

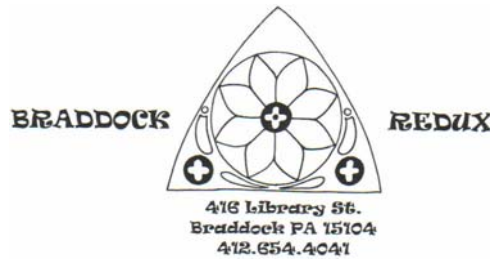
**School of Computer Science
Course 15-391**

Spring 2007

Final Consulting Report

Braddock Redux

Andrew McGuier



Executive Summary

Student Consultant, Andrew McGuier
Community Partner, Helen Wachter

I. Background Information

Braddock Redux is a 501c3 non-profit organization founded in 2003. The organization was founded by John Fetterman, now the Mayor of Braddock to improve the community. The condensed mission of Braddock Redux is:

Braddock Redux is a 501c3 organization with the goal of: promoting the welfare and employment opportunities of at-risk disadvantaged young adults; supporting, fostering, or implementing educational and employment opportunities for at-risk youth; promoting the general health and welfare of all persons; and providing, maintaining, or operating facilities in support of the corporation's purposes.

The Community Partner, Helen Wachter, is one of the advisory team members.

II. Consulting Tasks

The first task for this consulting partnership was the creation of a technology plan for Braddock Redux. The organization has used technology successfully within its programs, but has no technical resources of its own. All equipment used thus far has been the personal property of the advisory team, or has been purchased by donors on an as needed basis. The technology plan will allow Braddock Redux to budget for their technology needs and to efficiently use these resources to further their mission.

The second task for the consulting period was to expand the visibility of Braddock Redux by developing a website for the organization. The decision was made to use a content management system (CMS) to allow non-technical users to easily update the site's content, helping to make it more sustainable. Further, the site was designed to have a simple, clean interface for the users, making it simple to navigate and keeping the most critical information easily accessible to potential donors and volunteers.

III. Outcomes Analysis and Recommendations

By the end of the consulting period, a complete basic technology plan has been developed for Braddock Redux. The plan has been distributed to the advisory team, and the community partner intends to take charge of keeping the plan current. The document includes information about planning for short and long term technology goals, technology policy and lists all Braddock Redux's current technological assets. Creation of the technology plan has also created new interest in expanding Braddock Redux's use of technology, resulting in plans to expand programming and purchase equipment to teach youth basic video editing.

The website for Braddock Redux has been completely built into the content management system. The site's structure has been completely developed, and a custom color scheme has been created for it. This information has been written into a customized theme for the chosen CMS. All the site's content for the site has not yet been uploaded, but the Community Partner continues to create new pages, and can use all the other important features of the CMS, including creating new user accounts, configuring the menus, and deleting old content. New content is being added as the information for the website is developed, including several images, and a volunteer contact form have also been posted to the site. Finally, information about the website has been documented and backed up to both the server, printed copy, and sent to the community partner, so that the site can more easily be recovered if it should ever go down to technical error.

The first recommendation for Braddock Redux is to expand the current website to include a section where the youth can write web logs (blogs) to describe their experience with the programs. This will allow Braddock Redux to demonstrate the successes of the organization's programs in the words of the participants, giving potential donors and volunteers a sense of the programs' purposes.

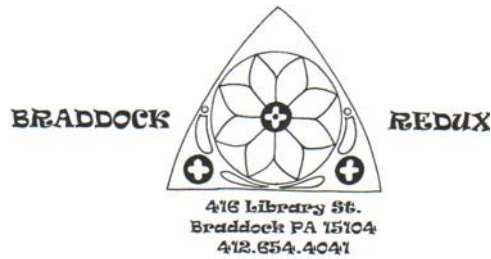
Braddock Redux should also consider hiring or recruiting a part-time technical assistant. The organization has already expressed willingness to hire someone to maintain the website, and has shown interest in expanding their technical capacity. Adding several computers and a network, as described in the technology plan will greatly increase the amount of upkeep required to keep Braddock Redux's systems working to full capacity. A responsible, experienced technical assistant, working only a few hours a week could free the time of the advisory team members to deal with larger problems, and maximize the lifespan of the equipment invested.

Community Partner
Helen Wachter
hlwachter@yahoo.com

About the Consultant
Andrew A. McGuier
amcguier@andrew.cmu.edu

Braddock Redux
416 Library Street, Braddock PA
http://www.braddockredux.org

Andrew is a sophomore in Computer Science with a minor in Chemistry. He intends to pursue a position in a medical related field.



Final Consulting Report

Student Consultant, Andrew McGuier
Community Partner, Helen Wachter

I. About the Organization

Organization

Braddock Redux was founded by John Fetterman in 2003 with the aim of improving the once prosperous Library Street corridor and providing safe alternative spaces in a community facing significant economic problems. The mission statement reads as follows:

Braddock Redux is a 501c3 organization with the goal of: promoting the welfare and employment opportunities of at-risk disadvantaged young adults; supporting, fostering, or implementing educational and employment opportunities for at-risk youth; promoting the general health and welfare of all persons; and providing, maintaining, or operating facilities in support of the corporation's purposes.

Facilities

Braddock Redux is currently housed in the former First Presbyterian Church in Braddock. There is no centralized office for the organization, as the building is currently under a total renovation. There are plans to include an office in the renovation of the upper floor of the building, along with a coffee shop, which could potentially house an Internet cafe. Securing these areas is an issue that has been raised in the redesign, to allow for the installation of equipment, since many different groups use the building. The sanctuary of the church has been stripped clean and is used for formal dinners and community events. The basement houses a mosaic studio, a refurbished kitchen, weightlifting equipment, and a large open space used for community functions.

Programs

Current programming includes a youth after-school program, which ties in with an art and sculpture class. Local sculptor and artist James Simon oversees the students in creating tile mosaics, for which the youth are paid. An AmeriCorps member alum is working on plans to create a coffee-shop. Future planning includes promoting social entrepreneurship and encouraging micro venues. Further, as the renovations progress, there are plans to bring in additional groups to run community programs.

Personnel

There are no paid staff positions in the Braddock Redux organization. There are currently ten planning team members including Helen Wachter. Mr. Fetterman serves as the executive director and overall leader of the organization. The organization is considering hiring part time help, as their needs expand and their ability to raise funds increases. All the staff have proficiency with basic computer skills and office software. Mr. Fetterman also has some experience working with computer hardware.

Technical Environment

All the members involved with the organization have access to personal email accounts, as well as personal computers. Braddock Redux has no equipment of its own. There is an existing website <http://www.15104.cc>, based on Braddock's zip code, and run by the Mayor of Braddock. It is outsourced to a web designer, who manages all of the updating. The site is hosted with an external company and the Mayor has access to the server. Through a community partner, video editing for various projects has been done with an Apple G5 PowerMac on loan from another organization.

Technical Management

There is essentially no technical management currently employed within the organization. Since there is no equipment to oversee, and no technical system utilization, staff maintains their own equipment. The current website has not been completely updated, due to communication difficulties with the contractor who maintains the site. A new designer is being sought.

Technology Planning

There is no explicit planning for technology within the organization. This is because of the relative newness of the organization. The few technical issues have been handled as they have cropped up, as most of the day-to-day decisions are handled by individual members.

Internal and External Communication

Braddock Redux currently has an informal communications style owing to the small size of the organization. Immediate issues are handled by cell phone calls, and text messaging, while the bulk of the important information is sent by email. Most meetings are organized on demand.

Information Management

Most important information is either done on paper or through email records. The organization currently has a low overhead. An external organization handles administrative needs, minimizing the information the organization has to manage.

II. Scope of Work

Task 1. Developing a Technology Plan

In the summer of 2006, the youth program under KEYS in partnership with Braddock Redux, used digital video to catalogue their transformation of a vacant lot into an urban garden. The youth also recorded stories from veterans for the Library of Congress's Veterans History Project. The following fall, this youth program now an after-school program, created an anti-gun violence commercial which aired on Comcast Cable. These successes demonstrated how technology could be a powerful tool for this new organization to raise awareness of youth's needs and abilities.

To date, technical issues within Braddock Redux have been handled by donors purchasing equipment as needs arose, which limited the ability of the organization to use technology creatively in aiding its mission. While this approach to technology has been sufficient for the initial stages of development, and because the organization is moving to expand its capacity to serve residents, this approach will not efficiently scale as the organization's staff and budget increases.

After reviewing Braddock Redux's technical capacity, the community partner and the consultant determined that developing a technology plan would allow Braddock Redux to more efficiently and proactively deploy technological resources. Further, such a plan would maximize the use of a planned technology budget and establish a foundation for future technological development.

The technology plan would include the current technological level of Braddock Redux, short term technology issues the organization plans to implement, a long range plan and vision statement for how the organization will use technology to support their mission, and information on the technical skills of the staff. Further, the plan would include information on the organization's policy on passwords and security, and an approximate schedule for how frequently to review the document.

Task 2. Expanding Visibility Through the Internet

Braddock Redux is a very young organization and thus does not have large-scale exposure to the general public. This limits the potential pool of volunteers and donors, reducing the resources Braddock Redux has to further its mission. Further, the student run mosaic workshop, mentioned in the programs section, has been rapidly improving their technique and is beginning to produce sales quality goods. The organization has a need to sell these mosaics to an audience beyond Braddock, to obtain funds to expand the capacity of youth programming. To facilitate marketing to the community and outside interests, the advisory team members decided to deploy a website.

Upon reviewing the available options the community partner and the consultant decided that building the website around a content management system (CMS) would be the most time and cost effective way to develop the new website. This system will allow the team to update and create new pages with a minimal knowledge of HTML code. The CMS would also allow the organization to easily create different user groups and permissions, allowing the organization to precisely control who can modify the website, increasing security and giving the organization greater flexibility in who could work on the new site. The decision was made early to use an open source system to keep costs of building the website to a minimum. After reviewing several open sources CMSs, the consultant and community partner decided to use Drupal (www.drupal.org). Drupal was the most flexible of the systems researched and had many well developed packages for adding features such as photo-galleries, blogging sections, and calendars. The community partner

and the consultant agreed that the extra effort of learning the slightly more complex Drupal system was justified given the greater power and room it left for Braddock Redux to expand their website at a later time. To host the site Godaddy (www.godaddy.com) was chosen because of their established reputation, their guarantee of uptime, and their inexpensive cost to services ratio, and their offering all the services needed to run Drupal.

To ensure that the new website would effectively promote Braddock Redux, the student consultant and the community partner decided to keep the site's design simple and intuitive for the users by avoiding overly complex menus, flash graphics, or unnecessary scripts. The overall design goal was to have the most important information about the organization and its programs easy to locate with large buttons and properly descriptive headings. The site's main page can be seen in A.

Beyond simply creating the site, the consultant and the community partner included in the planning stage a careful documentation of all steps in the building process. This ensured that if the site ever needs to be migrated to a new host, or if a new team member were to take over the website, all the information needed to administer the site would be readily available. Time was also allotted to train the community partner to use the Drupal system, so that the community partner could manage the site, and train other personnel to help with the site itself. Some of this information overlapped with the proposed technology plan, ensuring that the website will be as sustainable as possible, even if the community partner should need to leave the organization.

Finally, in addition to creating the site, a youtube(www.youtube.com) account, a paypal (www.paypal.com) account, and an Ebay (www.ebay.com) account have all been created with an email address registered to the organization, so that the organization can incorporate these services into their website in the future.

III. Outcomes and Recommendations

Task 1. Developing a Technology Plan

Through the consulting period, a technology plan has been developed and documented for Braddock Redux. The plan has been distributed and has been archived in a protected section of the new website for backup purposes. The community partner has shown enthusiasm for the plan and intends to head the effort to keep the plan up to date. Creating the plan already has made some impact on use of technology. As a result of creating the plan and analyzing the use of technology in Braddock, Ms. Wachter plans to work on obtaining funding to create a video-editing lab. These computers would be used by the youth to build on their past success with video, described in the About the Organization section. This would simultaneously allow teaching the youth useful technology skills, and documenting the progress of the organization.

The plan itself was developed jointly between the consultant and the community partner and includes:

- An exhaustive list of current technical assets, including staff capacity
- A list of all current technical costs, including outsourced costs
- A short term and a long term technology budget
- Plan for technology use in the next six months
- A long term outline/ vision statement
- Locations of all relevant account information and passwords
- The security policy for Braddock Redux
- A tentative backup schedule, and a disaster recovery plan
- A schedule for reviewing and updating the technology plan.

The main risk to the technology plan is stagnation. The community partner is showing strong interest at the current time, indicating that this is a minimal risk. However, if the plan is not updated frequently to reflect the changing status of the organization, or if the plan is abandoned when funds are low, then the organization risks falling back into a reactive approach to their technology, and thus losing the long term cost savings offered by the plan. Strictly scheduling meetings to review the plan, in accordance with the schedule should help to keep the plan current, and to offset the risks listed above.

Some helpful resources for technology planning are available at TechSoup (www.techsoup.org). The site includes a good article on technology planning, as well as a message board and news section that focuses on bringing information about new technologies to non-profits. Another helpful resource would be the Bayer Center for Nonprofit Management, at Robert Morris University. The university offers a class in technology planning tailored specifically to nonprofits. More information can be found at the Center's website, best found by google searching for: Robert Morris University + technology planning.

Task 2. Expanding Visibility

Braddock Redux now has a fully functional website (<http://www.braddockredux.org>). The site was built into the Drupal CMS. The Drupal system dynamically loads the pages for Braddock Redux from a database. The system allows for users with little knowledge of the HTML to easily create pages and sections within the website. The site manager interacts with Drupals interface, entering plain text data, or simple HTML tags which Drupal can then parse and generate pages according to the preset cascading style sheet (CSS). This sheet specifies the colors, fonts, and layout for any category of page that can currently be added into the website. For the Braddock Redux website itself:

- A color scheme and layout for the site has been built around a free drupal theme and the Cascading stylesheet has been customized for Braddock Redux, including their custom logo. See A
- Eight Categories have been installed as the structure of the website.
- Ten pages of content and blank pictures have been uploaded
- One Youtube video clips have been uploaded and displayed
- A private calendar has been created, allowing the advisory team members to view the events and meetings of key members through their logins
- A public calendar has been created to inform community residents of upcoming events hosted by Braddock Redux.
- All links have been manually checked to ensure they function properly
- The site has been tested in the following web browsers: Internet Explorer 6 and 7, Firefox 1.5 and 2.0, and Safari
- The site has been added to the listing of google, MSN search, and yahoo.
- The CP and consultant have created a joint document, outlining all critical information for the site, including updating/backup procedures, administrative passwords, and future plans to help insure sustainability in the event of a failure. Relevant information has been added to the Braddock Redux Technology Plan. Excerpts from this document can be viewed in B

Beyond the website itself the CP has:

- Added, deleted, and modified website pages
- Changed where a page appeared in the menu structure
- Added and removed user accounts and edit user permissions
- Backed up the site to a local drive
- Run through the steps to restore the site from a backup
- Posted images to the site
- Added images to image galleries
- Created new image galleries
- Uploaded videos to Youtube(www.youtube.com) and posted them to the site

Discussion has been raised about having a volunteer add a message board and some type of chat functionality to the community section of the site.

There are two main sustainability risks facing the website project: stagnation of the content, and technical failure in the database or Drupal system.

If the site's content, particularly the content in the event schedule, is not regularly updated, users will have no draw to visit the site regularly, and it will fade into a simple placeholder instead of the

center of communication envisioned at the beginning of the project. Part of this risk has been negated by the choice to build the website in the Drupal CMS. This system allows the Braddock Redux personnel to add and update content with little to no HTML knowledge. Drupal's simple interface allows the site to be updated from any computer with internet access without having to manually create and upload new pages to the web server.

The more serious risk to the website is a problem with the Drupal backend, or the underlying database. No one currently working with Braddock Redux has the skill to repair the site if a major bug would arise causing either of the systems to be corrupted or outdated. Similarly, while the users can currently edit the content and navigational structure of the site, Braddock Redux has no staff able to modify the site's style sheet, and thus the color-scheme and layout are fixed and may eventually appear dated.

If the need arises to address one of these problems the most effective solution would be for Braddock Redux to hire temporary outside help to resolve the issue. The hire should have experience dealing with Drupal, or other PHP based Content Management Systems, experience with MySQL databases, and experience with HTML and Cascading Style Sheets. Some resources Braddock Redux could use to find such a person are:

- Any small commercial web design firm could easily handle such tasks
- Advertising on Craig's List (www.pittsburgh.craigslist.org) or MyMave (www.mymave.com). A part time worker or student with the proper experience with the above technologies could easily manage a site the size of Braddock Redux's
- A technology consultant, through Carnegie Mellon's Technology Consulting in the Community program could redesign and expand the existing site.
- TechSoup (www.techsoup.org) has helpful articles for nonprofits looking to hire technology help.

Additional Outcomes

The scope of work for this partnership was written to include the technology plan and the website as the primary focus. However, during the consulting period significant progress was made that expanded Braddock Redux's potential use of technology in areas that were outside the scope of the original plan. Some important technologies discussed were

- Internet service providers
- Web hosting and domain names
- Spyware, viruses, and countermeasures
- Wired and wireless networks
- Wireless security
- Internet security, phishing, strong passwords
- Filesharing: technologies, legalities, liabilities
- Open source software
- Instant messaging
- Video/Photo sharing sites (eg. youtube.com)

The consultant also configured the community partner's home wireless network and connected it to the DSL line. The consultant configured WEP (private key) encryption so that the network would not be accessible by neighbors and other unwanted users. The consultant and the community partner also created an instruction document for how to configure the router again in case it needed to be reset. Since the initial setup, the community partner has already used the document to setup the network after a problem with Verizon's DSL required the partner to reset the router.

While these discussions do not directly expand the capacity of Braddock Redux to use technology to support their mission, they do provide a framework of understanding from which the community partner can access the usefulness of emerging technologies to the organization. Further, they expand the organization's view of where technology can be a tool to help them further the organization's goals. The community partner has already displayed interest in pursuing some of the technologies discussed. The CP plans to use OpenOffice (www.openoffice.org) on the computers in the internet café to help reduce the cost of installing the machines.

Recommendation 1. Implementing Youth Blogs

Braddock Redux's mission is youth and community development centered. The website we have completed does not have a strong element for youth. Implementing a blogging section would allow the youth to have a greater part in participating in the organization's overall mission. Allowing the youth to tell their success stories would allow potential donors and volunteers to witness the changes from the youths' voice. The net effect should be an increased feeling of involvement and thus engagement.

Since these blogs would be sponsored by and directly reflective on Braddock Redux, they should be incorporated into the existing site. This will allow for the staff of the organization to have control over the content posted to the public, helping Braddock Redux to ensure the safety of the student participants and limit the liability from releasing personal details or other sensitive information. The Winnipeg School Division has a good list of resources for information on keeping youth safe online (<http://www.wsd1.org/internetsafety/>). The blogging section, in particular links to several helpful articles that can provide some things that Braddock Redux should use to keep youth safe in their blogs.

The existing Drupal system already has blogging capability, which is currently disabled. To implement the blogs, someone would need to enable the proper modules from the Drupal control panel, set up sections to contain the blogs, and create user accounts with proper permissions for the students. The current level of training for the CP is sufficient to begin this project, but given the large amount of restructuring of the site that this project entails it may be a good candidate for hiring or finding a skilled volunteer. Someone who has experience with the Drupal platform or a similar CMS could complete the work much more quickly and save the CP and other staff valuable time.

The drupal website is a fantastic resource for setting up this functionality (www.drupal.org). There are helpful articles posted about enabling blogging, as well as a community message board where anyone can create an account and ask more specific questions about setting up blogs on a Drupal powered site.

Recommendation 2. Recruit a Part Time Technical Assistant

The technology plan for Braddock Redux details plans to build two new computer clusters, one in the coffee shop and for the youth program to use for video editing. This extra equipment will require regular maintenance to remain functional, useful, and safe for its intended purpose. To efficiently manage these new assets, Braddock Redux should consider hiring a part time technical assistant to manage these machines.

To effectively manage the technology resources of Braddock Redux such a person would need to have experience in the following areas:

- Experience with Windows and Mac OSX operating systems
- Basic Networking Experience
- Understanding of software updating procedures
- Proficiency with antivirus and antispyware software
- Experience configuring basic firewalls

An ideal candidate would be a college student or an IT professional with Cisco Networking Certification, Microsoft Technician, or Apple Certification as a technician.

Such a person would be able to spend time weekly:

- Updating Virus definitions and running full scans on all machines
- Running Spybot and Ad-Aware on windows machines (see C)
- Run a brief test on all hardware, mice, monitors, etc
- Clear web cookies, check that all web policies are properly enforced
- Check firewall logs for suspicious activity, ensure firewall is still functioning properly
- Clean Monitors, mice, and clean off keyboards
- Check printer cartridges/ink levels (if applicable)

Additionally, on a monthly basis the technology help should:

- Install all operating system patches
- Check for updates on installed software (browsers, office suites, etc)
- Audit machines to make sure no unwanted software has been installed
- Run the scandisk utility and defragment the hard drives on all machines

Finally, semi-annually or as needed:

- Open machine cases and clean out dust with compressed air
- Create a list of all broken/damaged hardware for the team member in charge of technology planning
- Reformat the hard drive and reinstall all software on any clogged or unusually slow machines, in particular machines for public use.

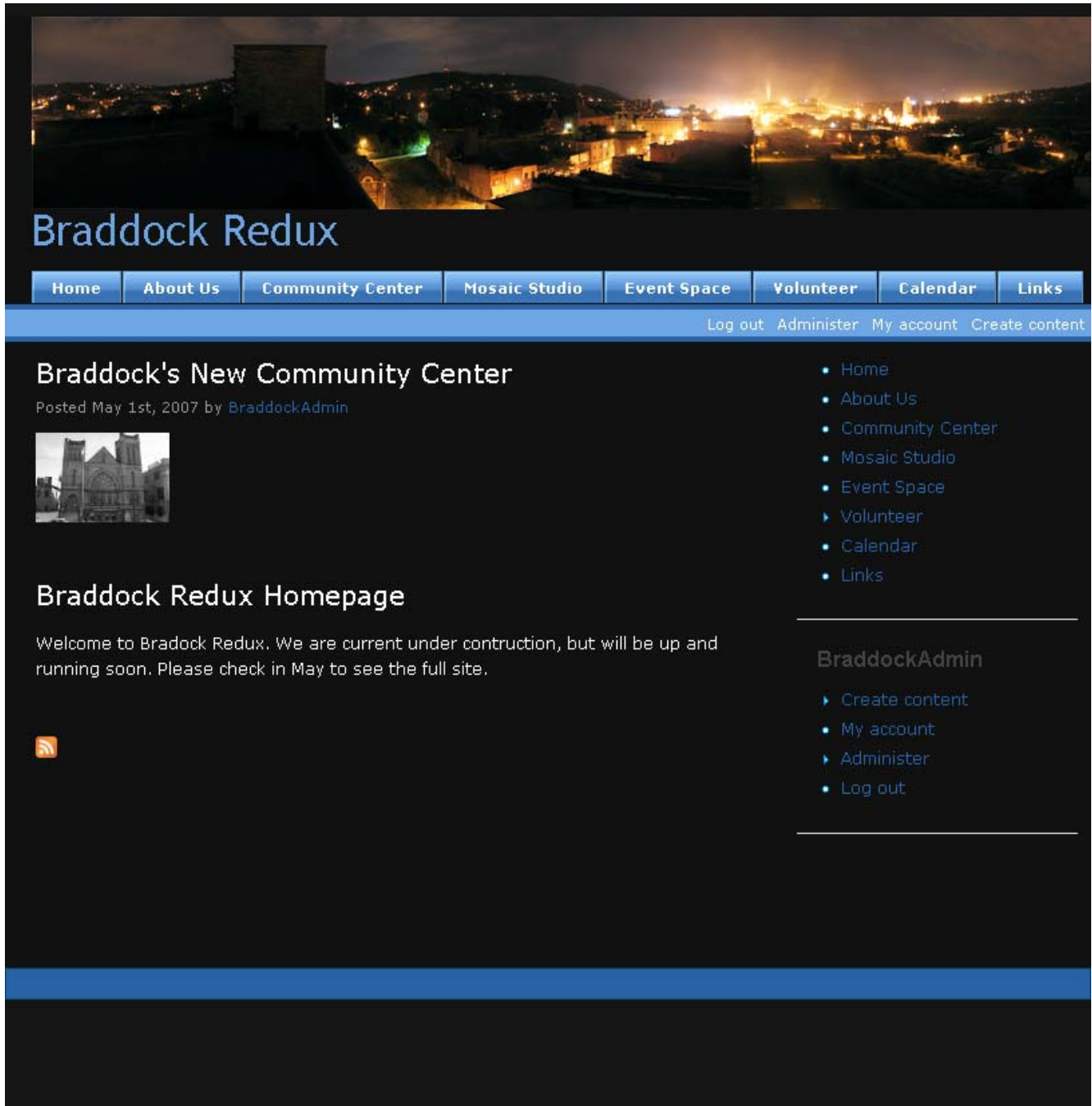
Routine maintenance, as described above and in the technology plan, will help keep the organization's equipment in good operating condition, extending the life of the machinery and reducing the likelihood of having to replace expensive equipment ahead of schedule. Techsoup (www.techsoup.org), which was mentioned above, and CTCNET (www.ctcnet.org) have articles about hiring technology experts. On Techsoup the information is under the "Learning Center" section, while on ctcnet the information is listed under resources. Other resources for finding technology help are listed in the expanding visibility outcomes.

About the Consultant

Andrew McGuier is a sophomore in Computer Science with a minor in Chemistry at Carnegie Mellon University. His focus is computational biology, and he intends to work in a medically related field. However, his experience with the Technical Consulting course is causing him to reevaluate his plans and perhaps consider consulting as a fulltime occupation.

Appendix A. Website Screen Shot

Below is a screen capture of the homepage for Braddock Redux's new website. The layout is done with table-less Cascading Style Sheets, resulting in a page that has fluid width, adjusting to the size of the browser window.



Appendix B. Excerpts from the Technology Plan

Short Term Plan

Coffee Shop Project

Initial plans include: purchasing 5 PCs for the coffee shop, two office machines, and 10 Mac Minis for proposed graphics editing class.

Dell quotes 5 form factor slim cases with 17 inch flat screen monitor:	\$3,466.80
2 more powerful office machines	\$1780.48
10 Mac minis	\$6,000.00
10 Flat Screen Monitors	\$2,000.00
Mice, keyboards, etc for minis	\$300.00
Network Hub,cable,etc	\$500.00

Initial Project cost 14047.28

High speed Internet access - approx \$100/month

Mosaic Studio

The finished mosaics will have digital photographs taken and displayed on the website. If demand is strong, the organization will use ebay.

Vision

Braddock Redux will continue to assess how technology can be used to improve its programming.

Long Term Plan

The advisory team will review this tech plan in a meeting no less than once per 6 months, noting progress towards the goals, allocating appropriate budget, and assessing the progress made towards outlined technology goals.

Current Equipment

- 1 domain registered with Godaddy.com in February 2006, must be paid yearly for \$10
- Hosting under Godaddy.com: Purchased in February 2006, 1 year , \$67
 - 10 gigabytes of server space
 - 10 MySQL databases (1 used for Drupal)

Website

Maintenance:

Current Events: { 1 hour appx } [weekly]

Quick Read Through { <15 minutes } [weekly]

Check all pages linked by the homepage

Overall Site Review: { 3-4 hours } [every 2-3 months]

Check all “infrequently updated” pages

read all content for accuracy/relevance

check all links for functionality

look for any 'ugly' or cluttered pages that should be expanded into multiple pages (check style)

remove any old content and preserve it in the archive

Review Accounts and Passwords: { 15 minutes } [monthly]

check compliance with account and password policies

Full site backup { 2 hours } [6 months at the longest]

Upon major changes and reorganization

Before updating Drupal, or any installed components

Policies:

Passwords: Should be long 7-8 characters minimum

No pure English or pure English and a number passwords

Insecure Passwords

BraddockRedux

BraddockRedux1

Secure Passwords

S&&uLat&4

no personal information (names, pets, children, important dates)

Letters(both cases) numbers and characters

strict rotation, changing passwords monthly, including the administrator password for the website server.

User Accounts:

All website users will have separate accounts. All accounts will have the minimum permissions to accomplish their work. The site administrator will delete accounts the same day a staff member leaves the organization.

Appendix C. Helpful Links

Drupal- the content management system used for Braddock Redux's website

www.drupal.org

OpenOffice- an open source office suite, intended for use in the coffee shop project

www.openoffice.org

Spybot Search and Destroy- a free antispyware tool for Microsoft Windows

www.safer-networking.org

Ad-Aware Personal – another useful antispyware tool for Microsoft Windows

www.lavasoftusa.com

Godaddy- hosting provider for Braddock Redux

www.godaddy.com

Past Community Partners

4 Kids Early Learning Centers
Addison Behavioral Care, Inc.
Alafia Cultural Services
Alcoa Collaborative
Allegheny County Housing Authority
Allegheny General Hospital Pastoral Staff
American Association of University Women
Animal Friends, Inc.
Animal Rescue League
ASSET, Inc.
ASTEP-Grace Memorial Presbyterian Church
Auberle
Bedford Hope Center
Bedford Initiatives
Bethany House Ministry
Bethlehem Haven
Bishop Boyle Center
Bloomfield-Garfield Corporation
Borough of Crafton
Boys & Girls Club of Duquesne-West Mifflin
Boys & Girls of Wilkensburg
Braddock Carnegie Library & Community Center
Braddock Redux
Brashear Association, Inc.
Breachmenders
BTC Center
Calliope: The Folk Music Society
Career and Workforce Development Center East
Carnegie Library of Homestead
Carnegie Library of Pittsburgh
Carnegie Science Center
Center Avenue YMCA
Center for Creative Play
Center for Hearing and Deaf Services, Inc.
Center of Life
Central Academy
Central New Development Corporation
Child Watch of Pittsburgh
Children Youth Ministry
Children's Museum
Christian Life Skills
Citizens to Abolish Domestic Apartheid
Community Day School
Community House
Community Human Services Corporation
Community Technical Assistance Center
Competitive Employment Opportunities
Conflict Resolution Center International
Consumer Action Response Team
CONTACT Pittsburgh
Creative Nonfiction Foundation
Dance Alloy
East End Cooperative Ministries
East End Neighborhood Employment Center
East End Neighborhood Forum
East Liberty Development
East Liberty Presbyterian Church
East Side Community Collaborative
Eastminster Child Care Center
Eastside Neighborhood Employment Center
Education Center
Every Child, Inc.
Fair Housing Partnership
Faison Development & Opportunities Center
FAME
Family Services of Western PA
Family Tyes
First Charities/First United Methodist Church
Friendship Development Association
Garfield Jubilee Association, Inc.
Gateway to the Arts
Girl Scouts - Trillium Council
Glen Hazel Family Reading Center
Greater Pittsburgh Community Food Bank
Greater Pittsburgh Literacy Council
Greenfield Senior Center
Guide Runners
Gwen's Girls
Hazelwood Senior Center
Hazelwood YMCA
Heritage Health Foundation
Hill House Association
Hill/Oakland Workforce Collaborative
Himalayan Institute of Pittsburgh
Hope Academy of Music and the Arts
Hosanna House
Housing Alliance of Pennsylvania
HUB Downtown Street Outreach Center
Hunger Services Network
Interfaith Volunteer Caregivers
Jane Holmes Residence
Jewish Family & Children's Service
Jewish Residential Services
Joy-Full-Gospel Fellowship After School Program
Just Harvest
KidsVoice
Kingsley Association
Lawrenceville Development Corporation
League of Young Voters
Light of Life Family Assistance Program
Madison Elementary School
Manchester Academic Charter School
McKees Rocks Terrace
McKeesport Collaborative
McKelvy Elementary School
Mental Health Association of Allegheny County
Message Carriers
Methodist Union of Social Agencies
Miller Elementary School, Principal's Office
Mon Valley Initiative
Mon Valley Providers Council
Mon Valley Resources Unlimited
Mon Valley Unemployment Committee
Mon Yough Community Services
Mount Ararat Community Activities Center
NAACP National Voter Fund
National Alliance of the Mentally Ill
National Association of Minority Contractors /
Black Contractors Association
Negro Educational Emergency Drive
New Beginnings Learning Center
New Penley Place

Past Community Partners (continued)

Northside Coalition for Fair Housing
Northside Institutional Children Youth Ministry
Northside Leadership Conference
OASIS Senior Center
Opera Theater of Pittsburgh
Operation Better Block
Orr Compassionate Care Center
Outreach Teen & Family Services
Parental Stress Center
Pennsylvania Biodiversity Partnership
Pennsylvania Low Income Housing Coalition
Peoples Oakland
Phase 4 Learning Centers, Inc.
Pittsburgh Action Against Rape
Pittsburgh Citizens' Police Review Board
Pittsburgh Foundation
Pittsburgh Health Corps
Pittsburgh Interfaith Impact Network
Pittsburgh Mediation Center
Pittsburgh Social Venture Partners
Pittsburgh Toy Lending Library
Pittsburgh Vision Services
Pittsburgh Voyager
Pittsburgh Youth Symphony Orchestra
POISE Foundation
Program for Health Care to Underserved
Populations
Project Educate
Providence Family Support Center
Radio Information Service
Reading Is Fundamental Pittsburgh
Regional Coalition of Community Builders
River Valley School
Rodef Shalom
Rodman Street Missionary Baptist Church
Ronald McDonald House Charities of Pittsburgh
Rosedale Block Cluster
Sacred Heart Elementary School
Rx Council of Western PA
Salvation Army Family Crisis Center
Sarah Heinz House
Schenley Heights Community Development
Center
Second East Hills Social Services Center
Sharry Everett Scholarship Fund
Sixth Mount Zion Baptist Church
Southwest Pennsylvania Area Health
St. James School
St. Stephen Elementary School
Sustainable Pittsburgh
Thomas Merton Center
Three Rivers Center for Independent Living
Three Rivers Youth
TLC-USA
Turtle Creek Valley Council of Governments
Tzu Chi Wen Chinese School
Union Project
United Cerebral Palsy
Univ. of Pittsburgh - Division of Applied Research
and Evaluation
Urban League of Pittsburgh
Urban Youth Action
Ursuline Services
Vintage Senior Center
Weed & Seed Program, Mayor's Office
Wesley Center
West Pittsburgh Partnership
Wireless Neighborhoods
Women's Enterprise Center
Working Order
YMCA McKeesport
YMCA Senior AIDE Center
Youth Fair Chance
YouthBuild
YWCA Bridge Housing
YWCA of McKeesport

Community Partner Information FAQ

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7. What does it cost to be a Community Partner?

The cost for participating in this experience is your time and your commitment to follow through as agreed. As leaders of community organizations, we know your time is of premium value. Those who have made this investment of time have reaped returns many times over.

8. What does the Community Partner have to offer Carnegie Mellon students?

- Students learn to structure unstructured problems. Community organizations are complex environments with complex problems. Your organization provides excellent environments in which to practice the art of structuring problems.
- Students come from different cultural backgrounds and most have never been in a nonprofit organization. They are practicing how to communicate across cultural differences and across technical knowledge differences. They need to be able to make mistakes and learn from them. Community partners provide a supportive relationship in which students can take risks and learn about how to communicate, how to relate, and how to maintain professionalism.
- Students get the opportunity to practice process consulting. They are learning that expertise is only as valuable as the ability to help others solve authentic problems. You provide a context in which students can practice these skills.
- We've found that Community Partners are very appreciative for the students' assistance. There is nothing more rewarding than to experience your efforts as valuable and rewarding for others. You provide that experience for students.
- Finally, you offer a glimpse into career opportunities in the nonprofit arena. Students learn to appreciate those who work in the nonprofit sector, and they grow to appreciate the role and function of community organizations. We hope this appreciation not only informs the choices they make in life, but also encourages them to care and give back to the community throughout their professional careers.

9. How do I become a Community Partner

Contact an instructor, Joe Mertz or Scott McElfresh. Send your contact information: name, title, name of organization, address, phone, fax, location of organization and your interest in being a Community Partner. You will have a telephone conversation and possibly an on-site visit. All organizations are considered, though preference is given to organizations providing services to a low-income community or a community at risk for falling into the "digital divide."

**Send email to
instructors@tcinc.org
(email preferred)**

**Or call
Joe Mertz: 412.268.2540
Scott McElfresh: 412.268.4859**

10. Caveats

- We do our best to ensure that students who sign-up for the class are committed to completing the class, however, occasionally, a student ends up withdrawing from the class during the semester. Typically, this happens when a student has underestimated the time they need for this class. We do our best to advise students so this does not happen. When it does happen, there is nothing we can do except to invite the Community Partner to participate in the following semester.
- The semester is short and the student has to do a lot of work in a short amount of time. For this reason, it is critical that you keep your scheduled appointments, do the work you agree to do, and maintain communication with the student. The student will need your feedback on reports quickly, often the next day. When we get to the final consulting reports, we will need fast turnaround time from Community Partners because we also need to get the reports published in time for the Community Technology Forum.
- If there is any chance that you think you will not be able to follow through with the requirements of this partnership, please wait until such time as when you are able to do it. Since the Community Partner is the focus for the student's learning, it is essential that the partnership be sustained for the semester.

Community Partner Information FAQ

1. What is the goal of the partnership in this course?

The goal of this class is to expand the capacity of the Community Partner to use, plan for, and manage technology, administratively and programmatically. The student is learning process consulting, project management, communication, relationship management, problem identification, and analysis.

2. As a Community Partner, what can I expect to happen?

Once you match with a student consultant, you will set a meeting schedule that you and the student will keep for the remainder of the semester. The student comes to your location for 3 hours a week. During this time you and the student work together. This is not an internship in which the student merely works on site. Rather, it is a consulting partnership in which you must work together to achieve your technology goals. The student facilitates a process that moves from assessment, to analysis of problems and opportunities, to defining a scope of work, to developing a work plan, to analyzing outcomes and finally presenting that analysis. As the Community Partner, you are the consulting client. You provide information and discuss that information with the student. But you are more than a client; you are also a learner. In process consulting the client "owns the problem" as well as its solution. The consultant facilitates the client in achieving that solution. The consultant doesn't "do for" the client. Rather, the consultant works with the client.

3. What types of activities are typically included in a scope of work?

Each scope of work is unique and depends solely upon the specific needs and opportunities of the individual Community Partner. Partnerships have focused on a wide range of activities, including: personal information management (how to use Windows, organize files, backup files, use various software packages, use time managers, use Palm Pilots and other personal information management tools, e-mail, etc.), developing a plan for how to train staff and how to incorporate knowledge and skill into job description, designing a local area network, implementing Internet connectivity, designing and developing a web site, determining effective data storage methods, analyzing the needs for an information database, designing and implementing a database, solving technical problems, designing a public community technology access center, determining the specifications for computers, developing disaster recovery plans, and more.

4. Who can be a Community Partner?

This course target individuals playing an administrative or programmatic leadership role within a community organization. Typically Community Partners are Executive Directors, Directors, Assistant/Associate Directors, Coordinators, and Managers. But, we make the selection based on the organization and the role that the individual plays within that organization, regardless of title.

5. Why do you focus on organizational leaders?

For an organization to use information technology effectively, its leaders must have a vision for how it can support the organization's mission, they must be comfortable enough to integrate technology into their personal work practices, and they must know enough to budget, staff, and subcontract appropriately. By partnering one-on-one with a student consultant, the leader has a unique opportunity to build that vision, comfort, and knowledge, no matter where they are starting from.

6. What are the requirements for being a Community Partner?

- Hold a leadership role within your organization.
- Have a computer in your office or one you could or do use in your job.
- Reliably meet with the student consultant 3 hours per week, every week, for about the 13 weeks.
- Come to an on-campus gathering 2 times during the semester. Once at the beginning and once at the end.
- Share information about your organization with the student consultant.
- Read project reports prepared by the student and give the student immediate feedback.
- Complete a brief response form after reading each report and return to the instructor.
- Keep a log of consulting sessions and send to instructors twice during the semester.
- Read the final consulting report. Give feedback to the student immediately.
- Make a brief presentation at the end of the semester (with the student) at the Community Technology Forum. (This is the 2nd on-campus gathering you are required to attend.)

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