their desire to access the database system.
- The Community partners realize that it is much more risky and takes much more time to self-design the database system.
- The Community partners are getting more interested in replacing the current system with the existent software applications and are ready to watch the demos of those candidate applications provided as options by the consultant.

Recommendations 1: Establish an evaluation grid before watching the demonstration of candidate software tools. An evaluation grid allows the CP to give a grade on all the features of all the software applications when watching the demos. It helps the partners make clear compare and contrast, focus on their major concerns and resolve all the uncertainty when interacting with the demonstrator. It also reduces the possibility for the CP to be misled by the demonstrators with some "marketing traps".   This recommendation is highly feasible because it is easy to interpret the concerns into the benchmark of the grid. However, the difficulty lies in whether the CP can balance the trade-offs correctly when the total score of the candidate options are very close, for which reason, it is better to put a weight on each factor for consideration.

Recommendations 2: Conduct knowledge sharing to enhance the work efficiency, promote internal and organizational communication and build-up organization reputation.
Knowledge sharing serves to enhance the utilization rate of internal information and enhance the communication between shelters with similar mission. For the internal communication, the recommendation is to encourage staff to update the clients' information through the regular use of emails and mailing lists. As for the external communication, to build up a forum and share the experience in case solutions can promote the mutual learning between shelters and builds up Bethlehem Haven's reputation in the county and a better image appealing to donators. This recommendation has high level of difficulty because it requires initial large investment as well as long-term maintenance. It is more suitable to implement this recommendation after the BH has promoted the technology capacity to a higher level and staff can have more time off from their daily intensive workload.

Community Partner
Marcia Snowden
MarciaSnowden@bethlehemhaven.org

Bethlehem Haven
905 Watson Street
http://www.bethlehemhaven.org

About the Consultant
Xihua Chen
xihuac@andrew.cmu.edu

Xihua Chen is a first year student
In MISM Program
Carnegie Mellon University

Bethlehem Haven Consulting Project
Final Consulting Report

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I. About the Organization

Organization

Bethlehem Haven is a non-profit organization. *Bethlehem Haven's mission is to help homeless women by collaborating with the community to end homelessness.* It is located at 905 Watson St. Pittsburgh and has a "SOAR" program located at the uptown district. The organization consists of around 50 staff. The board of directors consists of 24 members, including the executive director Marilyn Sullivan. For more than 20 years, the Haven has provided shelter and safety for thousands of homeless women. They have been seeking to break the cycle of homelessness, the Haven has created a comprehensive model of programs and services including emergency shelter, supportive transitional housing, permanent housing for chronically mentally ill and chronically homeless women; mental health care clinic, Life Skills, Professional Development Training and Employment Services, Housing Counseling, Medical, Dental and Podiatry care, Gynecological services and outpatient drug counseling.

Facilities

It's a four-story, 21,000-square-foot building in uptown Pittsburgh. The offices are well-equipped and there is a reception desk checking in and out visitors as well as staff. Generally each staff has her own separate working space and many of them own their own offices. Each staff has a well equipped computer with them and the printers and photocopiers maintained under good condition. Staffs there are internally connected by an interphone system through which they can reach each other or leave a message. The elevator in the building needs to inspect people's identification to go up to the shelter area.

Programs

The programs and services that Bethlehem Haven is providing include Emergency Shelter, Supportive Transitional Housing, Residential Recovery Program, and SOAR (Safe Oasis and Residence).

The emergency shelter provides homeless women a safe, clean environment for at most 60 days. As the women strive to become self-sufficient, they might be transferred to transitional housing. In the step-up program, they move into a private room, take responsibility for preparing their own meals, and work on life skills and job skills to become more employable. The maximum length of step-up program is 2 years. The SOAR program is created to provide permanent housing with supportive services to 16 chronically homeless women with chronic mental illness.

Staff

The staff in Bethlehem Haven are mostly women staff. There are around 50 staff members in the organization, from board of directors to data entry clerk. Under the leadership of the executive

director, the organizational chart breaks down into director of development & public relations, director of finance, director of operations and human resources director.

All the staff at managerial or above level are able to work on computers independently but are limited to the basic use of Microsoft Word, Excel, email correspondence and internet browsing. The community partner Marcia Snowden is the director or residential programs and keeps providing the consultant support with internal coordination. Marcia takes charge of programs including Transitional Housing, SOAR and Emergency Shelter program. She has good knowledge about the regular applications of computer tools. Amy Gilligan is the finance and IT manager who is mainly responsible for working with the consultant on database restructure. She has a good master of technology skills and it is she who takes the initiative to redesign and restructure the current dysfunctional database system. Nicole Ford is the data entry staff who also takes charge of the maintenance of information system. She works with the database software ClientTouch in most of the time and is familiar with all the field resources and output. She has provided the consultant with the verification of information in the requirement analysis.

Technical Environment

Computer Set: Each staff has her own desktop well-equipped

Hardware: Small Business Server;

Network: LAN, CISCO Routers;

Internet connection: wireless connection is covered throughout the whole organization;

OS: windows XP;

Software programs: PEACH TREE –Amy uses it to keep payroll record;

Service Pack II – Nicole use it to protect hardware;

Client Touch—a self-developed database software;

Output equipments: Printers, Photocopiers;

Technical Management

The technical job is mainly taken charge by data entry person Nicole. She is responsible for the maintenance of computers and wireless connections. Her duty ranges from opening email account for new employees to maintaining the operations of internal server. She doesn't necessarily need to report the problems but should be called when any problem occurs. Generally speaking, there is no specifically organized technical management in the organization. Occasionally, they will call an external IT company to provide IT support when there is problem that cannot be fixed by Nicole. However there is big risk that once Nicole leaves the Bethlehem Haven, her job can hardly be taken over by any new staff or other existent staffs because there are no paper document to record all the procedures and regulations of technical management.

Technology Planning

In Bethlehem Haven, technology is considered only as a tool instead of a strategy to further develop the organization. Therefore, there is no long-term technology plan in the organization. In many staff members' opinion, the computer is just used to deal with office documents and browse online. Most of the staff under managerial level has no access to database system and computer drive and as a

result have little concern on the technology issues. The idea of transferring the database from Client Touch to Access is brought up by the IT manager due to the complaints about the inefficiency of database. The budget for IT support per year is no more than $200,000, accounting for less than 9% of the total budget. This amount of money is mainly used to buy new technology equipment and pays the charge for IT company. With a detailed long-term technology plan including the training of staff's technology, the organization can greatly enhance its work efficiency, reduce the potential risks caused by manual errors and collaborate more effectively.

Internal and External Communication

The staff shares files through emails and company drives. Since the clients' information is extremely confidential, the residential program director decides on the account permissions and there are only two people have access to the company internal server. A specific employee is appointed to the tasks including website update and the management of contact information of donors, clients and volunteers.

Information Management

The information is managed both electronically and through paper work. The information includes the staff information, clients' data and the donators and funders' information. Peach Tree is the software used to keep payroll record and Result+ is applied to track donations. Client Touch is the current database system used to store clients' information. However, it has big problem with generating the integrated data for managers to quote in their reports. All the data generated is scattered and redundant. For example, if the data entry person wants to know the number of clients who have been pregnant and have undertaken military service while at the same time have drug history, she has to do 3 queries separately and then looks up for the overlap of the name lists and count the number in the overlap. It costs them a big amount of time to get any complicated data and they have to spend totally more than one week on a regular monthly report. Staff working for development, employment and client sections are responsible for the information independently. The organization uses PEACH TREE to manage its finances.

Business Systems

Bethlehem Haven uses PEACH TREE to keep payroll record and manage the finance.

II. Scope of Work

Task 1. Database Requirement Analysis

This task has a great impact on the mission of the organization in that it influences the reputation of Bethlehem Haven as well as the staff's loyalty. Whether Bethlehem Haven (BH) has provided homeless women qualified services is measured by its regular reports to the county. The reports serve to reflect the organization's performance and thus have an influence on the funding from the county as well as the donations from other resources.   Therefore, to generate authenticate reports with efficiency is one of the most important tasks for BH managers. However, Bethlehem Haven's managers have had a tough time generating reports from the current dysfunctional database system. Managers of Bethlehem Haven need to work out various kinds of reports to feedback to the community about the client's status situation. The unsatisfactory output of database has trapped the managers in keeping manual records, integrating data, and compiling them to the similar reports repetitively. There is an urgent need within the organization for a functional database which can provide integrated and authenticated data efficiently. Before the real design and implementation of the database system, a requirement analysis is necessary to provide a guideline about what specific data do managers want to get from the database and how the input and output look like. Specifically, the requirement analysis is used to address the following concerns of the managers:

- There is no overwriting of the historical data when new records are entered.

- The source of data is not ambiguous but clearly traced back.

- All the needed fields are existent in the database without any data missing

- The unduplicated data can be resolved without manual sift through.

- All the data can be retrieved from the database so that it will never happen with unmatched manual data from the database data.

- The database stores the subcategorized information so that staff can look into the details and report the insights rather than only the fact of the data.

- The data authentication can be ensured because staff don't need to fabricate data in the report because of the missing information.

Approaches:

- Take interviews with all the program managers, learning about their concerns of the current database system and their expectations of the new system.

- Transfer their information needs into specific data needs

- Work with Nicole (the data entry staff) to consolidate the data input resource

- Categorize their requirements into data input, storage and output

- Double check with the managers about the related requirement analysis result and make adjustments

Additional Impacts:

The requirement analysis is not only necessary for the database restructure but also helpful to the organization's overall information management. The clear data flow identified in the requirement analysis helps to reduce the repetitive work and thus enhance the staff's working efficiency. As a consequence, the staff's commitment would be greatly improved because their workload is reduced and they have more time to focus on the insight of data which can help to better serve their clients. Additionally, the requirement analysis also provides a guideline for the CP to pick the right tools for database application, which is also one of the approaches to achieve the second scope of task.

Task 2: Consolidate staff's technology awareness and encourage use of technology tools

The lack of technology awareness is one of the common problems with non-profit organizations where people are more getting used to paper work rather than applying new technology tools. Without a strong awareness of technology, the organization's development will be slowed down because staff are not open to the new skills, new concepts and new environment.

Many staff don't think they have enough time to learn new technology and new skills but have to focus all their attention in dealing with the daily trivial work. However, the less technology skills they have, the less efficiency they could achieve in their work, and then again the less time they could use to gain new skills and concepts. It is actually like a dysfunctional cycle in which Staff are getting further and further away from what they intended to achieve.

Up to this point, Bethlehem Haven has kept a high turnover rate because staff cannot put up with the heavy work load. The leaving of those experienced staff further increased the work load of the remaining staff who have to share the extra work burden and take extra responsibility to train the new comers.

It is of great importance to break this cycle by resolving the root problems, one of which is to enhance the staff's technology awareness.

Approaches:

- Compare the result of using technology tools with using manual paperwork.

- Demonstrate the effectiveness of using certain functions of Microsoft Office tools.

- Identify the repetitive part of work caused by the insufficient use of technology skills

- Point out the importance of data accuracy and remind staff to value their data input accuracy by avoiding any incompleteness and clarifying the authentication of data before input.

- Motivate staff to apply better use of technology to daily work.

- Provide an optional plan as the alternatives to self-design plan by comparing the functions and cost of different case management software which is applicable to Bethlehem Haven's technology environment.

III. Outcome Analysis

Task 1: Database Requirement Analysis

This task began with the interviews with all the program managers, learning about their current problems with retrieving data and generating report. The consultant has read through all the program reports and aggregated the data into the requirement analysis based on 4 main programs: Project Employee, Clinic, Residential & Food and Shelter Program. The final analysis breaks down into 10 columns: Program Name, Report Name, Data Category, Data Fields (the data represented on the reports), Input, Input Source, Storage Location, Output Form, Calculation Method and Recommended Changes. The main purpose to work out the requirement analysis is for the IT manager to learn about the organization's data requirements efficiently, the outcome up to this point is mainly represented as the managers' knowledge improvement of the internal data flow.

Outcomes	Evidence of outcomes	Contrast to Before
Outcome 1: Managers get to know how their specific needs are associated with data flow.	1. The managers can compare the input and output of the data and know clearly what data is inputted in the same form of output and what data needs to be processed and calculated. 2. Managers have a clear idea about the data resources and data storage.	1. Managers feel hard to interpret their concerns into data requirments. 2. Managers need to check both ClientTouch and their own spreadsheet to locate certain data. The source of data was ambiguous and staff need to ask around about certain information.
Outcome 2: Managers get to know how the data they need is related other programs so that they don't need to input the repetitive data.	1. When residential program manager wants to know "Number of clients who were employed at the time of intake", she can use the records of Project Employ program.	1. Program managers occasionally record the same and similar information respectively and sometimes the information even does not match.
Outcome 3: The community partners have a clearer picture about what kind of database system they really need.	The CP knows that the new database system needs to produce aggregated, subcategorized data without duplicated records. The CP does not accept the upgraded version of ClientTouch even when the product is provided at a very	The CP just has a rough idea that the database cannot generate appropriate reports.

	small cost because they know the new version still does not fit the organization.	

This requirement analysis has helped the community partners increase their capacity by learning how to collect data requirements and categorize them into an appropriate frame. They are able to add, delete and modify any data requirement and analyze the data from input, output and storage dimensions. This helps them to structure their knowledge about the clients and thus better interpret the information on the reports.

The outcomes are sustainable because it is easy job for managers to maintain and improve the skills of doing requirement analysis after they learnt the grid structure. The improvement will include expanding the grid with more dimensions as well as aggregating a mass of data into this structure. If the organization finally decides to outsource the technical team to set up the database, the skill to interpret requirement analysis can help them to communicate with technical people in a more efficient way and thus accelerate the database design process.

What yet to be achieved is that the requirement analysis should have also included the information recommended by the consultant as a complement to the existent data. Currently, most collection and analysis of data is based on the HUD reports. There is much more information that requires to be understood to better serve the homeless women, for example, what are the possible factors that prohibit the homeless women from telling truth when filling out the intake forms? To what level are clients willing to go to the meetings or events held by Bethlehem Haven? These information, though not required by HUD, is important for BH staff to better understand their clients. However, because of the time limit, the consultant and the partner contributed more time to the database issues and do not look into the opportunities to expand the requirement analysis to cover more concerns of clients.

Task 2: Consolidate staff's technology awareness and encourage use of technology tools

The scope of this task includes enhancing staff's awareness of using technology tools and paying more value to the information accuracy. In addition, the consultant has conducted the research of various case management software applications and provides an optional plan containing 4 options of the tools which can resolve the current problem of inefficient database system. The 4 options are ETO Software®, Service Point, Softscape CaseOne and ClientTouch Version3. The compare between those 4 options falls on dimensions including software features, benefits to the CP, other organizations that are using the tools, sustainability, security and cost.

Outcomes	Evidence of outcomes	Contrast to Before
Outcome 1: Staff are more aware of the importance of data accuracy and start to manage the data in a more organized way.	Staff are willing to try the unused functions of EXCEL like sorting, ranking and freezing panes. Several staff even have the desire to access the database and take initiatives to control the data.	Even with the basic skills of Microsoft Excel and Word, some staff are still more comfortable of using manual record.

Outcome 2: Some staff are gaining basic knowledge about how database works.	They understand that relations are needed to connect the different columns and the aggregate calculations should be based on these relations.	Several staff took it for granted that the output of database is similar to an Excel File and they can add, delete or combine whatever columns at ease.
Outcome 3: The CP is getting more interested in purchasing existent database software which can match with the data requirement analysis.	The Community partners get to realize that it is much more risky and takes much more time to self-design the database system. The residential manager and IT manager are both ready to watch the demonstrations of the candidate software.	The community partners are more focusing on applying Microsoft Access to restructure database.

The community partner has expanded its capability in terms of the enhancement of technology awareness. They are now more comfortable with using technology tools to solve problems and improve the working-efficiency. The application of technology also helps them to reduce repetitive manual work and have time to look into the depth of the data. The focus on the insight of data will contribute to the better understanding of their clients and thus, better service to the clients. This serves to better realize their mission, helping homeless women.

The outcome is sustainable because as long as the staff have the interest and basic skills to use IT tools, they will immediately see the benefits of technology application and thus get more open to accept new skills and new concepts. This is like a functional circle which facilitates the accumulation of staff's passion and capacity of IT skills. In that case, even after the consultant leaves, Bethlehem Haven staff still have the motivation to approach to more advanced skills step by step.

The community partners have broadened their vision about the use of technology to the extent where they are willing to trade off a large investment on the software tools with a more secure, long-lasting and functional technology environment. They are looking forward to the long-term benefits of the technology investment instead of focusing on the immediate effects of applying technical tools.

One expected outcome yet to be achieved is that staff still need the data entry person to do both the input and output job. In this case, the expansion of capacity is limited because staff still rely on other people rather than their own technology knowledge to improve the efficiency. Moreover, it is also risky in terms of the sustainability because the only two technical people will get much work to do with the increasing data retrieval requirements and continuing new update needs on the current system. In a long run, the over-loaded work may slow down the work flow and thus is not able to meet all the data needs of the staff.
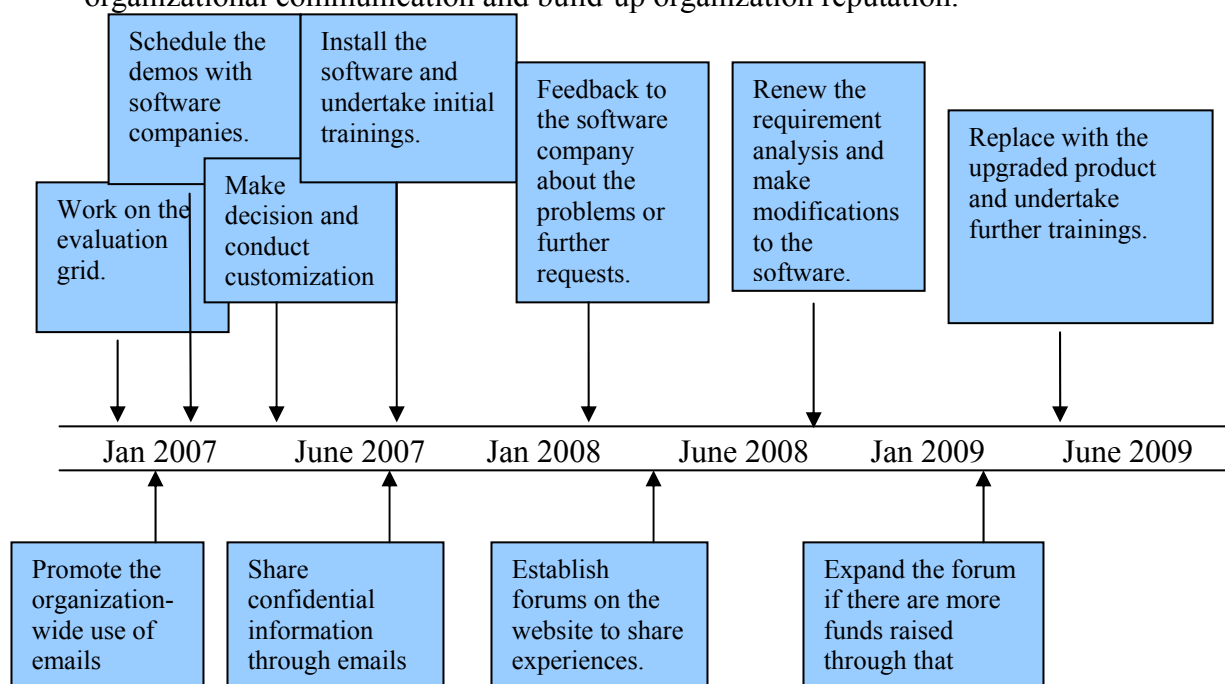
IV.Recommendations

A. Vision

Bethlehem Haven can use this technology to facilitate the organizational work flow through better application of staff's technology skills, to enhance the management and planning of technology environment and to promote the internal and external communication to improve the reputation build-up. The staff who benefit from the higher working efficiency will have the motivation to learn more technical knowledge and try all kinds of new tools and functions, and thus formulate a better technology environment. They will gradually get rid of the repetitive work and focus on the innovation and refinement of the current job as well. The enhanced communication through technology greatly helps the CP to coordinate internally while collaborate externally. Since Bethlehem Haven relies on the external funding from the government and county to support their daily operations, greater communications help them to better achieve the organizational mission of "helping homeless women by collaborating with the community to end homelessness".

B. Recommendations and Suggested Timeline

1. Establish an evaluation grid before watching the demonstration of candidate software tools.
2. Conduct knowledge sharing to enhance the work efficiency, promote internal and organizational communication and build-up organization reputation.

Schedule the demos with software companies.

Install the software and undertake initial trainings.

Feedback to the software company about the problems or further requests.

Renew the requirement analysis and make modifications to the software.

Replace with the upgraded product and undertake further trainings.

Work on the evaluation grid.

Make decision and conduct customization

| Jan 2007 | June 2007 | Jan 2008 | June 2008 | Jan 2009 | June 2009 |

Promote the organization-wide use of emails

Share confidential information through emails

Establish forums on the website to share experiences.

Expand the forum if there are more funds raised through that

Recommendation 1: Establish an evaluation grid before watching the demonstration of candidate software tools.

Since non-profit organizations have a very limited funding for any technology investment, the investment on any software tools would be risky if it does not lead to an expected result. Before making the final decision, the community partners need to ensure that the "best candidate" can exactly meet the requirement of the organization and resolve all the current problems. An evaluation grid with the categorized measurement and benchmark will help the partners make better compare and contrast when watching the software demos. It also helps the partners to focus on their major

concerns and resolve all the uncertainty when interacting with the demonstrator. Otherwise, there is big possibility for partners to be attempted by the fancy functions of the software and fall into the demonstrator's "marketing trap".

Approaches: [1]

The evaluation grid can be designed based on the partner's needs and preference. An easy way is to put a 0-10 scale for each measure and then sum up all the scores of each measure to compare the final scores. The following approaches are taken out from Brian Sokol's work, "Homeless Management Information Systems Software Selection: Areas to Consider". They are good candidate dimensions to measure:

- Make sure the functionality of the software can meet the organizational needs
  - The software can be customized to generate all the needed reports
  - The software will no longer incur data overwriting problems
  - The software can collect all the data types needed

- Measure the ease of use
  - Is the software suitable for the non-technical users?
  - How long does the primitive training take before the system can be implemented
  - Will the system be fast enough?

- Measure the reliability of the software
  - Does it have bugs or vulnerabilities?
  - Will the system have down-time?
  - Does the software have a track record?

- Measure the security features
  - How does the software set permission levels/
  - Is their any recovery or data backup function?
  - Is the data encrypted?
  - How does the software protect client confidentiality?

- Measure the sustainability
  - The frequency and the quality of the trainings
  - Is the future upgrade free and regular?
  - At what time and in what form is the support available?

- Measure the cost
  - What's the price of different versions of the product
  - How much does the future upgrade cost?
  - What are the extra facilities need to be purchased to support the implementation of this software?
  - Is any form of training and support free?

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[1] Brian Sokol, Homeless Management Information Systems Software Selection: Areas to Consider
http://www.mccormack.umb.edu/csp/publications/HMISSoftwareSelection.pdf

Expected Outcomes*:*
- The evaluation grid can increase the effectiveness of watching demonstration.
- The possibility of falling in "marketing trap" will be greatly reduced.
- The CP can reduce the risk of future surcharge
- The decision on the software will be made as the result of a balanced consideration of all aspects.

Research Resources:
1. Internal Resources:
   - Requirement analysis—this can be used to measure the software's functionality by checking with the data flow and data category.
   - Data entry staff—Nicole has computer science education background and is very expertise in all kinds of IT-related job and also familiar with all kinds of reports of different programs. She can take a major role in the evaluations of whether the candidate software can match with the current technology environment of Bethlehem Haven.
   - Finance/IT manager—Amy is also responsible for the financial work of Bethlehem Haven, she can not only measure the technical features of the software but also keep control of the costs according to the organization financial situation.

2. External Resources:
   - http://www.techsoup.org/learningcenter/techplan/page5409.cfm?cg=searchterms&sg=requirem ent%20analysis This is a case study from which the CP can gain some hints about database planning in the future.

   - http://missionmovers.org/ This is a website providing selective directory of available online resources for nonprofits.

3. Budget:

   - The budget for the application of software varies, depending on what software and what package of that software the CP wants to apply. The standard version of ETO Software® is $6,000. The ClientTouch Version3 is provided free but requiring a license fee at $645. The CP can refer to the price plan of ETO Software® to set the budget.
   - There is no budget associated with designing an evaluation grid. The online resources are free and would be more than enough to work out the grid.

Recommendation 2: Conduct knowledge sharing to enhance the work efficiency, promote internal and organizational communication and build-up organization reputation.

Knowledge sharing serves to enhance the utilization rate of internal information and accelerate the work flow through expedited data flow. For the internal communication, staff are not used to using

emails as an efficient communication channel; rather, they prefer to stop by the office or call up to communicate with colleagues. Besides, when there is some new progress occurring to certain clients, the manager who knows the information may not update that with all the related staff immediately. In that case, there is big chance that other staff are still using the old information to make reports and the database record is still the historical one. However, if managers can share the information with all the people related immediately, the internal communication efficiency will be greatly enhanced as well as the data accuracy. An additional benefit might be that through the use of email, staff may communicate at a more regular frequency because it saves time and is quite handy. In which case, it promotes the understanding between different program managers on each other's tasks and work more coherently. This can consequently minimize the overlap work within the organization because staff know better about their own and others' job responsibilities.

As for the external communication, it is as important as internal communication because it helps to build up Bethlehem Haven's reputation in the county as well as get more appealing to the donators. The external communication's purpose is to share the success story of certain case solutions so that shelters can learn from each other and gather all the solutions together. They can coordinately work to serve their missions of helping homeless women.

Approaches:
1. Provide all the staff trainings in how to use emails to communicate within the organization. This should include the basics in writing emails, providing correct and formal signatures, importing and exporting emails to outlook, establish and send emails to mailing lists.
2. Provide more opportunities for staff to practice using emails and raise up their awareness of communication through emails on a regular basis.
3. Encourage staff to update their working process status with all the related managers and staff.
4. After 3-6 months practice in using emails, they can try to share the client confidential information through mailing lists.
5. If the internal communication works well, Bethlehem Haven can establish an online forum on their websites to share their case experience with other shelters.
6. Arrange all the cases together and compile to more organized reports and release them to the county and other potential donators.

Expected Outcomes:
1. The organization can improve the overall efficiency after getting rid of the internal repetitive work.
2. The organization has higher internal coherency due to the increasing cooperation and communication between staff.
3. The organization can gain more staff loyalty and external trust through the frequent exposure of successful case experience and the update of organizational news.
4. They can raise more funds due to the better reputation and if the funds are put into the use of knowledge sharing construction, they can enter into a good cycle of building up better reputation and consequently raising more funds.

Research Resources:
1. Internal Resources:

- Case Managers—they are very resourceful in providing good cases for both internal knowledge building and external reputation building.
- Project employ managers—these managers can provide the employers' feedback on the working performance of clients. Those feedbacks could be quoted in the emails to staff and on the forums of website.

2. External Resources:
- http://www.chinacsrmap.org/E_Org_Show.asp?CCMOrg_ID=792 Chinacsrmap is a China NPO Network webpage. It provides a CSR database where the CP might be interested to pay a visit and see how Chinese NPO are cooperating and sharing through the network.
- http://www.shelterforum.or.ke/ The shelterforum is a Kenya NPO which has the similar mission as Bethlehem Haven. It provides a discussion forum to provide housing information. Though there are few posts on the discussion forum, BH can still learn about the infrastructure of a forum and contact them for knowledge sharing experience.
- http://www.techsoup.org/learningcenter/internet/page6016.cfm This is an article through which 3 NPOs share their experience of how to use MySpace to raise awareness.
- http://charitychannel.com/ This is a website providing a range of lively e-mail forums discussing issues relevant to non-profits; a non-profit career search service; and reviews of nonprofit books, periodicals and software.

3. Budget
   There is no cost associated with the internal email correspondence. The establishment of a forum is budgeted as follows:

Requirement Analysis	System Deployment	Page layout design	Maintainence
$ 300	$450	$400-450	$50-60/week

Appendix A.

The following is the snapshot of the requirement analysis:

Program	Report	Category	Data	Input	Input Source	Storage Location	OutPut Form	How are they calculated	Recommended Changes		
		Employment History	Whether employed at time of application	Actual	Intake Form	Client Touch	Percentage Distribution Y/N				
			Time since employed	Actual	Intake Form	Client Touch	Percentage Distribution <1 month 1-3 3-6 6-9 9-12 13-24 25-36 37-48 >48				
Project Employ	Project Employee Statistics		Total Intake into enrollment	client information	Intake Form	ClienTouch	Number	Count			
			__WIA (Professional Development)	In Process/ completed	The manual record of manager.	Spreadsheet	Absolute Number and Percentage Distribution				
			__Completed	Y/N	The manual record of manager.	Spreadsheet	Number	Count			
			__Employed	Y/N	The manual record of manager.	Spreadsheet	Number	Count			
			__overall employed	Y/N	The manual record of manager.	Spreadsheet	Number	Count	Break down the employment into catogories of Professional Development and Life Skills.		
		Enrollment & Job Placements	CompanyName	Actual	The manual record of manager.	Client Touch	same as input				
			Start Date	Actual	The manual record of manager.	Client Touch	same as input				
				Actual	The manual record of	Client Touch					

The following is the snapshot of the requirement analysis:

ETO	Features	Benefits to the CP	Shelters that are having the same solutions.	Sustainability	Security	Cost	Rank	Who to contact	Recommendation
ETO Software® is Web-based Software for Human Services organizations.	Comprehensive case management-- keep client demographics, record management, surveys and assessments. Can generate over 100 standard reports.	Better case management and client tracking.	House of Ruth, Baltimore County Department of Social Services, Catholic Charities of Central Maryland, and the Annie B. Casey Foundation.	ETO Software® is upgraded and enhanced monthly. Enhancements are made available to authorized users at no additional charge. New Feature releases are announced in monthly newsletters and can be managed by each ETO Software® Site Administrator to determine whether or not to take advantage of the New Features.	Servers are protected by security audits, monitored 24 hours, backed-up three times a day, then weekly, monthly, and annually for up to 7 years.	Stadard-$6000 Professional-$25,000 Enterprise-$50,000	2	(410) 732-3560 or visit www.socialsolutions.com	Schedule a free 1-hour live demonstration
	Easy of use:only an hour training before entering data	Know better about how staff's effort has contributed to the outcomes.		Social Solutions provides user-specific training. Additionally, industry-expert customer support team can provide real-time online support as well as phone and email support as needed.	Operating System security releases are installed or updated within 24 hours of release.				
	Any social			Our staff and partners can generally have the					