

Technology Consulting in the Community

Spring 2018

Ashish Kharbanda
Jewish Family and Community Services of Pittsburgh

Final Consulting Report

Carnegie Mellon University
Pittsburgh, Pennsylvania
www.cmu.edu/tcinc

Carnegie Mellon University

Executive Summary

Student Consultant, Ashish Kharbanda
Community Partner, Dana Gold

I. About the Organization

Jewish Family & Community Services of Pittsburgh is an independent 501(C)(3) organization. JFCS provides comprehensive social service programs in the Greater Pittsburgh area. Its office is located at 5743, Bartlett Street, Pittsburgh PA 15217. JFCS's mission statement is:

> *Jewish Family & Community Services of Pittsburgh exists to improve the lives of individuals and families in our community by providing exceptional psychological, employment and social service programs, guided by Jewish traditions of social responsibility, compassion and respect for all members of the community.*

JFCS provides comprehensive, innovative, compassionate and exceptional social services to various communities or individuals who come to seek their help.

The main purpose of this venture of Carnegie Mellon University and JFCS is to perform an IT audit on their existing systems and identify the areas of improvement to save money and improve the efficiency of the existing system.

Jordan Golin, Chief Executive Officer and Dana Gold Chief Operating Officer are highly experienced in the fields of Social Service and Operations Management. They take care of any technological or operational advancements in the organization and have demonstrated similar successes in past.

II. Task: JFCS Business Systems Audit

Main agenda of this association between JFCS and Carnegie Mellon University was to audit the existing business systems and their usage across different departments in the organization. JFCS want to streamline and organize their number of business systems into a central solution to avoid the issues that arise due to multiple systems and scattered IT implementation like overspending, inconsistent data, data redundancy and lack of inter departmental communication and functionality

III. Outcomes

After meeting with all the departments and understanding their software needs and utilization, a matrix was created to analyze the number of people using a business system in each department and comparing it to the number of licenses issued to that department. After analyzing the matrix, we decided to delve deeper into the analysis of Unicentric and Pittsburgh caregiver connection.

Unicentric:

- JFCS was paying $48,600 annually for this business system for the entire organization with a userbase of around 75 employees. If we calculate the cost per head, it comes to around $650.00 per year.
- Total users using this system completely were 19, which leads to IT expenditure overhead of approximately $32,795 per year.
- To be sustainable, JFCS needs to utilize this system completely or pay for they need, i.e. limited licensing or have another system in place with all the capabilities of Unicentric and Apricot.

Pittsburgh Caregiver Connection:

- JFCS is currently hosting two their websites with Fireman Creative and pays $1500 annually. Taking care of the major concerns like price and maintainability, student consultant proposed to move to BlueHost.
- Bluehost membership will cost $ 540 for both the websites, saving $1,230 annually with free maintenance.
- Risk to sustainability is that BlueHost doesn't make drastic increase in their membership prices.

IV. Recommendations

Re-Engineering of Unicentric Modules:

To reduce the number of business systems and IT spending should be the top priority for JFCS. With many systems in place, the problem of data inconsistency and lack of inter-departmental communication comes into place. Re-engineering existing Unicentric modules to enhance their capacity or finding the replacements for Unicentric to support Apricot as the main IT system would be a vital solution looking at the current situation.

Office 365 Implementation:

During the audit of guardianship department, it was noted that they perform most of their tasks from the remote client location. For accessing the files, they take the printouts and carry with them to the client location. Office 365 will enable them to access all the files from any location using tablets and mobile devices. Apart from the guardianship team, this implementation would be beneficial to the entire organization as everyone would be able to share and access files online.

Community Partner

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Final Consulting Report

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I. About the Organization

Jewish Family & Community Services of Pittsburgh is an independent 501(C)(3) organization. JFCS provides comprehensive social service programs in the Greater Pittsburgh area. Its office is located at 5743, Bartlett Street, Pittsburgh PA 15217. JFCS's mission statement is:

> *Jewish Family & Community Services of Pittsburgh exists to improve the lives of individuals and families in our community by providing exceptional psychological, employment and social service programs, guided by Jewish traditions of social responsibility, compassion and respect for all members of the community. [1]*

JFCS provides comprehensive, innovative, compassionate and exceptional social services to various communities or individuals who come to seek their help [1]. They provide plenty of services like Career development center, counseling services, guardianship, legal services to immigrants, immigration services to refugees, senior services and food pantry.

This organization has been working for more than 80 years and has served thousands of people in need. JFCS has around 80 employees and volunteers and has mainly eight departments lead by their respective directors under the leadership of CEO, Jordan Golin.

IT infrastructure and systems of JFCS are not centralized. JFCS uses more than 15 applications in 8 different departments in different ways. This is the root cause of the issue being faced by JFCS as they don't have central data and each department is not connected to each other. Another main problem is high expenditure on IT services which are not being used completely.

The main purpose of this venture of Carnegie Mellon University and JFCS is to perform an IT audit on their existing systems and identify the areas of improvement to save money and improve the efficiency of the existing system.

Facilities:

Their main facility is their corporate office at 5743 Bartlett Street, Pittsburgh PA 15217. It's a multi-story building with great infrastructure and properly secured entrance. Apart from this, they have a Food pantry located at 828 Hazelwood Ave, Pittsburgh, PA 15217 in Squirrel Hill. JFCS Guardianship services office is located at 6507 Wilkins Avenue, Pittsburgh, 15217.

Programs:

Major programs of JFCS are:

Career Development Center: This department works with community's job seekers and employers to create a diverse regional workforce [1].

References: [1] https://www.jfcspgh.org/

Counseling Services: It encourages and supports the emotional well-being of individuals and families.

Family Hope: Builds and strengthens the families in the community.

Guardianship Services: This department provides guardianship services for incapacitated individuals who have no one to care for them.

Immigration Legal Services: This department take cares of the legal formalities regarding the immigration status of the immigrants.

Refugee and Immigrant Services: It gives new life to immigrants who have escaped unimaginable circumstances.

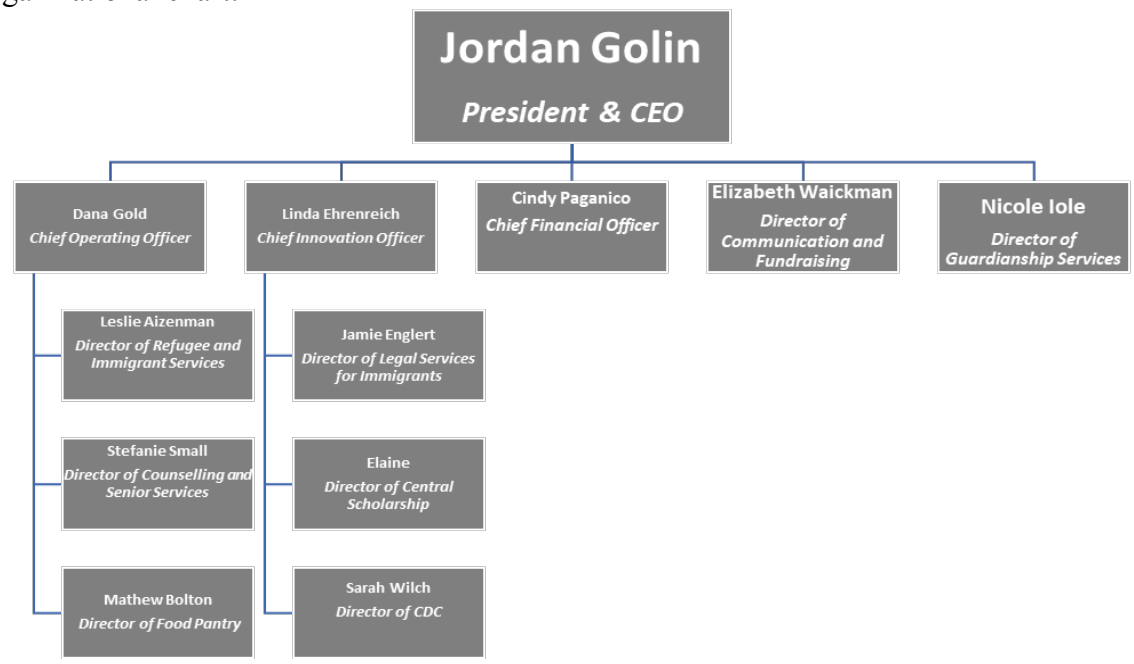
Scholarships: It provides education fund assistance to its community students with the coordination of the Jewish Federation of Greater Pittsburgh.

Senior Services: it helps community's seniors maintain their independence while supporting their caregivers and loved ones.

Squirrel Hill food pantry: This department provides pantry services at very discounted rates to the families in JFCS community.

Staff:

JFCS has total staff count of around 80 associates. This organization is led by Jordan Golin, President and Chief Executive Officer. This organization can mainly be divided into nine departments, which are managed by the hierarchy of directors working under Chief Operating Officer and Chief Innovation Officer. Each department have few full time, part time and trainees assisting respective directors for the management of their departments. Refer to the organizational chart:



Technology Infrastructure:

Hardware:	
• Desktops, Laptops, Scanners, Tablets, Cell Phones, Printers	
Network:	
• LAN, Wi-Fi, Routers	
Software Systems:	
Unicentric	Enterprise solution to configure specialized case management. These applications are used for documenting services, processing transactions, managing operations, timesheet and integrated billing, contact management, etc.
Apricot- Social Solutions	Case Management software with the capabilities of reporting, volunteer management, etc.
Efforts to Outcomes	SaaS solution to manage data, share information and track progress in a secure environment
Salesforce for Non-Profits	CRM tool
Microsoft Office Suite	Includes Word, PowerPoint, Excel and Access
Better Impact - Volunteer Impact	Volunteer management solution for non-profits.
Google Docs	Platform to create, edit and manage documents online for free.
Google Drive	Online content management platform for free.
Ride Scheduler	Volunteer ride management solution used by volunteers.

Technology Management:

JFCS has no internal support department currently. New software is installed by the staff members themselves and troubleshooting is done by contacting the software vendor directly. JFCS is planning to approach a local company for tech support on hourly – on demand basis.

Technology Planning:

Currently there are no regular scheduled meetings for future technology planning. This is done on ad-hoc basis by Dana Gold and Jordan Golin

Internal and External Communication:

Information is shared by the JFCS's employees through E-Mails and Google Drive. They use different software systems like unicentric to store customer's data. Volunteer Coordinator uses better impact to manage volunteer activities and information.

Information Management:

Information Management at JFCS is done using various business systems. Each department uses business systems in different ways. Below is the detailed department wise business system usage:

II. JFCS business systems audit

The main agenda of this association of CMU with JFCS is the IT auditing of all the departments of JFCS and the software systems being used by each one of them.

Problems arising due to usage of number of software in different ways are:

- Overspending in IT - As there are many software being used and many of which are not even necessary.
- It brings a lot of inconsistency amongst the departments.
- Data is redundant, non-consistent and not in a good structure.

By solving the above problems JFCS would save a lot of money, which can be reinvested to help the cause, which the organization works for. Apart from this, consistent systems and customer data will help them to manage client details and case in a more efficient way and provide better services to the community.

JFCS's leadership is very focused towards the revival of its IT system and are willing to take strong initiatives to improve their business. After discussion with the JFCS executives, we have decided to have in-person meeting with various department heads and understand the IT need and usage of their respective departments. After the analysis of all the departments, JFCS and CMU will work on the key common issue identified and their possible alternatives and replacements.

III. Outcomes:

After meeting with all the departments and understanding their software needs and utilization, a matrix was created to analyze the number of people using a business system in each department and comparing it to the number of licenses issued to that department. After analyzing the matrix, we saw that most of the employees were not using the business systems for which the JFCS was being charged for.

After discussion with Dana Gold, Chief Operating Officer, we decided to delve deeper into the analysis of Unicentric and Pittsburgh caregiver connection.

Unicentric:

Unicentric has been used in JFCS for about fifteen years. This system acts as a backbone of this company taking care of functionalities like Timesheet Management, Case Management, Billing, Calendar, etc.

On analyzing this further I noticed that JFCS was paying $48,600 annually for this business system for the entire organization with a userbase of around 75 employees. If we calculate the cost per head, it comes to around $650.00 per year.

Looking at the criticality of this system, it was essential to check its usage on user level per department. I held meetings with all the department heads to understand the usage of Unicentric in their respective departments in detail. This process involved taking notes and analysis of the efficiency of the system. All these meetings and analysis showed a clear case of overspending as most of the users just used this system for timesheet purpose. To be precise, 19 employees used Unicentric for functions other than timesheets and rest of the users just used this system for timesheet purposes. Timesheet services are available from third party vendors for as low as $4 per employee per month. Below statistics show the overspending details annually:

Total Annual Spending = $48,600

Average spending per person = $48,600/75 = $650.00

Number of employees who require full licenses = 19

Ideal spending for this system = 19 * 650 = $12,350

Ideal expenditure on timesheets = $4 * 12 * 72 = $3,456

Overhead being paid = $48,600 - $12,350 -$3,456= **$32,795***

***Please note that above figures do not consider the business dependencies. These figures just indicate the sense of overspending in the organization.**

Apart from saving this money, this money can be invested to engineer an internal IT system, which will reduce the number of business systems being used in the organization. Bringing this internal IT system into place will help JFCS to facilitate data sharing, consistency and inter-departmental operability.

Getting a central system, would not be the final option. JFCS employees need to understand the importance of an IT system and reason behind all these developments. They need to be trained and they need to follow the new system to their best. It was seen in the past that JFCS employees stopped using Unicentric as they were not liking the system and adopted alternate solutions and manual work. This increased the number of systems being used in the organization.

Following approach was decided to achieve above goal:

Phase 1: Remove the unnecessary licenses of Unicentric and implement a third-party Timesheet solution for the time being.

Phase 2: Build various modules into Apricot that are not dependent on Billing module of Unicentric.

Phase 3: Start the development of psychometric billing module in Apricot to eliminate Unicentric completely.

Phase 4: Integrate OCR reader and Rocket Books into apricot to take care of hand written notes by the on-field team and automatically convert them to data entry into Apricot System.

Pittsburgh Caregiver Connection:

JFCS is currently hosting two their websites with Fireman Creative. These two websites are developed using WordPress and are managed by JFCS employees. JFCS pays $1,500 annually to Fireman Creative for hosting these websites.

After discussion with Dana Gold, we decided to find a new vendor to host these websites for JFCS. The main concerns for JFCS were the price and maintainability of the website. It was essential to find a vendor who would provide both hosting and website support at a minimal price. After analyzing various vendors like GoDaddy, Bluehost, etc. We concluded to go for Bluehost because:

1) It is officially recommended by WordPress.

2) Provides complimentary maintenance of WordPress websites.

3) Cheapest of the lot.

4) Top end plan comes with a comprehensive saving package.

5) Easy and free migration from existing platform to the Bluehost.

Opting for BlueHost will cost JFCS $270 for both the websites for a year license and will save JFCS an amount of $1,230 annually.

Savings earned from custom licensing and moving caregiver connection to Bluehost will help Jewish Family and Community Services to save approximately $33,000 annually to invest more in their mission to provide social services to refugees and immigrants in Pittsburgh.

This solution will be more viable for JFCS as they don't have to own the maintenance and pay for altering the content of the website. BlueHost provide these services as a part of the membership plan that JFCS is planning to take.

JFCS can enhance the content and features of the website, as this platform comes with unlimited space and storage. This will help JFCS to motivate more people to visit their website and contribute to the cause they work for.

BlueHost is a new platform with a lot of new members getting associated to them. Their support services, pricing and customer base make them a sustainable solution for JFCS that they can use for a long period of time. Risks to sustainability include the expected price rise in late future and dependency on WordPress platform. BlueHost doesn't provide free services for the content other than WordPress.

IV. Recommendations

1) Re-Engineering of Unicentric modules:

A. Vision

In future Jewish Family and Community Services should be able to serve more community members more efficiently. By implementing and using IT in a right way, JFCS can further improve its internal communication, case management, organizational data and inter-departmental communication. They can also use the money saved by implementing proper IT practices and spending to invest more in the social service in which JFCS is doing a tremendous job.

To achieve this mission, JFCS requires to have efficient IT systems and should be able to utilize the technology they have in a better way.

B. Goals

To have a central IT system in place

Description

To reduce the number of business systems and IT spending should be the top priority for JFCS. With many systems in place, the problem of data inconsistency and lack of inter-departmental communication comes into place. Integrating Unicentric into Apricot was considered a good option. But after the discussion with Jeff from Sidekick solutions, we came to know that Apricot is not capable of implementing the sophisticated and complex design of Unicentric psychotherapy billing module. Now there are two options for JFCS to implement this recommendation:

1) Re-Engineer Unicentric modules to make it one stop solution.

2) Break down Unicentric functionalities and utilize third party vendors to support Apricot as the main application.

Justification

Different departments at JFCS share almost same client data but they have it in different IT systems. Having same data in different IT systems prevents all the departments to be inter-operable. In addition to this, the efficiency of the organization also comes down as they must use different systems for different tasks. In addition to these points, use of multiple systems adds to the IT spending of the organization.

Expected Outcomes:

From the above implementation the expected benefits and outcomes are:

1) Consistency in client data.

2) Inter-departmental functionality and higher visibility to resource sharing.

3) Increase in the efficiency of employees by using a single system for all their work.

4) Implementation of cost efficient IT system.

Resources:

1) Staff Members – Staff members would be required to transfer the knowledge to the outsourcing firm during the initial phase. After the development is complete, staff members will be involved in testing and training phases.

2) Finance- As this project must be developed by third party vendors, there will be IT expenditure for building a new system and this cost would be utilized from the resources saved from the future spending of existing applications.

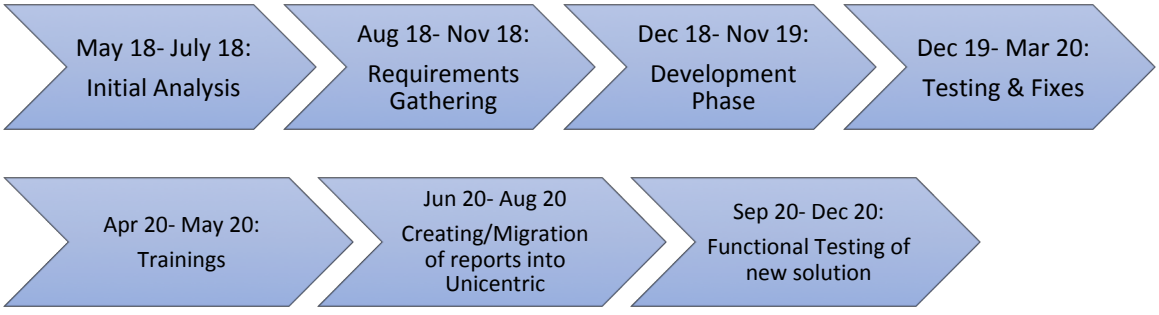
3) Third party vendors- These are the outsourcing firms that would be re-engineering Unicentric application or break down Unicentric modules into third party applications to support Apricot as the main IT system.

C. Strategy

1) Re-Engineering Unicentric modules to make it one stop application:

Main aim behind this strategy is to make Unicentric a one stop solution for JFCS.

- Unicentric needs to be re-engineered to accommodate the need to store the multiple customer details under a single entity. Which would help Food Pantry and Refugee & Immigration departments to also use Unicentric. Thereby, removing the need of second application for case management.
- Discuss with Unicentric to get administrative rights to JFCS database in making changes to existing/ new reports, to save money spent on technical assistance. This will lead to a better ROI.
- Utilizing Unicentric technical assistance to train few existing employees like Warren, who have a technical background and understanding of report modification/creation in Unicentric backend environment. This will lead to self-sustainability and reduction money spent on technical assistance.
- After re-engineering process is completed, staff should be trained and educated to use Unicentric as a central platform for their IT needs and making sure that this is followed by the entire organization strictly



Steps:

1) The first step would be the initial analysis between all the executive and department heads to analyze what all features to be incorporated into the new system. This step will last for approximately 3 months.

2) This step would last for approximately 4 months. This will involve knowledge transfer and requirement gathering sessions with Sidekick Solutions.

3) This phase will involve the development of new modules.

4) After the development is done, Development team will verify the system before deploying it to the entire organization to prevent improper use of the application.

5) After the testing is complete, developers will give all the appropriate training to all the JFCS employees.

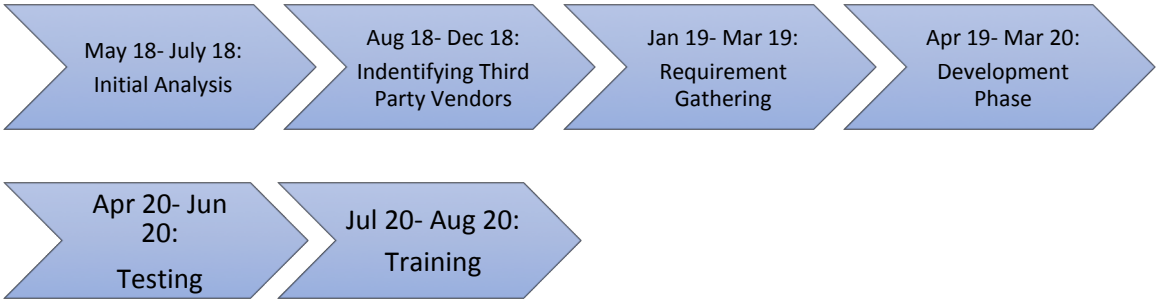
6) JFCS trained staff would create and migrate existing reports to Unicentric.

7) This phase will involve real time functional testing to ensure the right implementation before eliminating other existing systems.

2) Break down Unicentric functionalities

This strategy involves eliminating Unicentric completely from the organization and having Unicentric modules implemented by the third-party vendors to support Apricot as a main solution.

- This would lead to elimination of high amount spent on Unicentric software.
- This will make Apricot as the standalone system for handling the JFCS functions with the support of third party applications integrated into it.
- This would integrate all the data and facilitate inter-departmental communication and functionality.
- Customized Solution - Third party vendors could be used to implement the new system in a more simple and efficient way, matching JFCS needs.



Steps:

1) The first step would be the initial analysis between all the executive and department heads to analyze what all features to be incorporated into the new system. This step will last for approximately 3 months.

2) This step would last for approximately 5 months. This will involve identifying potential third party vendors and finalizing the cost efficient and customizable solution.

3) This phase will involve the requirement gathering and knowledge transfer to the vendors.

4) After the requirement gathering is done, JFCS would enter the development phase for implementing this solution. This phase will last for approximately one year.

5) On the completion of development phase, testing would be done by the vendors and JFCS staff to identify any gaps in implementation.

6) After the testing is complete, developers will give all the appropriate training to all the JFCS employees.

2) Office 365 Implementation

A. Vision

Jewish Family and Community Services provide guardianship and legal services to Immigrants and Refugees from different geographies. Guardianship and Legal services have a lot of secure data that needs to be accessed remotely from the client locations.

Currently, most of the departments use hard drive to store documents. This leads to unavailability from remote locations and increases the risk of data loss due to system breakdown. To maintain privacy and high availability of data, Office 365 would be a one-stop solution for them. This recommendation would first be implemented for Legal team. This project would act as a pilot project to test if this solution could be implemented to the entire organization or not.

B. Goals

1) Remote availability of user files

Description

As guardianship services department mostly works from the client location, they need availability of documents and case notes on their mobile devices and tablets.

Justification

During the audit of guardianship department, it was noted that they perform most of their tasks from the remote client location. For accessing the files, they take the printouts and carry with them to the client location. Office 365 will enable them to access all the files from any location using tablets and mobile devices.

Apart from the guardianship team, this implementation would be beneficial to the entire organization as everyone would be able to share and access files online.

Expected Outcomes:

1) Using an online system to store and access files, JFCS associates will be able to access files from client locations as well as edit and sync them to their work stations.

2) Office 365 will also enable the employees to share documents within the teams as well as departments, adding to inter-department operability.

3) Due to online availability and storage of files, dependency on system backups and storage hardware will reduce.

2) Secured file sharing with customized security groups

Description

Legal Team and Guardianship team works on confidential data, that can only be shared among certain team members within the team.

Justification

Guardianship and Legal department need the case data to be available to specific employees within the department. During the audit, the legal team raised an issue that they need a kind of online document storage platform where they can create custom security groups and share certain documents within those groups.

Office 365 will enable them to store and edit documents online with the option of custom security groups. Only the people given permission within the department would be able to access and edit those documents.

Google drive was the other alternative for achieving this goal. Looking at the current user preferences and additional features like Microsoft teams, SharePoint, OneNote and Skype for Business, Office 365 seems to be a more viable option for JFCS.

Expected Outcomes

1) Availability of updated files on client location.

2) Custom security group creation to limit file access.

Resources:

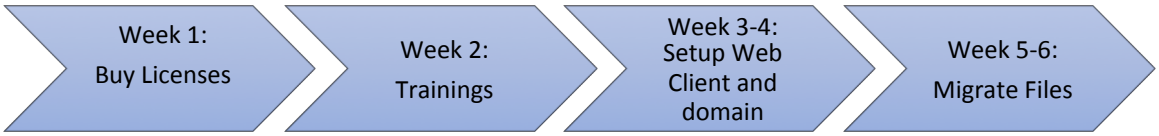
1) Finance – Non-Profit license costs $3.00 per user account.

2) Staff – Employees are required to configure their web account and sync files. Department heads would play as the role of admin for their respective departments.

3) Microsoft Support- This is an optional resource, it might be used to perform the migration.

C. Strategy

Below is the implementation timeline for Office 365:



Steps:

1) Buy licenses for office 365.

2) Provide necessary training to employees regarding the various features of Office 365 and steps to migrate and sync files to their online account.

3) Create the domain and register users for the domain

4) Take a backup of all the files and sync them to office 365 web client.

V. About the Consultant

Ashish Kharbanda is a master's student in Information Systems Management at Carnegie Mellon University. He has work experience of 5 years in planning and developing information systems for well known organizations. After graduation, he will be working as a technical consultant.

Appendix A: Current System:

Department	Business System	Usage
Refugee & Immigrant Services	Unicentric	Information System, Billing, Timesheet, Client Management
	IRIS	US federal software, used for case management
	Apricot	Used for case management
	Better Impact	Volunteer Management software
	Welfare	Save details of people getting federal financial help
Legal Services	Unicentric	Only used for timesheet purposes
	Google Calendar	Manage calendar of all the team members
	Cerenade	Set of legal tools used by the team
	Google Drive	Store all the case details and documents
	Google Docs	Used to store and edit documents online
	IRIS	US federal software, used for case management
Guardianship	Unicentric	Timesheet and Billing
	Quickin	Bank account details, court reports of the case
Counseling and Senior Services	Unicentric	Timesheet and Billing
	Efforts to Outcomes	To keep track of assessment & evaluation of people
	Salesforce	Information and referral purpose – database
	Ride Scheduler	Volunteer ride program and volunteer visit program. Volunteers can see other volunteer activities, and this is managed by admin.
	Caregiver Connection	Marketing website used to generate bill for the program
	Agewell Pittsburgh	It's a collaboration of 3 agencies. Managed by JFCS
	Google Docs	Used to store and edit documents online

Pantry	Unicentric	Timesheet and billing
	Apricot	CRM for food pantry
Career Development	Unicentric	Timesheet, Billing, client data and reports
	Salesforce	CRM tool
	Constant Contract	Sending emails to clients, calendar management
Communication and Fundraising	Resource Edge	Donor's Database
	Photoshop	Designing advertisements and posters

Appendix B: Business Systems and their Usage:

1) Unicentric:

Sno.	Department	Number of Employees	Unicentric	Usage
1	Refugee & Immigration	13	Y	0
2	Legal	7	Y	0
3	Guardianship	5	Y	5
4	Counseling and Senior	17	Y	8
5	Pantry	5	Y	1
6	Career Dev	22	Y	5
7	Communication and Fund Raising	3	N	0
	Total	**72**		19

2) Apricot:

Sno.	Department	Number of Employees	Apricot	Usage
1	Refugee & Immigration	13	Y	13
2	Legal	7	N	0
3	Guardianship	5	N	0
4	Counseling and Senior	17	N	0
5	Pantry	5	Y	4
6	Career Dev	22	N	0
7	Communication and Fund Raising	3	N	0
	Total	**72**		17

3) Better Impact:

Sno.	Department	Number of Employees	Better Impact	Usage
1	Refugee & Immigration	13	Y	1
2	Legal	7	N	0

3	Guardianship	5	N	0
4	Counseling and Senior	17	N	0
5	Pantry	5	N	0
6	Career Dev	22	N	0
7	Communication and Fund Raising	3	N	0
	Total	**72**		1

4) Welfare:

Sno.	Department	Number of Employees	Welfare	Usage
1	Refugee & Immigration	13	Y	1
2	Legal	7	N	0
3	Guardianship	5	N	0
4	Counseling and Senior	17	N	0
5	Pantry	5	N	0
6	Career Dev	22	N	0
7	Communication and Fund Raising	3	N	0
	Total	**72**		1

5) Cerenade:

Sno.	Department	Number of Employees	Cerenade	Usage
1	Refugee & Immigration	13	N	0
2	Legal	7	Y	7
3	Guardianship	5	N	0
4	Counseling and Senior	17	N	0
5	Pantry	5	N	0
6	Career Dev	22	N	0
7	Communication and Fund Raising	3	N	0
	Total	**72**		7

6) QuickIn:

Sno.	Department	Number of Employees	Quickin	Usage
1	Refugee & Immigration	13	N	0
2	Legal	7	N	0
3	Guardianship	5	Y	5
4	Counseling and Senior	17	N	0
5	Pantry	5	N	0
6	Career Dev	22	N	0
7	Communication and Fund Raising	3	N	0
	Total	**72**		5

7) Efforts to Outcome:

Sno.	Department	Number of Employees	Efforts to Outcome	Usage
1	Refugee & Immigration	13	N	0
2	Legal	7	N	0
3	Guardianship	5	N	0
4	Counseling and Senior	17	Y	6
5	Pantry	5	N	0
6	Career Dev	22	N	0
7	Communication and Fund Raising	3	N	0
	Total	**72**		6

8) Salesforce:

Sno.	Department	Number of Employees	Salesforce	Usage
1	Refugee & Immigration	13	N	0
2	Legal	7	N	0
3	Guardianship	5	N	0
4	Counseling and Senior	17	Y	5
5	Pantry	5	N	0
6	Career Dev	22	Y	3
7	Communication and Fund Raising	3	N	0
	Total	**72**		8

9) Ride Scheduler:

Sno.	Department	Number of Employees	Ride Scheduler	Usage
1	Refugee & Immigration	13	N	0
2	Legal	7	N	0
3	Guardianship	5	N	0
4	Counseling and Senior	17	Y	1
5	Pantry	5	N	0
6	Career Dev	22	N	0
7	Communication and Fund Raising	3	N	0
	Total	**72**		1

10) Caregiver Connection:

Sno.	Department	Number of Employees	Caregiver Connection	Usage
1	Refugee & Immigration	13	N	0
2	Legal	7	N	0
3	Guardianship	5	N	0
4	Counseling and Senior	17	Y	5
5	Pantry	5	N	0
6	Career Dev	22	N	0
7	Communication and Fund Raising	3	N	0
	Total	**72**		5

11) AgeWell Pittsburgh:

Sno.	Department	Number of Employees	Agewell Pittsburgh	Usage
1	Refugee & Immigration	13	N	0
2	Legal	7	N	0
3	Guardianship	5	N	0
4	Counseling and Senior	17	Y	5
5	Pantry	5	N	0

6	Career Dev	22	N	0
7	Communication and Fund Raising	3	N	0
	Total	**72**		5

12) Constant Contract:

Sno.	Department	Number of Employees	Constant Contract	Usage
1	Refugee & Immigration	13	N	0
2	Legal	7	N	0
3	Guardianship	5	N	0
4	Counseling and Senior	17	N	0
5	Pantry	5	N	0
6	Career Dev	22	Y	22
7	Communication and Fund Raising	3	N	0
	Total	**72**		22

13) Resource Edge:

Sno.	Department	Number of Employees	Resource Edge	Usage
1	Refugee & Immigration	13	N	0
2	Legal	7	N	0
3	Guardianship	5	N	0
4	Counseling and Senior	17	N	0
5	Pantry	5	N	0
6	Career Dev	22	N	0
7	Communication and Fund Raising	3	Y	3
	Total	**72**		3

14) Photoshop:

Sno.	Department	Number of Employees	Photoshop	Usage
1	Refugee & Immigration	13	N	0

2	Legal	7	N	0
3	Guardianship	5	N	0
4	Counseling and Senior	17	N	0
5	Pantry	5	N	0
6	Career Dev	22	N	0
7	Communication and Fund Raising	3	Y	3
	Total	**72**		3