

Technology Consulting in the Community

Spring 2011



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

Carnegie Mellon

Kingsley Stingrays

Executive Summary



Student Consultant, Kathy Yang
Community Partner, Cara Ciminillo

I. Background Information

The Kingsley Stingrays is a competitive swim team consisting of 42 swimmers from the ages of 6-18. Their training teams consist of Pre-Team, Junior Team, and Senior Group. Their mission is as follows:

Our mission is to make top-flight competitive swimming accessible to the entire community.

The Stingrays focus on providing swimming to families that live in the city and children from minority backgrounds. They swim at the Kingsley Association, located at 6435 Frankstown Avenue, near East Liberty.

The team is entirely run by parent volunteers. There are currently around 25 parent volunteers, with positions including President, Vice President, Treasurer, Secretary, and Recruitment Officer, among others. My Community Partner, Cara Ciminillo, is the Website Officer, which is a new role that was created for this project.

As far as technology goes, the team has little technological infrastructure except for a static page on the Kingsley Association website. It is a page of text and one photo and they do not have access to change the content at all. All communications among the members are done through email and face-to-face parent meetings. Parents sign their children up for time trials and meets on a bulletin board beside the pool. Announcements and swim times are also posted on the bulletin board.

II. Consulting Tasks

The main task of this project is to create an easy-to-use website for the organization. The website will be used as a communication tool for the parents, by allowing them to look at announcements and a calendar of events through the website. It will also be used to give information to people interested in joining the team. They can read about the Stingrays and what they do and find the necessary steps to join. The current static page on the Kingsley Association website is not very informative or useful and none of the parents can change or add to the content. The new website will be much more robust and have many features the static page cannot support. The site will make the parents' lives easier and recruiting efforts more effective.

The second task is to create a manual for the organization on how to use all of the different functions of the website so that it can be up to date and useful for them. The manual will have step-by-step instructions for the different functions of the website, like editing a page's content, adding photos to the gallery, adding events to the calendar, etc. The creation of this manual will ensure the sustainability of the website because I will not be available after this semester, but it will. Parents can refer to it if they forget how to do something. It will be available in hardcopy and digital form so that it can be passed onto new members that take on duties as well.

III. Outcomes Analysis and Recommendations

We created a website (www.PittsburghStingrays.com) through the free open-source content management system, Joomla. We purchased a template and customized it to fit the needs of the organization. The pages of the site include:

- About Us
- Team Info
- Gallery
- Calendar
- Announcements
- Fundraising
- Contact

The site uses three Joomla extensions: Facebook FanBox, JEvents, and Phoca. Facebook FanBox integrates the Stingrays Facebook page onto the site to show a stream of their latest posts. JEvents is an event registration and calendar application that allows parents to view and add events through the site. Phoca is a photo gallery extension that loads images from a Picasa account and displays them on the website.

I created 20 pages for the manual, with instructions on:

- How to create a new user
- How to delete a user
- How to edit content to articles
- How to embed photos within articles
- How to add photos to gallery
- How to add/edit events
- How to embed PDFs into articles

This manual is in a hardcopy print and saved as a Word document.

Now that we have created a website, the team can look into other features to add in the future. One beneficial function would be to implement automatic billing and payment processing. The Stingrays can do this through PayPal, which offers the service for a small fee. This can be done through setting up a PayPal button to the website. The main benefit of this feature is that the team can collect dues and other payments on a more regular basis and ensure that they get funds when they need it. Currently, parents bring cash or checks physically to the pool. They can only pay on the days when they drive their children to practice. Adopting an automatic billing system will not only make it more convenient for parents to pay, but also help the team get money and allocate it faster. Setting this up would not be very difficult and there are resources to help them implement it, including a PayPal guide available online.

An additional recommendation for the team is to use Google Documents, which is a free, web-based word processing, spreadsheet, presentation, form, and data storage service. Parents can create, import, or export documents through Google Docs and multiple people can view and edit the documents at once. Parents will no longer have to wait for documents to be edited, one person at a time, and then sent out before they can edit it. Also, all of the documents are located in one central destination, which will save them time from having to search through emails and hard drives to find documents. They could use Google Docs for their financial spreadsheets like membership dues and attendance, and for word processing documents like their newsletter. Google Docs is easy to set up and use, and Google provides many helpful instruction pages on how to create documents and how to add people as editors.

Community Partner

Cara Ciminillo
ciminill@pitt.edu

Kingsley Stingrays
6435 Frankstown Avenue

About the Consultant

Kathy Yang
kathyyang@andrew.cmu.edu

Kathy is a senior in Business Administration. She is taking a double-track in Marketing and Graphic Media Management.

Kingsley Stingrays

Final Consulting Report



Student Consultant, Kathy Yang
Community Partner, Cara Ciminillo

I. About the Organization

Organization

The Kingsley Stingrays is a non-profit year-long competitive swim team for children ages 6-18. It is a member of the national competitive swimming organization, USA Swimming. Their mission is as follows:

We provide a year-round competitive swim program to a diverse community of young swimmers. Our mission is to make top-flight competitive swimming accessible to the entire community. We believe that all children should have access to Olympic/National caliber coaching and training/technique.

We believe that respect, discipline and diversity are the foundations for team and life.

- Our team provides every member an opportunity to improve swimming skills and achieve success at his or her level of ability.*
- Community Spirit - the coaching staff under Coach Holder foster this family attitude that surrounds the team. They care deeply for each and every swimmer and make an effort to integrate parents in their children's swimming growth.*
- Outreach Team - Stingrays swim program is designed to pull individuals into the sport of swimming who might not otherwise have the opportunity to participate.*

The goal of a year-round swim program is to provide high-quality coaching and technique instruction for all ages and abilities.

Because of the high costs associated with competitive swimming, it is usually popular among those who live in the suburbs and have high incomes. Instead, the Stingrays aim to bring a love for swimming to everybody. The head coach, Mr. Hosea Holder, has been a coach and mentor to thousands of Pittsburgh youth for the last 45 years. Along with the head coach, there are 3 assistant coaches and about 25 parent volunteers that run the organization. There are currently 42 swimmers, over half of

which are minorities. They expect their membership to increase to 60 members by the end of 2011. The team is a non-profit but does not currently have 501 (c)(3) status. They are technically under the Kingsley Association's 501(c)(3) status umbrella, but all donations would have to go through the Kingsley Association. The board of parents are still discussing the issue and may consider pursuing their own 501(c)(3) status in the future.

Facilities

The Kingsley Stingrays have practiced in various pools in Pittsburgh over the years. Prior to 2004, the team went under the name Three Rivers Aquatics and practiced in the Oliver St. Bath House and at different Pittsburgh public schools. During the school year, the team practices at the Kingsley Association, located at 6435 Frankstown Avenue. During the summer, practices are held at the Highland Park pool. The team must pay rent to the Kingsley Association and to city parks for use of their facilities. The parents who are officers or are on a committee will meet sometimes at the pool. There are no offices or computers available at the Kingsley Association for their use. All work is done from home computers or laptops.

Programs

The programs are split into developmental (lessons and training) and competitive swimming. The developmental training consists of a Pre-Team, Junior Team, and Senior Group.

- The Pre-Team, for ages 6-11, provides younger swimmers with the opportunity to develop the fundamental skills to compete, such as competitive strokes, turns and starts, and basic racing skills.
- Once promoted from Pre-Team, swimmers go onto the Junior Team, in which training is more rigorous.
- Finally, the Senior Group focuses on advanced stroke mechanics, increased aerobic conditioning, and perfecting race strategies for competition.

From October through March, the Stingrays participate in monthly competitions. The swimmers compete in accordance with USA swimming rules and regulations. Their local USA Swimming Club (USA Swimming refers to the regional organizations as "clubs") is Allegheny Mountain Swimming (<http://amswim.org>).

Because they believe that everyone should have the opportunity to train and compete, the Stingrays offers need-based financial assistance for its swim programs. Need is established based on the US Federal Poverty Level Guidelines for the National School Lunch Program. Currently, this amount is a 50% reduction in fees for families at 185% of the federal poverty level and a 75% reduction in fees for families at 130% of the federal poverty level. To help lower membership fees, the team organizes different fundraising events throughout the season. Their main fundraising events are a Swim-a-Thon and Learn to Swim, a fundraiser in which the older swimmers give basic swim lessons to non-members.

Staff

Coach Holder coaches 6 days a week and is helped by 3 assistant coaches that volunteer 1 or 2 days a week. The assistant coaches are Melissa Branson, Andy Thurman, and Brent Houck. The rest of the organization is completely run by parent volunteers whose children swim for the team. There

are currently about 25 parents that play an active role in the team's operations. The main officers roles are as follows:

Co-President: Dana Anderson; she is a teacher at a Pittsburgh public school.

Co-President: Victoria Walker

Vice President: Megan Rooney; she is the Director/Founder of La Escuelita Arcoius, a preschool in Pittsburgh.

Treasurer: Jen Lakin

Secretary: Okeyta Scott; she runs her own daycare center and travel agency.

Recruitment Officer: Nancy Downes, who is a freelance writer and editor.

Meet Coordinator: Chinnie Gregory

Equipment Officer: Teo Hollander, assisted by Victoria Walker and Scott Hollander, who runs a nonprofit child advocacy organization, Kids' Voice.

Fundraising: Jodi Popovich heads the Fundraising Committee. Nancy Downes is in charge of the Swim-a-Thon fundraising event and Jeni Benz is in charge of Learn to Swim.

Technology Advisor: This is a very informal position. Patrick Caroff, a parent who is a website designer for a living, has offered to give some advice regarding the website.

Website Officer: My CP, Cara Ciminillo, will be in charge of maintaining and updating the website.

In a meeting with the parent board, it seemed that parents had a basic familiarity with technology for simple use of email and personal or work use. The Co-President was capably using her smartphone to read off the agenda but was then unsure how to search through her email to find an updated version. They felt that it would be important to have a technology guide of some sort at the end of the consultancy to refer to and distribute to other members.

Technology Infrastructure

The Stingrays have no technology infrastructure at their swimming facilities. Online interactions are handled from home. My CP, Cara uses an Apple MacBook laptop and desktop computer that are about 2 years old. She has cable internet at home. She uses Microsoft Office Suite for most, if not all, of her work with the team. The team currently does not have a website at all.

Technical Management

The recruitment officer, Nancy Downes, handles the Stingrays' Facebook page, which they recently created. The Kingsley Association has a single page of information about the Stingrays on their website (kingsleyassociation.org/kingsley-stingrays-swim-team) but it is all handled by the Kingsley Association, not the Stingrays, and the Stingrays do not have access to modify it at all. The page features one photo and is completely static. I am unsure of what hosting service the Kingsley Association uses as it might also change since it is involved in its own Technology Consulting in the Community project as well. A handful of about 2-5 parents have agreed to assist in the updating and maintenance of the website that we created in this consultancy. They have no technical background but Cara has had experience with Joomla before in a past Technology Consulting in the Community project.

Technology Planning

The officers will be involved with the technology planning but most of it will go through my CP, Cara. The solutions must be within the budget of around \$200 a year. There is currently little to no technology planning.

Internal and External Communication

Communications at the pool are through a physical bulletin board that has a sign-up sheet and a list of events. All other communications are through phone and personal email from home. The officers and committees have meetings, held at the pool during practice or in a person's home.

Information Management

The parents use a Microsoft Word document to keep membership records. Materials such as forms, general information, and handbooks are dispersed. Nancy Downes handles most of the inquiries and her contact information is listed on most of the materials. She has most of the documents but may have to refer the person to someone else to get more information.

Business Systems

Parents usually take on roles related to their career field, such as a mother who is a lawyer who handles the non-profit's paperwork. Commitments are usually for one year for committee positions and multiple years for officer positions. The officer positions are President, Vice President, Secretary, Treasurer, Marketing & Communications, Recruitment, Social Events, Meet Director, and Equipment. My community partner, Cara Ciminillo, is the marketing and communications officer.

II. Scope of Work

Task 1. Create an online presence and communications tool for parents

The Problem & Proposed Solution

The only online presence that the Stingrays have is a static page tucked away on the Kingsley Association's website. It is unappealing, uninformative and cannot be modified by the parents. This poses a problem because people interested in joining might be turned off, might not have enough information, or might not even find the page at all. The Stingrays could be losing out on many potential members because of a lack of a website, which goes against their mission to provide competitive swimming to the entire community. Currently, Nancy Downes is the bottleneck for information, for she is the one dealing with all inquiries. If someone is interested in the team, they must first contact her for information, wait for the information to be sent, and then review it and possibly request other documents. This is more inconvenient and time-consuming than having a website for people to refer to on their own time, with all the information laid out in one place.

The parents would also like a way to easily communicate with each other about practices, meets, and events. The team currently has a physical calendar of events posted on a bulletin board by the pool. Parents cannot view the calendar at home, only when their child has practice. This makes planning for events and referring to their dates much more inconvenient for the parents.

The solution will be to create a simple website that parents can easily access, maintain, and update. The creation of their own website will allow the Stingrays to share information about their organization to potential swim members, which could help to increase membership. There will be no more information bottleneck and potential members will get a good idea of what the Stingrays do. Viewing a photo gallery on the site could also spark initial interest in the person and push them to join and be a part of the team.

The website will also serve as a communications tool for existing members. Members and their parents will be able to sign up for practice and meets online and can view events on an online calendar, which will help them manage their schedules easier. The consulting task is to assist Cara in choosing a website service that will be easy for parents to use and customize the site for the organization's specific needs.

Approach

We will discuss different content management systems (CMS), web hosts, and all-inclusive sports team management services and compare their prices, features and functionality, ease-of-use, and technical support.

The major steps of the consulting task are as follows:

1. Research Content Management Systems – Evaluate and compare the popular open-source CMS's Joomla, Drupal, and Wordpress. Play around with the Joomla and Drupal accounts that Professor Mertz made for me.

2. Research web hosts – discuss the pros and cons of different web hosting services. Figure out how much space, bandwidth, databases, etc. the website would need. Find out how much different hosts charge.
3. Research sports team management services – see if this is a better option than a CMS & host. See if it is worth the price. Do they provide features/functions that cannot be achieved through CMS?
4. Think about functionality – it should have a login function, donate button/page, photo gallery, calendar, and news feed.
5. Think about website content – What information needs to be on the site and where should it go? How should we organize the information so that it makes sense and is easy to find?
6. Think about design – What should the color scheme be? How should the navigation bar be organized? Look at templates and build off of that for a customized look.

Expected Outcomes

Expected Outcome	How It Will Be Measured	Baseline Measurement
CMS + Host or All-inclusive Sports Management Service that is within budget and suits Stingrays' needs	CP and team agree on the price. The option we choose provides the ability to create the features that CP wanted for the site – login, calendar, photo gallery, etc.	N/A
Website is functional and easy-to-use	Test by having CP edit and update it in front of me while I observe.	N/A
Content of website is relevant and well-placed	Have outsider go on site as if they are an interested swimmer or donor and see how easy it is for them to find information.	N/A
Site looks professional and well-polished	Feedback from CP and team about how the site looks	N/A

Task 2. Provide parents with better understanding of how to maintain website

The Problem & Proposed Solution

My CP, and any future parents that take on her role, must know how to use the website and edit the content for it to be helpful to the organization. It is important that they have instructions that they can easily refer to after I am gone. This will be in the form of a Word document that will go over the important functions and where to find them. The guide will include many screenshots so that it is clear where to find everything. In their marketing efforts and on their website, it is also important to be consistent and have a professional appearance, so I will also create a basic guide to help in the design of future materials and new content to the website.

Approach

1. Familiarize myself with the service we choose – figure out how to add content, how to edit existing content, how to change the appearance, where to find commonly used buttons, etc.
2. Take screenshots – the use of screenshots and highlighting will help my CP's understanding of how to use the service.
3. Compile instructions and screenshots into manual – have clear instructions aided by visuals and compile into one document. My CP will also be involved in the creation of this manual, since she has the perspective of the typical parent. This will also be another way for me to gauge my CP's understanding of the functions of the website and how to use them.
4. Create a design guide – explain basic design principles and have examples of Do's and Don't's, also aided by screenshots.

Expected Outcomes

Expected Outcome	How It Will Be Measured	Baseline Measurement
Consultant is familiar with web service and can instruct on its use	Creation of the website Demonstrate knowledge to CP by showing her how to use the service in a meeting	N/A
Screenshots are a helpful visual aid for CP	Feedback from CP	N/A
CP has solid understanding of how to use service	Test by having CP edit and update it in front of me while I observe.	N/A
CP (or other parent in charge of it) can create clean-looking documents and keep website looking consistent	Exercise (give CP a bad website and tell her to circle all that's wrong with it). Check if new pages on website are aligned properly, have the same font and header size, consistent colors, etc.	N/A

III. Outcomes and Recommendations

Task 1. Create an online presence and communications tool for parents

The Stingrays want a website to give information to potential members and donors and to allow parents to communicate. The site is hosted on the server of Patrick Caroff, a parent volunteer, and managed through the CMS Joomla.

We evaluated multiple CMS's, hosts, and sports management services and our solution took into account price as well as other pros and cons. The parents agreed on a price range they were comfortable with spending and Cara communicated this with me. I initially generated a list of services that I had either heard about or researched online and listed the pros and cons, then discussed each option with my CP who made the final decision. For the full list of options we evaluated, please refer to Appendix A. We decided to use the free open-source CMS, Joomla, which my CP has had prior experience with. The CMS allows the CP to add and edit content through a dashboard without having to go into the code. A Joomla editor extension allows the CP to even edit content from the front-end of the website by simply clicking an icon next to the textbox on the site.

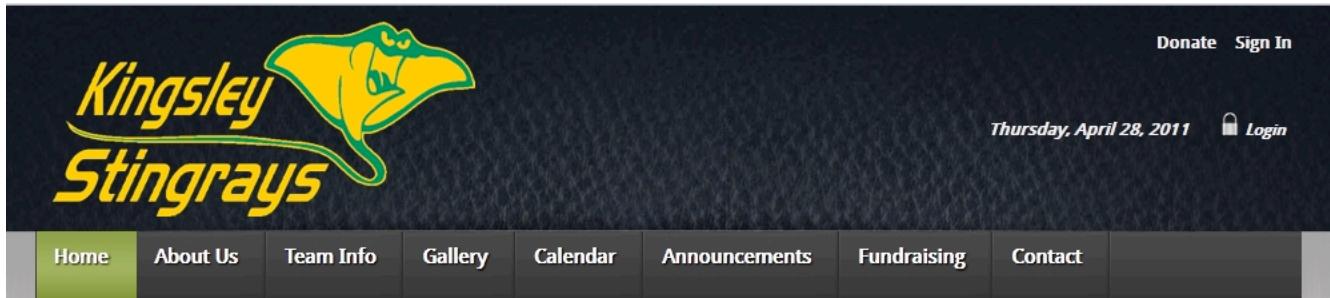
The site requires three Joomla extensions – a Facebook feed, calendar and event registration, and a photo gallery. We chose the extensions based on ratings, reviews, and the quality of the support from the creators.

The homepage features the Facebook feed extension, Facebook FanBox, which automatically streams content from the Stingrays' Facebook onto the website. This allows them to post status updates and links onto Facebook without having to repost the content onto the site. It also gives the visitor the ability to "Like" the Stingrays' Facebook page without navigating away from the website.

The calendar and event registration extension, JEvents, allows parents to view practice and meet information on the calendar and sign up and pay for events online. Before, parents could only view events on the physical calendar on the bulletin by the pool. They could only sign up for events on the days when they took their child to practice and had to jot down the dates of importance onto their own personal calendars. Now, they can view the calendar and sign up from home or work whenever they like without having to wait until they go to the pool.

The photo gallery extension, Phoca, integrates with a Picasa account to allow users to use photos from Picasa. This is valuable because Picasa resizes images to a manageable size. Otherwise, parents may upload photos directly from their digital cameras, which are too large to download quickly and display properly on the site.

I customized a template that we purchased from Patrick's template club. Since he is a web designer, he has a membership to a subscription template site that offers new templates each month. I edited the menu bars, the modules to be used on each page, and the header. I customized the colors to match the color scheme of the Stingrays logo (pictured below).



The CP added 13 pages of content to the website, 5 events to the calendar, and 20 photos to the gallery. The content was taken from a Stingrays Handbook Word document that was previously distributed through email or hardcopy. The sections of the website include:

- About Us
- Team Info
- Gallery
- Calendar
- Announcements
- Fundraising
- Contact

The subsections of About Us include:

- Mission & Vision
- Who We Are
- Newsletter

The subsections of Team Info include:

- Programs
- Forms
- Fees & Financial Assistance
- Parent Volunteering
- Team Apparel & Equipment
- Swimmer Nutrition
- Links

The subsections of Calendar include:

- Calendar View
- List View

The website URL is: <http://www.pittsburghstingrays.com>. The organization decided not to include "Kingsley" in the URL in case they switched swimming facilities in the future. Naming it pittsburghstingrays.com gives them more flexibility in case they move.

We originally created a Donations page to help the Stingrays get more funding so they can keep membership fees lower for swimmers, which would help their mission to provide swimming to

everyone in the community. However, when Cara tried to create a PayPal account, she ran across a problem: PayPal only gives “Donate” buttons to 501(c)(3) organizations. The Stingrays could use a “Give” button, but donations would not be tax deductible. Since the team is still discussing where they want to move in regards to their status, we decided to hold off on donation efforts for now and deleted the donation page on the site. This would be something to look into in the future should they gain 501(c)(3) status.

The website serves as a public face for the Stingrays, to potential swim members and donors. People can find out information about the Stingrays easily through the site. The Recruiting Officer, Nancy Downes, refers people to the website and includes the URL in their marketing efforts. They no longer rely on a single person (Nancy) for the dissemination of information. Before, inquiries had to wait until Nancy received them and had the time to respond to them. Now, people can visit the website and instantly get the information that they were looking for (forms, types of swimming programs, financial assistance). It used to take days for people to hear back, now it takes minutes for them to research it themselves. Making their information readily available to interested parents and children will help with their recruitment of new members. The addition of new members will help sustain the organization as older swimmers and their parents who volunteer leave the team when the child gets older.

The Meet Coordinator, Chinnie Gregory, also saves time through the creation of the website. Before, she had to collect paper forms from parents when they signed up for events. Now, she has sign up information organized by the calendar and event registration extension and can skip the step of manually entering information from paper forms to her computer. It used to take Chinnie 3 hours to input the information from paper forms to the computer, but now we expect it will take her only half an hour to send the information that she receives digitally to Allegheny Mountain Swim. There is no evidence of this yet because there has not been sufficient time to observe this.

Since we decided not to go with an all-inclusive sports management service because of the high price, there are many capacity-increasing features that I did not have the technical capability to employ. This includes keeping track of swimmer records and qualifying times (and having this available to parents on the website) and information to be sent out to meet coordinators. This is a great opportunity for improvement in future efforts.

Sustainability

When I met with the team, all of the parent volunteers were enthusiastic about the creation of a website. My CP is motivated to be in charge of it for the team and is dedicated to maintaining it. I showed Cara how to add and edit content on Joomla and she has added content multiple times in front of me. She has also used Joomla for another non-profit before so she is already familiar with it. I also installed an easy-to-use editor extension that shows up as a button right beside the content, which makes it even more straightforward to edit the content. I made sure all of the extensions we used were from reliable sources that provided support and updates. If a new version of Joomla comes out, they will most likely make a new version of their extension that is compatible quickly.

I have also created a Joomla guide with screenshots and instructions for reference. This will be available in hardcopy as well as digitally as a Word document. This will allow the team to make new copies and distribute it easily through the Web. Also, when the current parents leave the organization, they can pass this onto new parent volunteers to help them with their duties. Joomla

has a large community of people who have asked and answered questions that my CP could also refer to for support. Patrick Caroff is a web designer and a valuable resource for technical questions and advice. My CP and other parents can go to him for support as well after I leave.

A potential risk to sustainability is the fact that Patrick is hosting the site on his personal server. He uses the server for all of his own career work and it is professionally-managed and secure. He has offered, in writing, to fully take care of moving the site should he leave the organization, including backing up the Joomla files and database. All of the content on the website is saved offline in Word documents so that if information is ever lost on the site, they still have backup files.

New Vision for Technology

Now that the team has realized the benefits of a website, they have a better idea of what else technology can do for them. From here, they can add new features to the website, like setting up an online store for uniforms and equipment. They can look into databases and how using them wisely could help them be more efficient and better store their information of swim times and swimmer information.

Task 2. Provide parents with better understanding of how to maintain website

I have created an instruction manual that highlights how to use the main functions of Joomla. The guide gives step-by-step instructions, supplemented by screenshots. I worked off of a user guide that my CP had from a previous Technology Consulting in the Community project and modified it to fit the needs of the Stingrays. I added a section of explanation for each of the Joomla extensions we used. Cara and the rest of the parents have reviewed the document and I have made changes based on their suggestions.

The guide is 20 pages long, divided into 8 sections.

The sections are as follows:

- Introduction
- How to create a new user
- How to delete a user
- How to edit content to articles
- How to embed photos within articles
- How to add photos to gallery
- How to add/edit events
- How to embed PDFs into articles

This will be a very helpful tool for Cara and any other parent that wishes to edit and add content. Even though my CP has demonstrated that she can do it in front of me, it could be very easy to forget how to do something later down the line. Also, if Cara happens to leave the team, the next people to take on her duties will be able to familiarize themselves with the process.

This guide will serve as a self-reference tool for when I'm gone. It will help ensure the sustainability of the website because they will be more likely to keep updating the website and make changes to it when needed. Parents are also encouraged to add to the guide things they discover themselves that I might have overlooked. They can also add to it in the future if there are any additional extensions or functionalities added to the website.

Recommendation 1. Employ automatic billing and payment processing

We have added much functionality to the website but there are always improvements that can be made. The team should look into automatic billing and electronic payment processing in the future to continue to increase their capacity. Having automatic billing and payments supports their mission because they will get funds faster. Before, parents waited until practice to bring their membership dues and might forget to bring it sometimes. With automatic payments, the team will get a more predictable, steady revenue stream and could be getting the money faster than with physical payments. This allows them to get funds when they need it and direct them to immediate tasks and objectives.

To implement this recommendation, the Stingrays would need to create a business PayPal account. They are currently using a personal account, which does not support recurring payments. There is no membership fee for a business account, but PayPal does collect a percentage of each transaction. They offer discounted rates for nonprofits. The parent board is still deciding the team's organizational status, so they may not necessarily have the nonprofit discounted rate.

The standard pricing is as follows:

YOUR MONTHLY SALES	YOUR FEE PER TRANSACTION	EXAMPLES
\$0 to \$3,000	2.9% + \$0.30	\$3.20 fee on a \$100 sale
\$3,000+ to \$10,000	2.5% + \$0.30*	\$2.80 fee on a \$100 sale
\$10,000+	2.2% + \$0.30*	\$2.50 fee on a \$100 sale

The nonprofit rates are as follows:

YOUR MONTHLY DONATIONS	YOUR FEE PER TRANSACTION	EXAMPLES
\$0 to \$100,000	2.2% + \$0.30	\$2.50 fee on a \$100 donation
\$100,000+	1.9% + \$0.30	\$2.20 fee on a \$100 donation

PayPal lets the user add the recurring payments function to their website or send it through a link in an email. The steps to create this are as follows:

- First, they need to generate a button customized to their needs. The HTML code to be pasted into the site can be found here: https://www.paypal.com/cgi-bin/webscr?cmd=_pdn_subscr_techview_outside.
- The code needs to go into the HTML of the site on Joomla. To do that, they must sign into Joomla, go into the backend, go to Extensions in the top menu and click Template Manager.
- Then, they click the template “comaxium,” click on the button that says “Edit HTML,” and paste it in at the top.
- In the code, there are 3 variables that the team can change. “a3” sets the dollar amount to be billed each time, “p3” sets the number of time periods between each recurrence, and “t3” sets the time period (D=days, W=weeks, M=month, Y=years).
 - a3 - amount to billed each recurrence
 - p3 - number of time periods between each recurrence
 - t3 - time period (D=days, W=weeks, M=months, Y=years)

For the example above, the variables values are as follows:

Variable	Value
a3	5.00
p3	1
t3	M

- The code includes an image for the button which says “Subscribe.” The Stingrays will probably want to make their own image since their membership fees aren’t really subscriptions.
- To do this, they will need to make an image in a program like Photoshop with the word that they would like to use instead of “Subscribe.”
- The image needs to be 113 pixels wide and 26 pixels high. I would recommend doing a Google search for buttons (there are many out there) that are blank and just inserting text on top of it in Photoshop instead of making everything from scratch. There are many Photoshop tutorials out there that go over basic tools like the Text Tool. There are articles with screenshots as well as videos like this one: <http://www.youtube.com/watch?v=018lVE-Afm0> or this one: <http://www.youtube.com/watch?v=kZoGy7NHMtA>.
- Once the button is set up, the team can then customize their notifications, invoices, and emails to be sent out by going here: https://www.paypal.com/cgi-bin/webscr?cmd=p/acc/ipn-subscriptions_outside.

The full guide to recurring payments can be found in Chapter 4 here:
https://cms.paypal.com/cms_content/US/en_US/files/developer/PP_WebsitePaymentsStandard_IntegrationGuide.pdf.

Additional Recommendation. Utilize Google Documents to share and edit documents

Utilizing Google Documents could be extremely useful to the organization. Google Docs is a word processor, spreadsheet, presentation, form, and data storage service that Google provides on the Web for free. Currently, the team uses Word and Excel documents to keep track of membership and financial information. These documents are passed around through email and there are multiple versions floating around. This can cause confusion and errors in data. Additionally, only one person can look at and work on a document at once and other members must wait for documents to be sent out before they can view it. This wastes time and energy going back and forth and tracking down documents in past emails.

Google Docs will allow multiple members to view documents simultaneously and documents are organized in one place, so they do not have to sift through their emails to find them. Members can collaborate and there is even a live chat function built into each document. Also, since files are saved on the web instead of personal hard drives, members can access these documents from anywhere through an internet browser. The Stingrays could have many uses for Google Docs such as keeping track of attendance, membership information, membership dues and payments, swim times and records, and their newsletter.

Using Google Documents to share information and collaborate on the same document at once will save parents time and hassle from having to find documents buried deep within emails. Being more efficient will let them focus their energies on other tasks. Also, since parents run the team on a volunteer basis, making tasks easier will help ensure that parents stick to their jobs and aren't hesitant to volunteer for further positions.

To access Google Docs, members will need to create a Google account. Those with Gmail accounts can use their login information from their email. For those without Gmail accounts, they can sign up for a free Google account using their existing email address. Once they have an account set up, they can access Google Docs by going to <https://docs.google.com> or clicking "Documents" in the top left menu bar from their Gmail.

Setting up a document or spreadsheet

- Once they are logged into Google Docs, they click on "Create new" in the upper left hand side and then click "Document" or "Spreadsheet." "Document" is like a normal word processing document. This could be used to create a newsletter, letter or form, among other things. There are options that are found in Word, like font, text size, color, etc., although there is less functionality than one would find in Word. The spreadsheet also has many of the functionalities that Excel has, including mathematical functions and charts.
- The name of the document can be changed in the box that says "Untitled document" or "Unsaved Spreadsheet" next to the Google Docs logo.
- To share the document with others, they need to click on the "Share" button in the top right corner. A box pops up where they can then add people by inputting their email addresses.

- There is a button on the right side that says “Can edit.” If clicked, they can allow the individual to be able to edit the document or just view it. For some documents, it might be a good idea to allow most of the parents to only view it, in case they accidentally mess something up.
- Once they have inputted the email addresses, emails will be sent to the recipients, in which they can click a link that will take them to the document.
- Members can also import and export documents from Microsoft Office. To import, they need to create a new document, go to “File” then “Upload” and find the file.
- To export, they should go to “File” then “Download as” then click on the file format they desire. Google provides instructions on importing and exporting here: <http://docs.google.com/support/bin/answer.py?hl=en&answer=50092>.

This website also has a good guide to getting started with Google Docs, with screenshots provided as well: <http://edutech.msu.edu/online/GoogleDocs/GoogleDocs.html>. There is also a YouTube channel dedicated to Google Docs that provides great video tutorials: <http://www.youtube.com/GoogleDocsCommunity>.

About the Consultant

Kathy Yang is a senior in Business Administration, with a double-track in Marketing and Graphic Media Management. She is interested in pursuing a career in branding, strategy, or interaction design. She is currently in the interview process and wishes to work on the West Coast.

Appendix A.

Below is a list of the various web services we evaluated and the price, pros, and cons associated with each one.

Company	Offering	Price	Pros	Cons
A2 Hosting	Host	\$60/yr for 1 yr; \$48/yr for 3 yrs	Price, TA used this in her project and says it's very reliable	
Go Daddy	Host	\$48/yr for 1 yr; \$36/yr for 3 yrs	Price	Possible hidden fees
NameCheap	Host	\$35.40/yr	Price	
A Small Orange	Host	\$25/yr for XS; \$60/yr for S	Price, word-of-mouth from a reliable source	Will the ultralite be enough? Will have to ask mentor about specs.
Blue Host	Host	\$84/yr	No hidden fees, good reviews	
Host Gator	Host	\$48/yr		
Google Sites	CMS + Host	Free	Price	Google URL
Ning	CMS Host	\$200/yr	Interactive, high involvement through social media	May be too much of a social media website than what we need
Joomla	CMS	Free	Price, CP has experience with it before	Must find host
Drupal	CMS	Free	Price	Must find host
Wordpress	CMS	Free	Price	More blogging style
Team Unify	All-inclusive	> \$1000/yr	Specifically designed for sports team needs	WAY TOO EXPENSIVE
My Team Captain	All-inclusive	??	Allows you to email and text members! Specifically designed for sports team needs	
Team Snap	All-inclusive	\$55/yr basic; \$79/yr premium, free option w/lmtd functionality	Specifically designed for sports team needs	Doesn't have website feature
Eteamz	All-inclusive	\$54/yr basic; free w/ltd functionality	Specifically designed for sports team needs	Websites are not very customizable, not enough functionality
Team Cowboy	All-inclusive	Free (I think)	Price, Specifically designed for sports team needs	

Appendix B.

Below is a screenshot of the Facebook extension we used. It is featured on the sidebar of the home page.

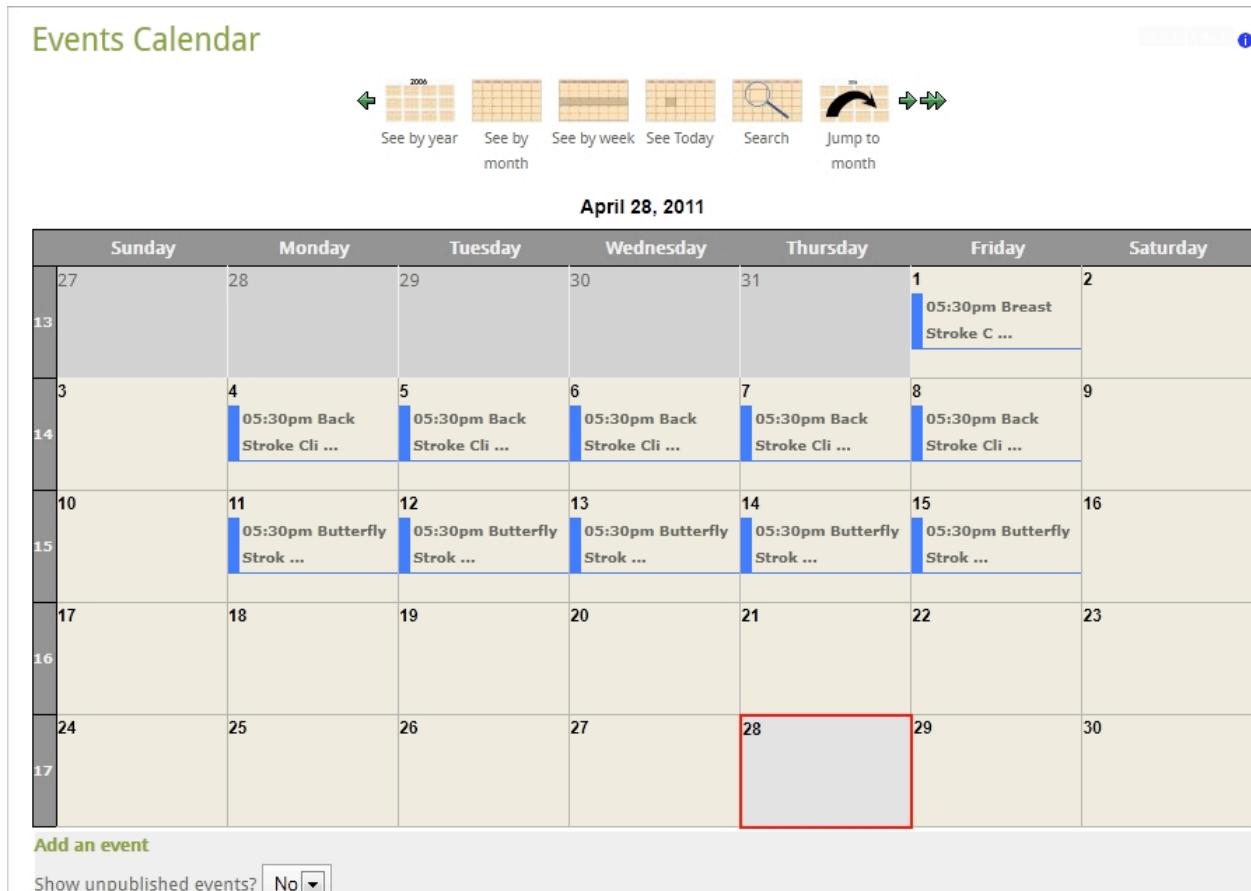


Appendix C.

Below is a screenshot of the JEvents calendar and event signup extension. My CP has added 5 events in front of me.

Calendar View:

Events Calendar



April 28, 2011

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27	28	29	30	31	1 05:30pm Breast Stroke C ...	2
3	4 05:30pm Back Stroke Cli ...	5 05:30pm Back Stroke Cli ...	6 05:30pm Back Stroke Cli ...	7 05:30pm Back Stroke Cli ...	8 05:30pm Back Stroke Cli ...	9
10	11 05:30pm Butterfly Strok ...	12 05:30pm Butterfly Strok ...	13 05:30pm Butterfly Strok ...	14 05:30pm Butterfly Strok ...	15 05:30pm Butterfly Strok ...	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

Add an event

Show unpublished events? No

List View:

Please select a category

All categories ▾

March 21, 2011	<ul style="list-style-type: none">Monday, March 21, 2011 - Friday, March 25, 2011 05:30pm - 07:00pm Freestyle Stroke Clinic by <i>admin</i>
March 28, 2011	<ul style="list-style-type: none">Monday, March 28, 2011 - Friday, April 01, 2011 05:30pm - 07:00pm Breast Stroke Clinic by <i>admin</i>
April 04, 2011	<ul style="list-style-type: none">Monday, April 04, 2011 - Friday, April 08, 2011 05:30pm - 07:00pm Back Stroke Clinic by <i>admin</i>
April 11, 2011	<ul style="list-style-type: none">Monday, April 11, 2011 - Friday, April 15, 2011 05:30pm - 07:00pm Butterfly Stroke Clinic by <i>admin</i>
May 28, 2011	<ul style="list-style-type: none">Saturday, May 28, 2011 - Sunday, May 29, 2011 North Carolina Meet by <i>admin</i>

Appendix D.

Below is a screenshot of the photo gallery. My CP added 20 photos in all to the gallery. She plans on adding more as time goes on.

