

**Information Systems Management  
Course 95-822**

**Spring 2007**

**Final Consulting Report**

**Bethlehem Haven**

**Ujjwal Moitra**



# Bethlehem Haven

## Executive Summary

Student Consultant, Ujjwal Moitra  
Community Partner, Marcia Snowden

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### I. Background Information

Bethlehem Haven's mission is to:

*"Serve homeless women by providing them supportive housing and assisting them to achieve self-sufficiency."*[1]

Bethlehem Haven is a 501(c) 3 non-profit organization. For more than 20 years, the Haven has provided shelter and safety for thousands of homeless women.

### II. Consulting Tasks

#### Task 1. Database and Report Generation Requirements Analysis

The **database** at BH was designed and developed for use about 6 years ago. The database design and structure is not in sync with its current day requirements. The main problem is that the database is partially broken and is not suited in extracting relevant information from it for the reports that have to be generated. However, fields were randomly added to the database as and when the need arose. This led to the database growing in an ad-hoc manner. The database, although consistent, does not suit extracting information in an efficient manner. The historical data is overwritten each time new data is entered.

The heart of the problem at BH is the task of report generation. This has a big impact on the image of organization. The reports showcase the performance of the organization and influence the donations from the government as well as individual donors. In order to generate accurate reports, it is imperative that BH has an efficient system for data extraction. However, the managers at BH have a tough time generating reports from a broken and dysfunctional database. The inefficient data report generating procedure has trapped them into manually collecting information, filtering and compiling it every time they need to churn out a report.

#### Task 2. Potential Vendor Solution Search

The search for a potential solution started off with a big question- should the solution be developed in house or should it be a Commercial off the Shelf (COTS) product. There are arguments both for and against the two sides. On one hand, an in house solution would be cheap and a twist around the currently existing solution. However, there is no technical expertise at BH to look into the database, clean it up and tweak it to its current needs. On top of that, there was no surety of whether the solution would be sustainable after it was re done. The COTS solution looked like an attractive option but the downside was that it would have been too expensive- both in terms of the initial installation cost and the maintenance fee. However, it would have left the task of customizing the solution and maintaining it thereafter on the shoulders of the commercial vendor. There was another

aspect which needed to be probed- if BH should buy equipment and software and store the DB at its facility or if it should let the vendor host the database and simply access it through a web portal (via the internet).

### III. Outcomes Analysis and Recommendations

#### Task 1. Database and Report Generation Requirements Analysis

- Understand the technological needs of the organization
- Detail the shortcomings in report generation capability
- Argue and decide as to what went wrong with the DB, how could it be fixed/replaced
- Prepare a draft RFP for inviting tenders from vendors.
- Store a blue print of the technology review at their organization.
- Propose a potential vendor and a customized solution from the third party

#### Recommendations

It is important for the various teams at the community partner organization to document the reporting needs as extensively and concretely as possible. Any vendor (say Unicentric Inc.) would need the specifications of the various reports that the community partner needs to produce. At this moment, the teams have documented their needs for the student consultant but have not provided them in a fashion which can be gathered and put to concrete design phase.

#### Task 2. Potential Vendor Solution Search

The community partner has identified Unicentric Inc. as a potential vendor for implementing the entire solution. The student consultant was involved in

- Helping the community partner better understand the offer from the vendor.
- Helping the vendor better understand the needs of the community partner.
- Helping negotiate the price of the services offered by the vendor. The costs have to be kept confidential to satiate the confidentiality agreement.

#### Recommendations: Vision for the Future

Bethlehem Haven is about to merge with another organization this summer to form a larger non profit entity. It is important to realize that as they grow, the appreciation towards technology as a part of their existence would have to increase. They would need to transfer digital documents between two physically separate locations which calls for a well thought out plan to manage documents in a low cost and secure fashion.

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Ujjwal is a graduate student at INI.  
He will begin working as a consultant for Deloitte  
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# Bethlehem Haven

## Final Consulting Report

Student Consultant, Ujjwal Moitra  
Community Partner, Marcia Snowden

### I. About the Organization

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#### Organization

Bethlehem Haven's mission is to:

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

Bethlehem Haven is a 501(c) 3 non-profit organization. For more than 20 years, the Haven has provided shelter and safety for thousands of homeless women.

#### Facilities [1]

The emergency shelter at Bethlehem Haven provides homeless women with a safe, clean environment and an opportunity to work with caring staff to assess their needs, develop a plan of services, and establish goals for reclaiming their lives. Some salient features are

- Free overnight shelter for 28 women
- Maximum stay: 60 days in a year
- 7 dormitory-style rooms (4 women per room)
- Intensive case management
- On-site breakfast and dinner

As of June 1, 2006, STAR (Striving Towards Authentic Recovery) and Step Up were merged into one program, called A Step Up. This provides a stronger program with a longer time frame of up to two years with a combination of 20 beds for the full program. The program includes:

- Cooking dinner for the community
- Attending drug and alcohol meetings if necessary
- Life Skills classes
- Attending women's empowerment meetings once a week with assistance from the YWCA
- Treatment team meetings
- Fulfilling a requirement to work, go to school or volunteer within 30 days of entering the program

Activities of the 902 Clinic include the scheduled clinic hours, mental health assessments and evaluations, medication treatment, follow-up and aftercare treatment, individual counseling sessions

with the psychologist, group and individual educational sessions and outreach work in the shelters and drop-in centers and on the streets.

## Programs [1]

The partnerships formed during the capital campaign-with service providers, volunteers, and funders-have inspired and helped to sustain the programs through the past four years. Since moving to Fifth Avenue Commons, the Haven has provided shelter and supportive services to more than 2,000 homeless women. The continuum of care consists of a range of housing and supportive services designed to enable each woman to identify her needs, develop a plan of action, and work toward successful outcomes.

### **Residential programs include:**

- [Emergency shelter](#) for up to 28 women.
- **Transitional housing and supportive services** ([A Step-Up](#)) for up to 20 women.
- [SOAR is a Safe Haven](#) provides permanent housing and supportive services for up to 16 women in Allegheny County who have multiple episodes of mental health related homelessness (located off-site at LifesWorks Western PA).

Services are available on site through the following Haven programs:

- **Health & Wellness Center.** Medical, podiatry, and dental care for homeless women and men (Health Care for the Homeless Project/Primary Health Care Services) and obstetric/gynecological services and women's health education for homeless women (Magee Women's Hospital UPMC).
- [902 Clinic](#): Group and individual mental health services for homeless women and men (professional psychiatric services are subcontracted through Mercy Behavioral Health and Western Psychiatric Institute and Clinic).
- [Project Employ](#): Individualized life skills, professional development, job training, and supportive employment for homeless women and men through professional occupational therapy services.

## Staff

Bethlehem Haven has 18 permanent staff listed on its website but the actual strength is about 50. Most of the staff at higher position remains the same but it keeps rotating at the level of volunteers and low level staff like nurses. This is the latest organizational chart maintained by Bethlehem Haven. There are four board members and about 20 permanent members.

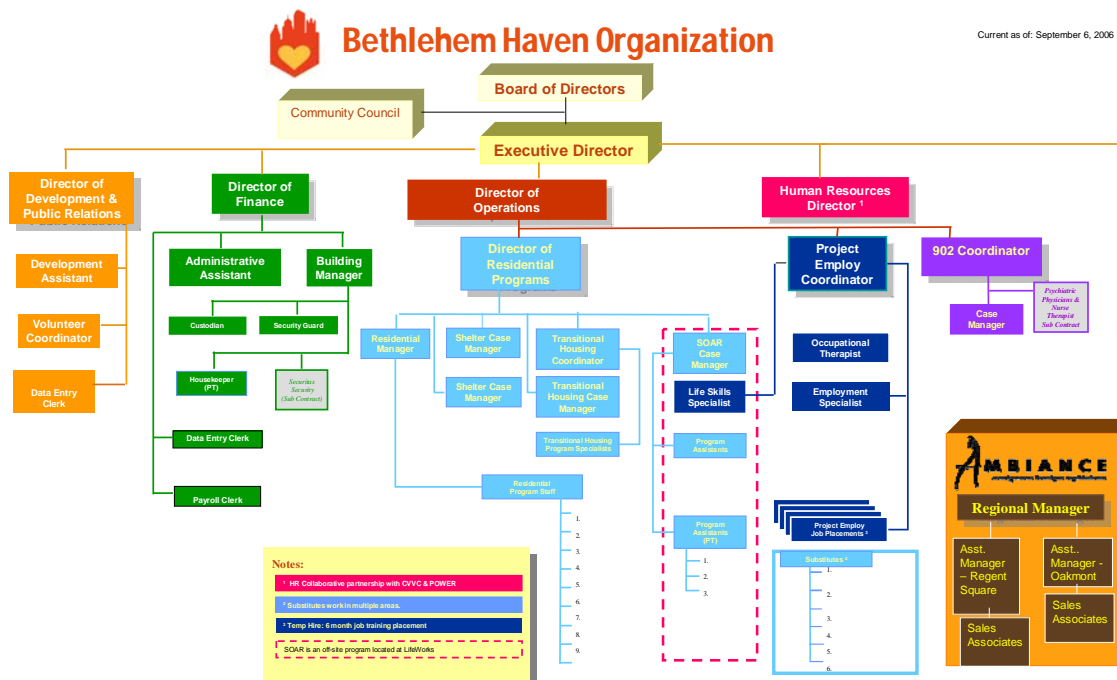


Figure1: Organizational Chart at Bethlehem Haven

## Technical Environment

Bethlehem Haven has about 25 desk computers and around 5 laptops. It has a dedicated cable line for internet usage within the organization. They have setup a wireless connection (which is insecure at the moment) to be used only for the laptops. Most of the work with the laptop is done by one data entry clerk. The organization also has a backend server which serves to store relevant data. The company has a website which is developed and maintained by an outside agency.

## Technical Management

Most of Bethlehem Haven's technical infrastructure has been deployed and is maintained by a technical consulting company called Red Square. Most of the day to day technical problems are handled by a data entry operator or by the general staff. The consulting firm is called in case of infrastructure upgrades, planning and for problems beyond the scope of the staff present.

Component	Information
Computers	Every staff member has one
Hardware	Small Business Server
Network	LAN, CISCO Routers
Internet connection	Wireless connection throughout the whole organization
Operating System	Windows XP Professional
Software Packages	Peach Tree- for accounting
Service Pack II	Nicole uses it to protect hardware

Client Touch	Self Developed Database Software
Output Equipments	Printers, Photocopiers etc.

Table 1: IT Infrastructure at BH

Source: Bethlehem Haven Consulting Project Final Consulting Report by Xihua Chen, December 2006

## Technology Planning

Bethlehem Haven has a better approach to technology planning and development than most small non profit organizations. However, technology is not the only issue that they deal with. Since their main operation is to provide shelter to homeless women, technology planning is dealt with an as needed basis. Last year, they had a graduate student from Carnegie Mellon University come over to help them analyze their technical needs. This spring they have another graduate student help them come up with a document for their needs after analyzing and matching their needs and a suitable solution.

## Internal and External Communication

Staff members communicate internally via phone, email, and a newsletter. All employees can use email and word processing applications. External communications take place through the websites, phone, email, or in person during meetings. In general, the communication is based on as need basis.

## Information Management

The organization also has a shared network drive where most of the users share important documents. It is accessible to everyone. It also has a database which is modifiable by 3 employees. One data entry operator feeds data every day from paper forms collected from within the organization. There are some backup tapes but their exact status is unknown. Information is retrieved through a database client called 'Client Touch'. The information retrieved from the database is used to process reports. Reports of various types need to be generated on a regular basis like

- HUD monthly reports
- Annual report
- Foundation Reports
- Board Reports
- FEMA Reports

## II. Scope of Work

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### Task 1. Database and Report Generation Requirements Analysis

The **database** at BH was designed and developed for use about 6 years ago. The database design and structure is not in sync with its current day requirements. The main problem is that the database is partially broken and is not suited in extracting relevant information from it for the reports that have to be generated. Currently, the database has the records of all the clients that the organization serves. However, fields were randomly added to the database as and when the need arose. This led to the database growing in an ad-hoc manner. The database, although consistent, does not suit extracting information in an efficient manner. The historical data is overwritten each time new data is entered.

*“There is an urgent need within the organization for a functional database which can provide integrated and authenticated data efficiently.” [3]*

Besides the database, there is an urgent need to streamline the **report generation mechanism**. The argument for this task was the overwhelming number of reports with improper and inconsistent formatting. With the creation of a template, we will be able to focus on other aspects of the class that deserve our attention.

The heart of the problem at BH is the task of report generation. This has a big impact on the image of organization. The reports showcase the performance of the organization and influence the donations from the government as well as individual donors. In order to generate accurate reports, it is imperative that BH has an efficient system for data extraction. However, the managers at BH have a tough time generating reports from a broken and dysfunctional database. The inefficient data report generating procedure has trapped them into manually collecting information, filtering and compiling it every time they need to churn out a report. There are some problems with the current manner in which the reports are generated. The source of data cannot be clearly traced back and verified for consistency. If there are multiple search parameters, the database might throw different results depending on the order in which the parameters have been selected. Also, the search index has more fields than there are in the backend DB. This leads the managers to search for certain parameters even when they do not exist in the DB. There is also a need for statistical analysis of the data stored. This can help in trend analysis which can help the managers have insights rather than pure data.

The first step was to take interviews with all the program managers. It helped in better understanding the needs and requirements of the people directly involved with report generation. Next, the information needs was categorized and prioritized. There are five primary forms of the reports that BH deals with and after a short search, there are solutions which can be directly used to generate HUD based report. However, all the needs could not have been bundled in one software based solution. Hence the need for a customizable solution was felt. The inputs from the data entry operator were highly insightful into how the data was processed and the consequent problems in extracting consistent and relevant information. The solution from Unicentric allows customizing the reports through easy to use menu driven drag and dropping solutions.

## Expected Outcomes

At the end of the consulting assignment, the report would serve as a template for the community partner to

- Understand the technological needs of the organization
- Detail the shortcomings in report generation capability
- Argue and decide as to what went wrong with the DB, how could it be fixed/replaced
- Prepare a draft RFP for inviting tenders from vendors.
- Store a blue print of the technology review at their organization.
- Propose a potential vendor and a customized solution from the third party.

## Feasibility and Additional Impacts

The proposed solution is highly suited and feasible to the needs of the community partner. It would however take them time to get quotes and decide on the final solution from three vendors (as required by the laws of the organization). Hence the implementation would stretch beyond the time period of the consulting assignment. The CP is in touch with a team from Unicentric Inc. and they are motivated to implement a new DB solution by this summer. The DB implementation would take time because clean data migration would take up a majority of that time. The solution is highly configurable and it is not difficult to train the employees in a short period of time. However, the team from Unicentric promises to install and maintain the product at reasonable prices. Hence the solution is maintainable after the student consultant leaves.

The solution would also help to streamline the management and storage of charts besides enable the funding sources to access and post information through public web spaces. The suggested solution's toolset has a menu driven drag and drop interface which makes it very easy and intuitive to use.

## Task 2. Potential Vendor Solution Search

The search for a potential solution started off with a big question- should the solution be developed in house or should it be a Commercial off the Shelf (COTS) product. There are arguments both for and against the two sides. On one hand, an in house solution would be cheap and a twist around the currently existing solution. However, there is no technical expertise at BH to look into the database, clean it up and tweak it to its current needs. On top of that, there was no surety of whether the solution would be sustainable after it was re done. The COTS solution looked like an attractive option but the downside was that it would have been too expensive- both in terms of the initial installation cost and the maintenance fee. However, it would have left the task of customizing the solution and maintaining it thereafter on the shoulders of the commercial vendor. There was another aspect which needed to be probed- if BH should buy equipment and software and store the DB at its facility or if it should let the vendor host the database and simply access it through a web portal (via the internet).

## **Expected Outcomes:**

At the end of the consulting assignment, the community partner was able to decide on the potential vendors for the solution it desires. To this effect, a lot of research was done to find out potential vendors which deal extensively with non profits with special emphasis on the ones which have experience with homeless shelters. The community partner would be able to:

- Decide on list of potential vendors
- Pass on a list of desired features (which would be customized to their needs from task 1)
- Decide in a prudent manner which of the vendors best fits the stated objectives of the organization
  - Cost Effectiveness – one time and annual
  - Features of the product
  - Sustainability of the solution

## **Feasibility and Additional Impacts:**

The solution from Unicentric Inc. unifies the service delivery into a single framework which improves the efficiency and is sustainable in the long run. The report generating interface is customizable for current and future needs of the company. There is also enough time to implement the report generation solution after the clean data has been transferred onto the new system. The generation interface is highly customizable and hence can be modified to best suit the needs of people generating those reports. The CP is excited about implementing such a solution and has been in touch with Unicentric in knowing more about their product. On an individual basis, I have asked for quotes and information brochure from Unicentric. The pit fall could be if dirty data is transferred onto the new system- that could seriously jeopardize the consistency and reliability of the reports. The solution comes with servicing plans from Unicentric which has a quote exclusively for BH.

The solution from Unicentric Inc. would allow us to track individual client information in a consistent and reliable fashion. This restructuring would not only streamline the data flow and report generation but also help improve the information management of the organization. The intuitive solution would help in reducing the repetitive work and improve staff efficiency.

The organization needs either a redesigned database or a new DB solution. Since the CP is very much opposed to re working the current solution, it makes it easier to go in for a solution which is completely fresh and suits the needs of the organization. In this effect, both the CP and the student consultant have been looking at the ‘Service Xpert’ solution from Unicentric IT Solutions. The solution claims to be

*“Consolidate all of the case activities of clients or groups of clients into electronic case files to increase the efficiency of case management.” [5]*

This is highly suited to the needs of the CP because they need a one stop solution for managing the client profiles without overwriting the history of operations associated with each client.

### III. Outcomes and Recommendations

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#### Task 1. Database and Report Generation Requirement Analysis

The database has not yet been replaced at the community partner's side. However, the CP has been able to learn more about what was lacking earlier and what is needed in the future to streamline information management at their organization. In particular, the progress that was made is listed below:

- The community partner knew that the database was not suitable for the kind of work they did. The precise reason for that was the database was broken from within- new fields were added on an ad-hoc basis which left the process of data retrieval crippled.
- The CP was able to document the needs of the organization at one place. In particular, the major needs included :
  - The entire profile of a client to be available from a single place (or portal)
  - The history of the client to be preserved after new data is added to pre existing fields.
  - Retrieval of ad-hoc information about their clients on an as need be basis
  - One click report generation
    - The various teams in the CP organization were able to brainstorm and come up with a list of requirements for their reports.

It takes the community partner at least two days to collect all the necessary raw data to start preparing for monthly report. Thereafter, it takes at least a day of sifting through them and extracting the relevant information and putting it together in a report form. After the solution is implemented, it would seconds to generate a monthly report with a predefined format.

This means that the HUD as well as donor reports can be on time without wasting too much time in processing and generating them. It saves time, cuts operational costs and increases the efficiency of the staff. Overall, it helps bring in more donations to serve the homeless women at BH.

<i>Family Services</i>					
<b>Demographic Report</b>				<i>Total Assessments:</i> 91	
<b>Sex</b>		<b>How often leave home</b>		<b>Depression Inventory</b>	
Male	26			<b>Score</b>	
Female	62			0-5 Normal	50
Unknown	3			6-10	21
<b>Marital Status</b>		<b>Currently Lives with</b>		11-15	8
Married	35	Spouse	34	Unknown	12
Widowed	38	Child	2	<b>ADLs 3 or higher</b>	
Divorced	5	Family Member	10	Meal Preparation	21
Single	9	Other	33	Feeding Self	2
Unknown	4			HouseWork	48
<b>Age Range</b>		<b>Care Giver</b>		Laundry	44
Unknown	7	Self	47	Shopping	45
0-4	1	Sibling	0	Transportation	40
60-64	1	Child	6	Bills	28
65-69	1	Relative	10	Home Maintenance	68
70-74	4	Friend	0	Using the Phone	6
75-79	13	Clergy	0	Medication	20
80-84	20	Professional	7	<b>Mini Mental</b>	
85-89	24	Other	13	< 20	9
90-94	14			20-23	6
95-99	5			24-27	6
100-104	1			27-30	44
<b>Zipcode</b>		<b>Transportation</b>		Unknown	26
15203	1	Access	36	<b>Fitness Programs</b>	
15206	2	OPT	21	Aerobics	1
				Aquatics	7

Fig 2: An example of flexible reporting under the proposed vendor solution.[6]

## Task 2. Potential Vendor Solution Search

The community partner has identified Unicentric Inc. as a possible vendor for implementing the final solution. There have been a few meetings with the concerned vendor. The student consultant was involved in a three hour meeting a fortnight ago to

- Help the community partner better understand the offer from the vendor.
- Help the vendor better understand the needs of the community partner.
- Help negotiate the price of the services offered by the vendor. The costs have to be kept confidential to satiate the confidentiality agreement.

The student consultant was also involved in analyzing the product from Unicentric. After a couple of meetings with their representatives, the community partner was briefed about the potential benefits and lacking points of the vendor and its solution. Besides this, two other vendors from outside of Pittsburgh were considered but they were found lacking on some issue or the other. The community partner would identify two more vendors before asking for RFPs.

The report generation interface is totally customized to the latest needs of the community partner.

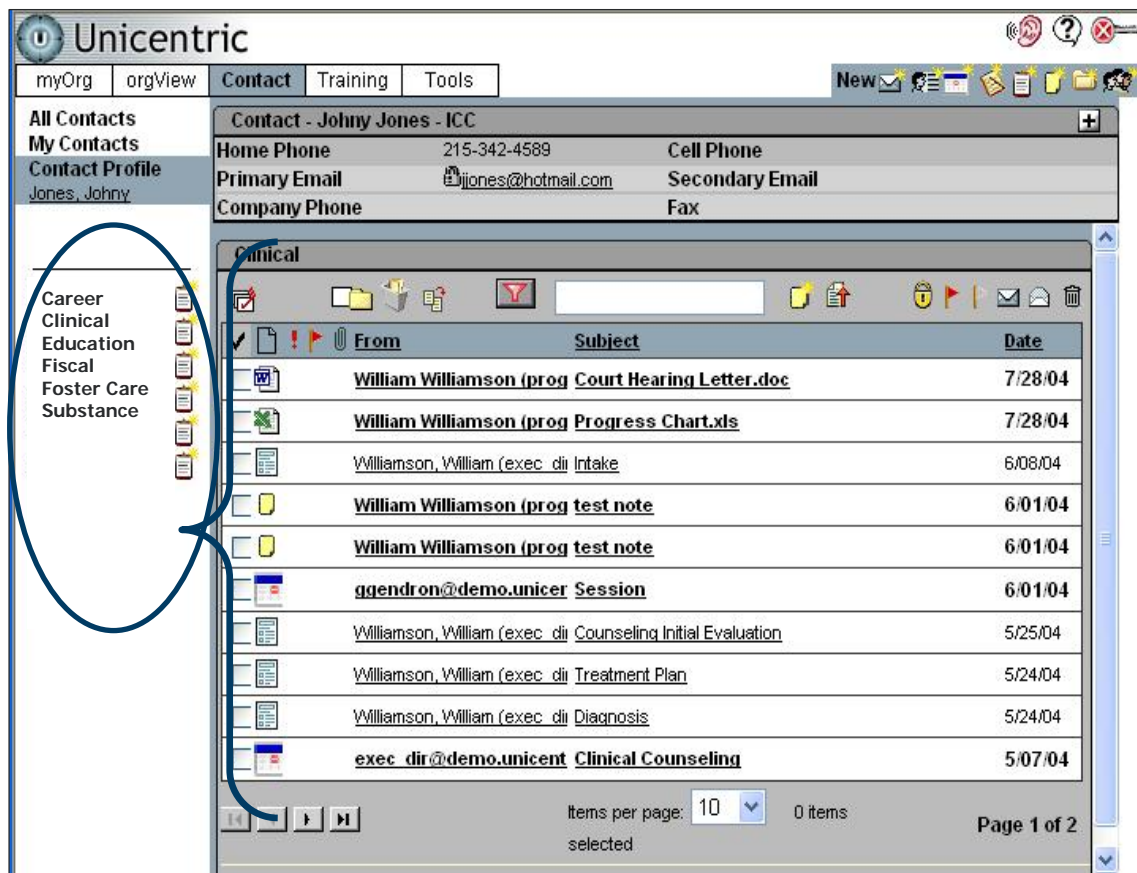


Fig 3: A Snapshot of the unified Unicentric client management system [6]

Unicentric Inc believes that it would take them about 350 hours to setup the entire system from scratch. There is a one time fee associated with this but any left over hours can be credited for use by the community partner. Besides, the package from Unicentric includes about 10000 hours of consulting over the entire year.

If the community partner feels that minor changes are necessary to the manner in which reports are being generated, the interface can be changed to sustain the new changed needs. This is because the web based solution is based on a common code based with a customizable VBScript GUI on top of that layer. Hence even in the case of a change in needs, the solution is highly malleable. . Day to day needs can be met by special contacts from Unicentric- which is again over the phone. Also, the downtime of Unicentric has been just 40 seconds in the past 6 years which demonstrates that their solutions are highly available and subscribe to the highest standards of technical integrity.

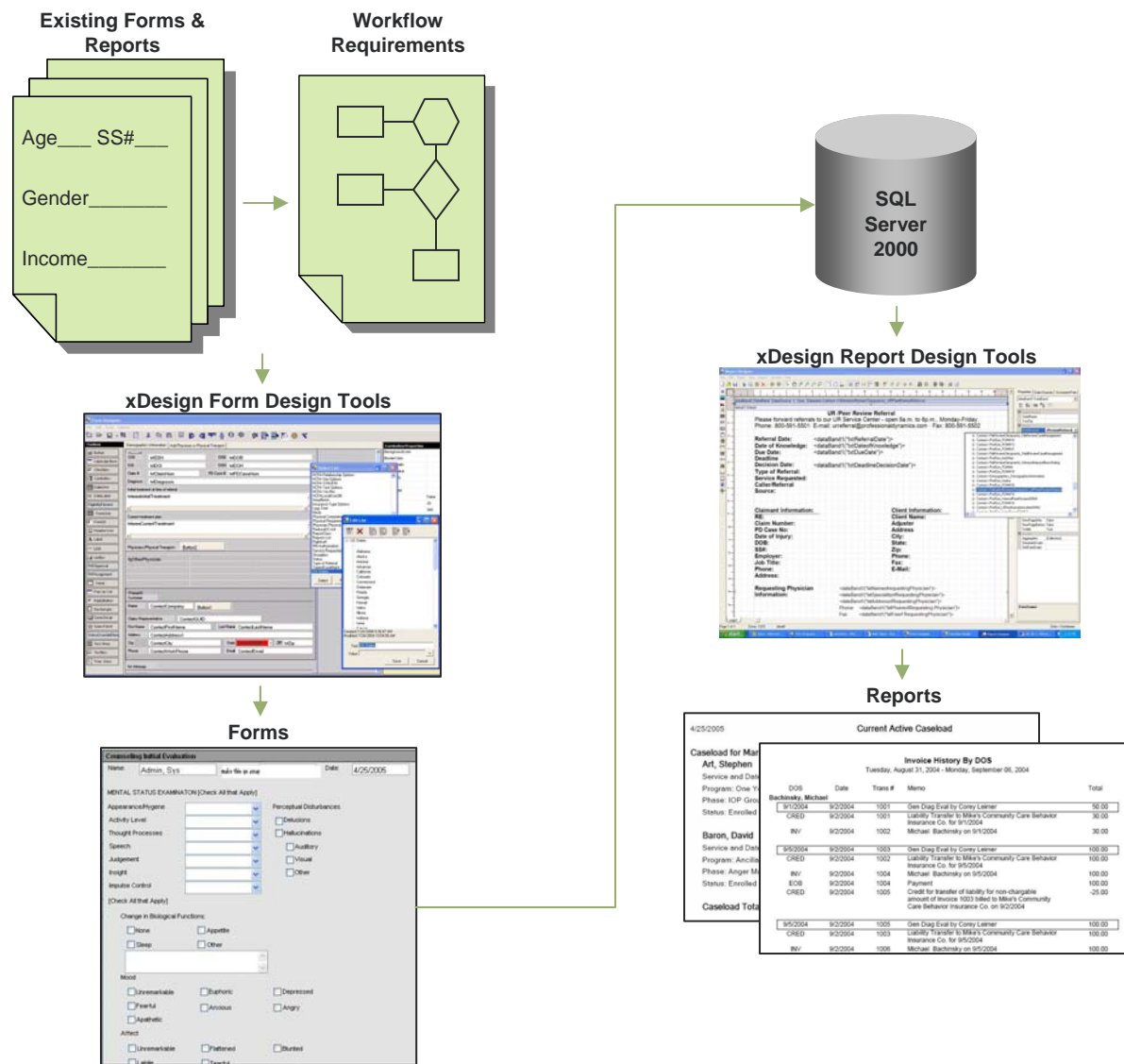


Fig 4: The manner in which reports are generated by the vendor solution [6]

However, there are some **risks to the sustainability** of the solution. The database and the GUI are not easily modifiable by the CP on a day to day basis. This was the primary reason that the current database was broken but now since the interface would be written down in VBScript by the people at Unicentric Inc; it does not give complete control over day to day changes within the DB to the CP organization. Also, the tech support of Unicentric is between 8am and 6pm on weekdays. Unless there is a total breakdown in facilities, the sustainability might be in question in case the CP is experiencing partial problems at odd hours of the day or week.

There has been a **new vision** of how technology can support the day to day functioning of the community partner. The CP has realized that the use of technology and especially information management would play a major role in the near future for them. They are in the process of merging

with another non profit. This new growth calls for redesigning the entire network infrastructure, setup new facilities to manage the additional data storage and processing. Also, the current ClientTouch system has crippled the report generation and information retrieval processes. Now with the new system the CP sees the benefits of saved time, increased efficiency and easier information processing. All this has led to happier and informed donors translating to more funds to drive the mission of the organization.

## Recommendation 1. Documenting Reporting Needs

### **Background**

It is important for the various teams at the community partner organization to document the reporting needs as extensively and concretely as possible. Any vendor (say Unicentric Inc.) would need the specifications of the various reports that the community partner needs to produce. At this moment, the teams have documented their needs for the student consultant but have not provided them in a fashion which can be gathered and put to concrete design phase.

### **Approach**

1. List all the types of reports that need to be generated.
2. For each report, document all the fields from the database that need to be put into it.
  - a. This can only be done for reports which have a pre defined format.
3. Check to see if the possible fields exist in the database and if that information can be retrieved. This was one of the reasons that additional fields were added to ClientTouch and its subsequent degradation.
4. Pass on the list to the vendor to prepare sample report template.
5. See if the template is user friendly, intuitive and easily parsed.
6. Suggest changes to the vendor, if any, since after the format is finalized any subsequent changes would be charged a hefty fee.

### **Resources**

1. <http://www.techsoup.org> – A lot of HIMS (Homeless Information Management System) reporting formats can be found here. Besides, it can also be seen as a place to watch out for potential vendors.
2. <http://nten.org> – They is the membership organization for nonprofit professionals.

## Recommendation 2. Vision for the Future

### **Background**

Bethlehem Haven is about to merge with another organization this summer to form a larger non profit entity. It is important to realize that as they grow, the appreciation towards technology as a part of their existence would have to increase. They would need to transfer digital documents between two physically separate locations which calls for a well thought out plan to manage documents in a low cost and secure fashion.

### **Approach**

1. Even though it is not cost effective to employ a full time technician right now, it would make sense to train existing staff in basic IT skills. This would help ensure that small problems are not referred to high costing consultants. One or two employees could be trained to maintain all IT systems in case of an emergency situation.
2. A balanced plan to share documents between two different physical locations needs to be developed. This would include looking at
  - a. Is there a need for a VPN between the two locations?
  - b. Can the server being freed up (due to storage of DB on vendor end) be used for something useful like a file server?
3. Plan to clearly define hierarchy of users in the organization so that changes to the DB can be traced to unique users. Also, the wireless network at the community partner's organization is not secure. There is a general apathy and ignorance towards such issues in the present scenario. A new student consultant could be hired next semester (from the same class) to look into the various security issues that might be of concern as the organization continues to grow.
4. It is fine to give time to develop a solution that is long lasting. It was due to small on the fly solutions which led to the corruption of the previous database. Hence the community partner should cooperate with the vendor to help them better understand their needs and deliver a product which would be ideally suited for their needs.
5. There are certain issues which only outsiders can see and hence it is a good idea to have student consultants coming in for no cost and looking at the systems from time to time. This can serve to warn the community partner of any forthcoming issues which might have been neglected.

## About the Consultant

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Ujjwal Moitra is a final semester graduate student at the Information Networking Institute of Carnegie Mellon University. He is majoring in Information Security Technology and Management. He will be graduating this summer and will start a promising career at Deloitte and Touché Consulting as a security consultant. He can be reached at [ujjwal@alumni.cmu.edu](mailto:ujjwal@alumni.cmu.edu).

## Appendix A.

### **References:**

- [1] Bethlehem Haven website, <http://www.bethlehemhaven.org/>, 02/28/2007
- [2] Technical Environment, Page 4 of 28, Bethlehem Haven Consulting Project Final Consulting Report, Xihua Chen, December 2006
- [3] Technical Environment, Page 6 of 28, Bethlehem Haven Consulting Project Final Consulting Report, Xihua Chen, December 2006
- [4] Technical Environment, Page 1 of 28, Bethlehem Haven Consulting Project Final Consulting Report, Xihua Chen, December 2006
- [5] Unicentric Website, <http://www.unicentric.com/default.aspx?EntryUID=901773cc-74e0-410d-b9f1-a5762782f444>, 03/17/2007
- [6]: Web Demonstration of Unicentric Products, presentation by the Unicentric team.

## Appendix B.

Fields in client touch are listed below. Some of the fields in the data retrieval interface were not in the database. This list is just to exemplify what is existing in the database.

1. ability to work
  - a. can work no restrictions
  - b. can work physical limitations
  - c. can work sheltered
  - d. student
2. adults in household
  - a. N/A in the input database
3. age at last output
  - a. calculated as date of last activity- birth year
4. assistance income
  - a. Alimony
  - b. Child Support
  - c. Veteran's benefit
  - d. SSI
  - e. SSD
  - f. Social Security
  - g. Veteran's Benefits
  - h. Public Assistance
  - i. Unemployment
  - j. The problem is that it does not categorize which income is what. It just shows assistance income and not any of these category.
5. citizenship
  - a. yes/no
6. city
  - a. Pittsburgh
7. country
  - a. USA
8. current grade
  - a. Never filled in- they are never in school.
9. date of birth
  - a. mm//dd/yyyy
10. disabled
  - a. check a box
11. earned income
  - a. f/t job as the subtype
  - b. input a number in amount
12. education hours per week
  - a. N/A
13. education status
  - a. high school graduate
  - b. Generic Education Diploma

- c. Etc.
- 14. employment hours per week
  - a. Number- left blank if no data is there
- 15. employment status
  - a. disabled
  - b. permanent full time
  - c. retired
  - d. etc
- 16. ethnic groups
  - a. none
  - b. Appalachian
  - c. Hispanic
- 17. has ever been in the military
  - a. check box
- 18. has received public assistance in last 12 months
  - a. checkbox- again the problem storing old data which is overwritten
- 19. head of household
  - a. checkbox (yes/no)
- 20. health care provider
  - a. long list etc etc
- 21. housing expense
  - a. part of the type of income (not used)
- 22. justice system date
  - a. don't remember
- 23. justice system involvement
  - a. Drop down menu on what kind of felony etc they have against their names
- 24. last grade completed
  - a. a number  $\leq 12$
- 25. marital status
  - a. divorced
  - b. married
  - c. never married
  - d. separated
  - e. widowed
- 26. minor
  - a. don't serve minors (N/A)
- 27. minors in household
  - a. child (entered in the relationship to household head)
- 28. number of times homeless before
  - a. number
- 29. occupation type
  - a. Other Labor
  - b. Managerial or professional
- 30. other expenses
  - a. never put
- 31. other hours per week

- a. nobody enters that
- 32. other income
  - a. never used
- 33. parenting
  - a. check box means that they have actual custody of their kids
- 34. participant
  - a. never used
- 35. physician name
  - a. Name typed in
- 36. pregnant
  - a. whole medical record is filled up
- 37. prior living condition
  - a. where they lived or were sleeping before they came to the centre
- 38. race
  - a. list etc
- 39. reason left school
  - a. dropped out
  - b. expelled
  - c. graduated
- 40. refer to supervisor
  - a. not known
- 41. relationship to head of household
  - a. something is screwed up here
- 42. sex
  - a. M/F
- 43. shelter paid by
  - a. charity
  - b. client or household relative
  - c. government
  - d. etc
- 44. state
  - a. PA
- 45. total activity hours per week
  - a. not filled
- 46. total expenses
  - a. no one has anything- never used
- 47. total income
  - a. sum of all income
- 48. total people in household
  - a. not there
- 49. two parent household
  - a. check a button
- 50. zip
  - a. written
- 51. Zip(first 5 digits)
  - a. Not required

## Past Community Partners

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

## Past Community Partners (continued)

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

# **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.)

**(continued inside back cover)**