School of Computer Science
Course 15-391

Spring 2007

Final Consulting Report

Animal Rescue League

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Animal Rescue League
Executive Summary

Student Consultant, Yakov Rabinovich
Community Partner, Daniel Musher

I. Background Information

The mission of the Animal Rescue League (ARL) is

> *To provide temporary shelter, food, medical attention and comfort to neglected and injured animals; to restore lost animals to their owners or seek new homes for them and to educate the public about the humane care of animals.*

Some of their major services include adoption, lost and found, a veterinary clinic, and a foster home program.

II. Consulting Tasks

- Ease Migration to Raiser's Edge - The ARL recently made the decision to switch from DonorPerfect to BlackBaud's Raiser's Edge software for their donor database. The problems that we will experience are establishing a means to transfer information with BlackBaud, checking their sample database for errors, and manually inputting the entries that could not be translated.
- Increase Base Computing Knowledge - All employees are not comfortable with tasks that will increase security and productivity, for example performing virus scans and scheduling meetings in Microsoft Outlook. This is especially important since the ARL is currently without a technology director, and Mark was typically the person to go to with computing questions.
- Write a Technology Plan - ARL does not currently have any plan for updating technology regularly and assessing whether their current technology is meeting the needs of the organization. Such a plan would allow them to budget for technology effectively, to be more technology oriented and help eliminate redundant work habits, and to raise funds for technology more effectively with a clear plan of what they hope to accomplish.

III. Outcomes Analysis and Recommendations

- Ease Migration to Raiser's Edge – We experienced a lot of delays in troubleshooting from BlackBaud, and this project is not complete. We were able to establish a means of communication and transfer files through it. However due to an error by BlackBaud, their sample database was faulty and it will take a month to repair, so we were unable to fully explore and set up Raiser's Edge.
- Increase Base Computing Knowledge – We wrote guidelines for virus checking and setting up meetings in Outlook using screen capture software and Microsoft Word. More importantly, Dan is now familiar with this software, and will be able to make similar how-to files by himself in the future.

- Write a Technology Plan – We have established a committee and leader for writing the Technology Plan, and have had two fruitful brainstorming sessions. We have also established a process of writing and revision for the plan to be written. Unfortunately due to the ARL being extremely busy in preparation for Paw Prints, their major annual fundraising event, no actual draft of the technology plan has been written at this time.
- Recommendation 1- Organize the Network. Currently no one has a very good understanding of how the network is organized. If a problem ever occurred in the network, for example if some cable failed, it would be very difficult to diagnose in its current state. By investing time to plan ahead when we can perform controlled shutdowns without limiting ARL services, we can limit the time that the system is down in an emergency.
- Recommendation 2 – Use Electronic Records Instead of All Paper Files. The clinic still uses paper files for most of the animals that come in. After a file is written or altered, it is stored in a box in the office, where it must be found by hand if it is needed at a later time. Thus both storage and retrieval of the file among thousands of others is very inefficient. By switching to electronic files we can reduce costs for paper and make storage and retrieval simpler, faster, and more space effective.

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About the Consultant

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Final Consulting Report

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I. About the Organization

Organization

The mission of the Animal Rescue League (ARL) is

To provide temporary shelter, food, medical attention and comfort to neglected and injured animals; to restore lost animals to their owners or seek new homes for them and to educate the public about the humane care of animals.

Facilities

The Animal Rescue League has its headquarters on Hamilton Avenue in Pittsburgh, which houses their adoption center, clinic, and administrative area.   The building is three stories tall, with receiving, some animal rooms, and some cubicle space on the first floor, office space on the second floor and general purpose space on the third floor.   They also have on off-site Wildlife Rehabilitation Center and Boarding Kennel about seven miles away in Verona, PA.

Programs

- Adoption – ARL offers adoptable stray and abandoned pets that have been inoculated and spayed or neutered in the clinic for a low fee.   They include cats, dogs, rabbits, and others.

- Foster Programs – Foster families are volunteers who provide care for animals recuperating from clinical treatment.

- Lost & Found Pets – ARL allows people to file lost or found animal reports and alerts families if their animal is found.

- Paw Prints – ARL has a major annual fundraising event called Paw Prints.   It is a Gala style event with live music, catered dinner, and a silent auction for donated items.

- Pet of the Week, Photo Contest, etc. – ARL also runs programs to increase awareness of their operations, including a monthly pet photo contest, as well as pet of the week in collaboration with a local radio station.

Staff

The ARL has about 45 employees who use computers.   These include administrative staff, clinic staff, and executive staff.   Some of the employees are not confident in their use of technology, experiencing problems with specialized software, such as Microsoft Outlook, as well as basic Windows navigation.   Charlotte Grimme is the executive director, and is in charge of all administrative decisions.   Daniel Musher is the development director.   Mark Berton was the ARL's technical director, however he left the organization in March to pursue a different career. The ARL is currently taking applicants to fill the position.

Technical Environment

The ARL has 17 recently purchased computers, all running Windows XP/SP2.   They use Adoption Software called Adopt-a-Friend, which has been troublesome in the past but a recent update has fixed many issues.   To keep track of donors they are switching to Raiser's Edge, which has been installed but is not in use yet.   They have spyware detection software on all computers, though this is not updated or run with enough regularity.   There are several personal printers and one large laser printer and scanner connected to the network.   There is a high speed DSL connection to a local area network running throughout the office, and all of the computers are hooked up to it. They have a new Dell Server and a fairly new Firewall that was donated to the organization.   Each computer has a static profile, meaning that an employee cannot access their personal settings from any computer.   There is some shared user space, but it is not used often.

Technical Management

Mark was responsible for technology upkeep and management.   Much of his daily work was spent troubleshooting problems, often recurring ones with fairly simple fixes, for example, rebooting the computer.   Although he tried to encourage others to update their own virus protection, he personally ran checks on most of the computers in the office every one to two months.   Backup is theoretically done automatically at the end of every week by a third party company that is donating their services.   Since there has never been a need to restore any files due to some emergency, this system has not been tested, but is assumed to be working.

Technology Planning

Currently there is no technology plan in place to update hardware and software with regularity. Rather, issues were addressed as they arose by Mark.   If new hardware or software is necessary, Mark explained the need and how it would help the organization to Dan Musher, who controls budgeting for the department and he would bring the recommendations to Charlotte for approval.

Internal and External Communication

The main facility is small enough to allow fairly easy oral communication.   In addition, the employees have e-mail and use it fairly regularly.   Their external communication includes talking to foster families, working with local groups like the radio station for fundraising, and sending newsletters to donors.

Information Management

Information critical to the organization includes:

- Current animal information - Managed by the Adopt-a-Friend software

- Information on people who wish to adopt – Managed by Adopt-a-Friend

- Information on donors – Will be managed by Raiser's Edge

- Information on vet clinic patients – Managed by ClientTrax

II. Scope of Work

Task 1. Ease Migration to Raiser's Edge

The ARL recently made the decision to switch from DonorPerfect to BlackBaud's Raiser's Edge software for their donor database. They have purchased the software and four licenses. As part of the purchase, BlackBaud will translate ARL's current DonorPerfect database into a ready-to-use Raiser's Edge database. The problems that we will experience are establishing a means to transfer information with BlackBaud, checking their sample database for errors, and manually inputting the entries that could not be translated.

Activity	Expected Outcome	How to Measure	Current Measure	Evidence of Change
Staff become acquainted with Raiser's Edge software	Ability to use basic Raiser's edge functionality and pass on this knowledge	Ability and time taken to do certain tasks, like add donors, import, sort, and retrieve data, etc.	No familiarity with Raiser's edge. Time to manage donor information.	Comfortable use of Raiser's edge. Reduced time to manage information.
Migrate current donor database into Raiser's Edge	Raiser's edge can become the sole software responsible for this data, making working with the data more simple and quick	Percentage of database imported	None of the database has been imported	When the old database software is no longer required to access any data
Develop staff training process for Raiser's Edge using screen capture software to make short work process descriptions	Incoming staff who will use the software will have a smaller learning curve and will be able to use the most common features quickly	Level of description and how understandable the training process is. Time to learn software with and without it	No training process in place	Employees are able to use the most commonly employed features after only a quick and basic intro to the software

Feasibility

The feasibility of this project depends heavily on how available BlackBaud's technical support is and how quickly they can give us a first and final package of the migrated data. Certainly in the long run this project is feasible and ARL has committed to seeing it through, but it may not be possible to have everything implemented within my time at the organization.

Task 2. Increase Base Computing Knowledge

All employees who use computers can perform basic tasks such as handling Word Documents and checking E-mail. However many are not comfortable with other tasks that will increase security and productivity, for example performing virus scans and scheduling meetings in Microsoft Outlook. This is especially important since the ARL is currently without a technology director, and Mark was typically the person to go to with computing questions.

Activity	Expected Outcome	How to Measure	Current Measure	Evidence of Change
Figure out most commonly occurring problems	A list of common problems and processes to document	Number of items on this list	No list	A list of the most common problems
Introduce Dan to screen capture software and show him how it can be used to write protocols for activities	We will make several how-to files together, after which Dan will have the expertise to be able to make them himself	How quickly Dan can create a simple how-to file using screen capture software	Dan has not created any such files	Dan being able to use the screen capture software
Write protocols for how staff can fix the most common problems they experience	Staff will no longer have to come to Mark for help, but will be able to follow the step-by-step instructions to fix their problem	Number of protocols and ease of use for staff without technical training	No instructions are written	Staff are more self-sufficient and can fix their problems without help from a technical expert

Feasibility

This is a very attainable goal and should not take much time. There are numerous shareware screen capture programs that can be used to make several files for free, and can be purchased if more files are necessary. Also Dan already has a good understanding of Microsoft Word, and importing screen captures is fairly simple.

Task 3. Write a Technology Plan

ARL does not currently have any plan for updating technology regularly and assessing whether their current technology is meeting the needs of the organization.   Such a plan would allow them to budget for technology effectively, to be more technology oriented and help eliminate redundant work habits, and to raise funds for technology more effectively with a clear plan of what they hope to accomplish.

Activity	Expected Outcome	How to Measure	Current Measure	Evidence of Change
Create a planning committee	Have a group of staff members interested in helping create the plan who will later be able to participate in its upkeep	Has a committee been created	Currently myself, Mark, Charlotte, and Dan will definitely be providing input, but other members have not been finalized	A group devoted to the creation and upkeep of the plan that can later convene to reexamine it twice a year or so
Document Hardware and Software (Possibly)	This would help to keep inventory of what hardware is getting old and should be considered for replacement	How much of the hardware has been documented	No documentation	A list of hardware models, years, manufacturer number, etc.
Figure out how technology fits into the corporation's mission statement and begin considering some problems with the committee	A list of ideas for problems to address and possible solutions that we can use to begin writing the plan	How many items are on the list	No list exists	A list of possible ideas
Write a first draft of the plan and send it to the committee for feedback. Then revise the plan and repeat this process	This method of draft and revision will allow everyone to give input without having to sit down and write the plan together, which is impractical	The existence of a working document and how many people input comments and ideas when this document is sent out	No draft of the plan exists	A plan that has been edited several times and by consensus is a acceptable as current work plan

Feasibility

This will be difficult if we find it necessary to document all of the organization's hardware, since this information is not currently stored anywhere and would have to be manually collected.   As far as overall planning for how technology fits into the corporation however, this is a feasible task and Charlotte and Dan are both excited and willing to contribute to the planning process.

III. Outcomes and Recommendations

Task 1. Ease Migration To Raiser's Edge

- We experienced delays early because we could not use their FTP setup in Internet Explorer, nor could we use third party software such as Secure Shell File Transfer Client. After several meetings we discovered we could set up a Windows shared network place. This allowed us to zip up the DonorPerfect database and transfer it to BlackBaud for migration.
- Part of the BlackBaud purchase was migration services. They laid out a timetable such that, once they sent us the "draft" database, we would explore it for one month to make sure everything was migrated in an intuitive way, as well as looking into the files that were not completely migrated to see if there is some simple solution. We would reply with this information and after several weeks more they would send us a final and ready to use database. Unfortunately their first draft database was seriously flawed in that no address information was mapped for any donor. As a result they had to start from the beginning, and we were left with only a generic sample database to work with. As a result, we were not able to have a working database by the end of my time with the ARL; however we accomplished the following tasks that will help to jump into the database once it is ready.
- Since we have the shared user space set up, transferring the database should not prove problematic.
- We explored the sample database to familiarize ourselves with Raiser's Edge functionality. Thus, although the final database will have different fields and will be used for slightly different tasks, Dan will already have some Raiser's Edge experience and will find it easier to adapt to the new software.

Task 2. Increase Base Computing Knowledge

- A major outcome of this project was writing a computer use policy. Dan and I explored some templates and created a computer use policy that addresses virus scans, e-mail practices, and web practices. For the most part this document is a statement of practices that are intuitively proper computing behavior, however now there is an official document that can be referred to if an employee is unsure of whether an action as allowed. Furthermore, if there is some breach of security due to actions contrary to what is described in the policy, Dan will have a copy of the document signed by each employee, which will aid him in taking the appropriate actions to make sure it does not happen again. The policy is ready to go and Dan is planning to implement it this week.
- We also created documents to describe simple computer tasks. Dan and I used screenshot utilities to make PDF how-to files. For example, we made one describing how to set automatic security updates in Symantec AntiVirus and how to schedule meetings in Microsoft Outlook. By participating in the making of there documents, Dan has learned how to use the screenshot software and will be able to make similar documents for other tasks. For example, it may become necessary to make a document describing how to use some of Raiser's Edge's new features, and Dan is now able to do this. A next step would be to become familiar with video screen-recording technology. For very complicated tasks, it may be more effective to make a video file that records screen actions with an oral description.

Recommendation 1. Organize The Network

Currently no one has a very good understanding of how the network is organized.   We know that there is one server in the closet upstairs, another under a desk, and a bunch of wires running to a firewall through the ceiling tiles somehow, etc.   If a problem ever occurred in the network, for example if some cable failed, it would be very difficult to diagnose in its current state.   By investing time to plan ahead when we can perform controlled shutdowns without limiting ARL services, we can limit the time that the system is down in an emergency.   This is very important because Alleghany County expects ARL to provide some 24 hour services, and a sudden and sustained failure during peak hours would be unacceptable.   It is hard to quantify the return on investment for this kind of recommendation- it is possible that nothing will ever go wrong, however in the event that something does go wrong and the network was down, being well organized could make this a fix that takes two hours instead of two days.

Strategies:
- A good start would be to understand what is currently connected to what.   If there was a diagram of what port in the computer a cable is connected to, and what port in the firewall it is connected to, etc., then moving everything around would not be so daunting.   This could be achieved by starting from the point where the internet cable enters the building, and seeing where it goes.   It will probably reach some hub or router, which will have cables connected to other routers, computers, a firewall, etc.   By following all connections from one device at a time, a complete connectivity diagram could be achieved.
- If there was an area devoted to the servers and firewall, etc, it would be much easier to access them and the connections would be much more apparent.   Designating an area or at least fully devoting a large closet and putting up shelves to house everything in an efficient way in one place would help a lot.   For a maximally optimized environment it would probably be necessary to do some wiring work in the building, but that may be excessive.

Expected outcomes:
- If the network ever went down, it would be much easier to diagnose and fix the problem.   For example, if a single computer is not able to connect to the internet, it is possible that something is wrong with the port it is connected to on the router.   Upgrades would also be much quicker.   For example, ARL has an external firewall unit.   If this ever needed to be replaced, it could take hours to set up without current connection information, leaving the ARL vulnerable or without internet for the greater part of a work day.   If there was a network map or some record of where connections exist is would be much easier to install such an upgrade.

Resources Necessary:

- It would certainly take some staff time to document the network.   If there is no one comfortable enough with networking to know what the function of a device is, for example, it may be necessary to bring in a technical expert like Carl.   Also before making any changes it may be wise to have an outside expert come in and take a look at your findings and the plan of what to move around to make sure it is sound.

Recommendation 2. Use Electronic Records Instead of All Paper Files

It seems like this is a goal whose benefits are clear that has been implemented in most areas of the ARL, but there are a few noteworthy exceptions.   The clinic still uses paper files for most of the animals that come in.   After a file is written or altered, it is stored in a box in the office, where it must be found by hand if it is needed at a later time.   After two years of storage, the file is moved offsite to an extended time storage area, due to the statute of limitations in Pennsylvania on cases where the information in the file would be valuable.   Thus both storage and retrieval of the file among thousands of others is very inefficient.   By switching to electronic files we can reduce costs for paper and make storage and retrieval simpler, faster, and more space effective.   Although it is uncommon to retrieve files from extended storage, files must be retrieved from temporary storage fairly regularly for animals that come into the clinic several times, in the same way as a doctor has an extensive patient history that he uses for every visit.   ARL also receives requests for copies of records from families that have moved or from other clinics treating their pets.

Strategies:
- The problem with implementing this in the clinic is that it is difficult to enter information correctly at the level of speed required by the number of patients that come in daily.   However hospitals have the same problems, and some have managed to work completely electronically. One possibility would be investing in tablets with clinic software so that the vets are basically not doing anything differently, but they save everything electronically.   If this was the case you could further improve productivity by having a wireless network, allowing vets to access any record and save it seconds without needing a desktop station.   Although few hospitals rely fully on this kind of solution, there have been several successful pilot programs, and technology has been developed specifically for a medical setting.   For example, Intel has developed a rugged tablet pc called the mobile clinical assistant that can easily be disinfected.   In technologically advanced hospitals this can use Bluetooth to link to diagnostic equipment, as well as accessing all patient records: http://www.e-health-insider.com/news/item.cfm?ID=2500. This kind of technology would still be very expensive and is not widely used, but could be a long-term goal.
- A more cost effective compromise would be to scan records and save the soft copy instead of the hard copy.   This is probably the best short term solution.   This could be seen as a stepping stone to a tablet solutions which can be put into the Technology plan as a long-term goal.   All that would be necessary is after a clinic visit, the files are scanned into a computer on saved. Then, on any subsequent visit, it can be quickly accessed and printed.   This will cost a little time in terms of storage, but will save a lot of time in search and retrieval.

Resources necessary:
- If we scan files and save them to the current server, the only resource necessary is time spent scanning and moving files around, since the ARL already has a functional scanner with software installed.   I think that the time gain for finding important records when the need arises will justify the time spent in scanning them for storage, plus the ARL would have more space, which is non-trivial since records are stored for over 5 years.

- As for tablet pc's, these are not yet a viable option, however for research purposes the following websites would be helpful:
  - http://www.medicaltabletpc.com – A site dedicated to medical tablet pc's.
  - http://www.e-health-insider.com/news/item.cfm?ID=2500 – An article about Intel's new tablet pc specifically for the healthcare industry.
  - http://www.emrupdate.com/ - A site about electronic medical records.

About the Consultant

Yakov Rabinovich is a sophomore at Carnegie Mellon University double majoring in Computer Science and Discrete Math and Logic.   He has previously had a software development internship with a startup CAD company, and this summer he will be interning with Hewlett-Packard in the Boston Area.

Appendix A.

Technology Use Policy

Animal Rescue League Acceptable Use Policy

1.0 Purpose

The purpose of this policy is to outline the acceptable use of computer equipment at the Animal Rescue League.   These rules are in place to protect the employee and Animal Rescue League.   Inappropriate use exposes Animal Rescue League to risks including virus attacks, compromise of network systems and services, and legal issues.

2.0 Scope

This policy applies to employees, contractors, consultants, temporaries, and other workers at Animal Rescue League, including all personnel affiliated with third parties. This policy applies to all equipment that is owned or leased by Animal Rescue League.

3.0 Policy

3.1 General Use and Ownership

1.
While Animal Rescue League's network administration desires to provide a reasonable level of privacy, users should be aware that the data they create on the corporate systems remains the property of Animal Rescue League. Because of the need to protect Animal Rescue League's network, management cannot guarantee the confidentiality of information stored on any network device belonging to Animal Rescue League.

2.
Employees are responsible for exercising good judgment regarding the reasonableness of personal use. Individual departments are responsible for creating guidelines concerning personal use of Internet/Intranet/Extranet systems. In the absence of such policies, employees should be guided by departmental policies on personal use, and if there is any uncertainty, employees should consult their supervisor or manager.

3.
For security and network maintenance purposes, authorized individuals within Animal Rescue League may monitor equipment, systems and network traffic at any time, per the Audit Policy.

4.
Animal Rescue League reserves the right to audit networks and systems on a periodic basis to ensure compliance with this policy.

3.2 Security and Proprietary Information

1.
The user interface for information contained on Internet/Intranet/Extranet-related systems should be classified as either confidential or not confidential, as defined by corporate confidentiality guidelines, details of which can be found in Human Resources policies. Examples of confidential information include but are not limited to: company private, corporate strategies, competitor sensitive, trade secrets, specifications, customer lists, and research data. Employees should take all necessary steps to prevent unauthorized access to this information.

2.
Keep passwords secure and do not share accounts. Authorized users are responsible for the security of their passwords and accounts. System level passwords should be changed quarterly, user level passwords should be changed every six months.

3.
All PCs, laptops and workstations should be secured with a password-protected screensaver with the automatic activation feature set at 10 minutes or less, or by logging-off (control-alt-delete for Win2K users) when the host will be unattended.

4.
Because information contained on portable computers is especially vulnerable, special care should be exercised. Protect laptops in accordance with the "Laptop Security Tips".

5.
Postings by employees from an Animal Rescue League email address to newsgroups should contain a disclaimer stating that the opinions expressed are strictly their own and not necessarily those of Animal Rescue League, unless posting is in the course of business duties.

6.
All hosts used by the employee that are connected to the Animal Rescue League Internet/Intranet/Extranet, whether owned by the employee or Animal Rescue League, shall be continually executing approved virus-scanning software with a current virus database. Unless overridden by departmental or group policy.

7.
Employees must use extreme caution when opening e-mail attachments received from unknown senders, which may contain viruses, e-mail bombs, or Trojan horse code.

8.
Employees must run virus and spyware checks at least once a week.   This currently involves a Symantec virus scan and a SpyBot spyware scan.

3.3. Unacceptable Use

The following activities are, in general, prohibited. Employees may be exempted from these restrictions during the course of their legitimate job responsibilities (e.g., systems administration staff may have a need to disable the network access of a host if that host is disrupting production services). Under no circumstances is an employee of Animal Rescue League authorized to engage in any activity that is illegal under local, state, federal or international law while utilizing Animal Rescue League-owned resources.

The lists below are by no means exhaustive, but attempt to provide a framework for activities which fall into the category of unacceptable use.

<u>System and Network Activities</u>

The following activities are strictly prohibited, with no exceptions:

1.
Violations of the rights of any person or company protected by copyright, trade secret, patent or other intellectual property, or similar laws or regulations, including, but not limited to, the installation or distribution of "pirated" or other software products that are not appropriately licensed for use by Animal Rescue League.

2.
Unauthorized copying of copyrighted material including, but not limited to, digitization and distribution of photographs from magazines, books or other copyrighted sources, copyrighted music, and the installation of any copyrighted software for which Animal Rescue League or the end user does not have an active license is strictly prohibited.

3.
Exporting software, technical information, encryption software or technology, in violation of international or regional export control laws, is illegal. The appropriate management should be consulted prior to export of any material that is in question.

4.
Introduction of malicious programs into the network or server(e.g., viruses, worms, Trojan horses, e-mail bombs, etc.).

5.
Revealing your account password to others or allowing use of your account by others. This includes family and other household members when work is being done at home.

6.
Using an Animal Rescue League computing asset to actively engage in procuring or transmitting material that is in violation of sexual harassment or hostile workplace laws in the user's local jurisdiction.

7.
Making fraudulent offers of products, items, or services originating from any Animal Rescue League account.

8.
Making statements about warranty, expressly or implied, unless it is a part of normal job duties.

9.
Effecting security breaches or disruptions of network communication. Security breaches include, but are not limited to, accessing data of which the employee is not an intended recipient or logging into a server or account that the employee is not expressly authorized to access, unless these duties are within the scope of regular duties. For purposes of this section, "disruption" includes, but is not limited to, network sniffing, pinged floods, packet spoofing, denial of service, and forged routing information for malicious purposes.

10.
Providing information about, or lists of, Animal Rescue League employees to parties outside Animal Rescue League.

<u>Email and Communications Activities</u>

1.
Sending unsolicited email messages, including the sending of "junk mail" or other advertising material to individuals who did not specifically request such material (email spam).

2.

Any form of harassment via email, telephone or paging, whether through language, frequency, or size of messages.

3.
Unauthorized use, or forging, of email header information.
4.
Email is to be used for Company business only.   Company confidential information must not be shared outside of the Company, without authorization, at any time.   You are also not to conduct personal business using the Company computer or email.   Please keep this in mind, also, as you consider forwarding non-business emails to associates, family or friends. Non-business related emails waste company time and attention.

5.
Viewing pornography, or sending pornographic jokes or stories via email, is considered sexual harassment and will be addressed according to our sexual harassment policy.
6.
Any emails that discriminate against employees by virtue of any protected classification including race, gender, nationality, religion, and so forth, will be dealt with according to the harassment policy.

7.
Keep in mind that the Company owns any communication sent via email or that is stored on company equipment. Management and other authorized staff have the right to access any material in your email or on your computer at any time. Please do not consider your electronic communication, storage or access to be private if it is created or stored at work.

3.4 Internet Use

Internet use, on Company time, is authorized to conduct Company business only. Internet use brings the possibility of breaches to the security of confidential Company information. Internet use also creates the possibility of contamination to our system via viruses or spyware.   Additionally, under no circumstances may Company computers or other electronic equipment be used to obtain, view, or reach any pornographic, or otherwise immoral, unethical, or non-business-related Internet sites.

4.0 Enforcement

Any employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

5.0 Definitions

Term Definition
Spam: Unauthorized and/or unsolicited electronic mass mailings.

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 Wilkinsburg
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
(continued from back cover)

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 under estimated 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.)