Volunteers of America Pennsylvania
Working Order
Executive Summary

Student Consultant, Mi Gyeong Koo
Community Partners, Ruby S. Wilkosz and Carol L.Landfried

I. Background Information

Volunteers of America Pennsylvania (VOAPA) is a non-profit national organization providing local human service programs and opportunities for individuals and community. VOAPA received a grant from Pennsylvania Developmental Disability Council (PADDC) to develop a statewide network that creates, promotes and maintains opportunities for entrepreneurship for individual with disabilities.

Working Order is a program of Volunteers of America Pennsylvania. This non-profit organization helps people with disabilities or obstacles, as well as anyone interested in developing skills to start their own business through entrepreneurship.

The Mission of Working Order is:

> *Working Order helps people with disabilities or other obstacles to employment create meaningful work for themselves through entrepreneurship. Working Order provides support for entrepreneurs in a cooperative setting, creating a truly diverse work environment by welcoming people with or without disabilities. Working Order makes micro-enterprise accessible to the widest range of individuals through business coaching, shared resources, and community connections.*

Since developing statewide network that provides and promotes entrepreneurship opportunity for individuals with disability will help mission of Working Order, Working Order has already sent out surveys asking basic information about the organizations that are willing to be a resource for individuals who are willing to become an entrepreneur.

There are four staff members at Working Order. Three full time employees are Ruby Wilkosz, the Regional Director, Kathy McGill, the office manager, and Marty Stahl, the marketing director. Carol Landfried works part-time as an assistant business coach.

II. Consulting Tasks

Making Website with Resource Directory

One of the tasks to meet the goal of the PADDC grant is to create a state-wide directory of entrepreneurial resources for individuals with disabilities. Once the directory is made, then more people with disability who are interested in entrepreneurship can access the information about the resources available for them. This directory will give more people more chance to become an entrepreneur.

An essential component in making this directory accessible to current and potential entrepreneurs with disabilities involves making a website containing this directory. First, Carol and I researched ways to maintain the directory so that it can be reliable, with current and accurate information. The easiest way is to send emails to resource organizations and ask them to update it if any of their information has been changed. Secondly, we researched some of the existing directories to see how

they organized their directory, especially their search options, layout of data and types of information displayed for each entry of the directory. At the same time, we also researched all that is entailed to make a website accessible. Since the website users will be primarily people with disabilities, it is really important to have website which screen readers can read without missing any important information. As we researched the contents and layout of the directory, I was also researching some of the existing online directory management systems. However most of the directory management systems with reasonable prices were not screen reader friendly. Therefore, we decided on hiring a web development company with a directory management system that can be modified according to specifications. I also researched how to make directory on CD and printing directory.

III. Outcomes Analysis and Recommendations

Outcomes:

- A plan for making the website

- Basic layout for the website (See Appendix B)

- A document comparing two web development companies, Antharia and Spider Web Commerce (See Appendix A)

- Candidates for Domain Name: www.PAEDDirectory.org and www.PAEDResource.org

- Document on making printed version of directory and exporting CD on directory

Recommendations:

- Go over the demo of the software that will be purchased

  Since both Antharia and Spider Web Commerce provided online demos for their software, it will be very helpful to go over them to get familiar with the software.

- Make directory of entrepreneurs incubated from Working Order and other entrepreneurs with disability; this directory of existing entrepreneurs can provide encouragement and hope for others who may want to be self-employed

- Make glossary of terms related to disability and entrepreneurship
  For someone who is not familiar with terms of disabilities or entrepreneurship or business, a glossary with terms regarding disabilities and entrepreneurs will be very helpful.

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Volunteers of America Pennsylvania
Working Order
Context Analysis

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I. About the Organization

Organization

Working Order is a program of Volunteers of America of Pennsylvania, an affiliate of Volunteers of America, one of the nation's largest and most comprehensive human services organizations. The Working Order program helps people with disabilities or other obstacles, as well as anyone interested in developing skills to start their own business through entrepreneurship. Working Order was founded in 1996 by Susan Chase, a speech pathologist. In 2003, the organization enlarged its size and moved to their current office in Sharpsburg. Their service was spread throughout Southwestern Pennsylvania via online business coaching. In July 2006, Working Order merged with Volunteers of America Pennsylvania. The merger had two goals: to replicate the program beyond Southwestern Pennsylvania and to strengthen the sustainability of the program through administrative cost reduction and funding support.

The Mission of Working Order is:

> *Working Order helps people with disabilities or other obstacles to employment create meaningful work for themselves through entrepreneurship. Working Order provides support for entrepreneurs in a cooperative setting, creating a truly diverse work environment by welcoming people with or without disabilities. Working Order makes micro-enterprise accessible to the widest range of individuals through business coaching, shared resources, and community connections.*

There is a client fee which is based on a sliding fee scale for those who can afford it. The main sources of funding are foundations, as well as corporate and individual donors. Another source of funding includes contracts for services with the Pennsylvania Office of Vocational Rehabilitation and the Allegheny County Departments of Behavioral Health and Mental Retardation. More information can be found at Working Order's website www.workingorder.org or via the website of Volunteers of America Pennsylvania www.voapa.org.

Volunteers of America of Pennsylvania received a grant from the Pennsylvania Developmental Disabilities Council (PADDC) to make a useful entrepreneurial resource directory. A survey form was sent out asking organizations if they are willing to be listed in this directory. The survey asks basic information about companies. Many responses were returned.

Facilities

Working Order shares the building with another Volunteers of America program called "All of Us Care". The building is located on the main street in Sharpsburg which is about a ten-minute drive from downtown Pittsburgh along the bus line. The office has two individual offices, a bigger room

for entrepreneurs and employees, two conference rooms, and a small kitchen and closet. There is also a storage area for office supplies. In the open area, there is some space for employees and some space for the clients to come in and work on their own projects.

Programs

- Working Order develops and supports entrepreneurship for people with disabilities or other obstacles to traditional employers.

- Working Order provides business coaching, feasibility planning, training, shared office space and supplies, sales, marketing, and technical assistance for its clients.

- Working Order also provides a network between clients and community partners. When the clients successfully start their business, Working Order lists the description of the entrepreneurs on the website to let other people know about it.

- Working Order issues a newsletter twice a year. They also plan for events such as an annual picnic, a monthly Brown Bag Lunch with a speaker on a business topic, a monthly Disability Resources Breakfast with a speaker on a disability topic, and a Community Connections Breakfast to market the goods and services of the entrepreneurs as well as the programs of Volunteers of America.

Staff

Working Order has a total of four employees, three of which are full-time and one who is part-time. All employees have a personal computer and email account. Because this is a small organization, employees frequently help each other in their roles. They are employed by the Volunteers of America in Pennsylvania. Staff members use MS Word and MS Excel.

Full time employees:

- **Ruby S. Wilkosz** has been the Regional Director since July 2006 and manages the organization. She gives presentations, submits the grants and works on future planning. Most of the times she works with Microsoft Word and Microsoft PowerPoint to create documents and presentation slides. She often interviews new clients with another assistant business coach. Before coming to Working Order, she was a bank manager.

- **Kathy McGill** has been the office manager since 2006. She answers phone calls and manages appointments. She keeps track of the financial part of Working Order: reimbursing and billing clients, as well as managing general expenses of Working Order. Using an Access database, she keeps track of clients' information, time that they use the facilities in Working Order, and their expenses. Also, she uses FileMakerPro v6 to organize information of donors, volunteers, and employees.

- **Marty Stahl** is the marketing director. Her role in Working Order is to look for potential markets for their entrepreneurs as well as to build relationships with other organizations and media groups in Pittsburgh to promote and support Working Order across the state. She also participates in interviewing clients. Entrepreneurs often ask for her advice. On top of these, she is the one who takes care of the website using Dot Net Nuke. Her previous career was a graphic artist.

Part time employee:

- **Carol L. Landfried** is an assistant business coach. She interviews the possible new clients of Working Order to find out their passion and the feasibility of their business concept. Once Working Order enrolls a new client, she helps to create the business plan. When she is not working with the clients, she researches funding opportunities and information about disabilities.

Technical Environment

Hardware

There are a total of 11 computers in this organization: 5 for employees and the other 6 for clients. Each of the computers has different features. Most of the employees' computers have at least a 1500MHz Pentium 4 with 256 MB RAM. Besides one Mac computer that Marty uses, all the computers have Windows XP Professional. Two of the employees' computers were purchased last year, but other computers were in the organization for more than 3 years. There is a media center for the clients to use. This computer has a Pentium 4 3.20 GHz and 1.00GB of Ram. The computers are connected to a Dell Server which allows employees to share files. There are 6 printers, 1 analog copier, 1 all-in-one digital printer, and 1 fax.

Software

All software is run on the individual computers. Each computer basically has MS word 2003, MS Excel, and MS Access installed. Kathy's computer has Filemaker Pro v6 installed and Marty's computer has Dot Net Nuke installed.

Technical Management

In the All of Us Care program, there is a part time employee, Chuck, who is in charge of managing the technology. When there is a technical problem in Working Order, they often ask for help. When Working Order staff has some information such as news articles or upcoming events to post on the website, Marty updates the information on the website. The server is managed by an outside company called CMIT. They remotely access every Friday to backup the server in an external hard drive. Kathy keeps the external hard drive in a safe place in the same building. Kathy mainly manages the data base. Information about the clients is managed by FileMakerPro v6, and information about donors, employees, interns, and volunteers are managed by Access. Each staff technically can add or modify information in the database, but they should not modify information in the database. Kathy is the only one managing the database. Each entrepreneur who regularly uses Working Order computers is given a limited access Logon. All information for a client is stored on a shared drive that the staff can access but other clients cannot.

Technology Planning

Last year, Volunteers of America of Pennsylvania received a grant from Pennsylvania Developmental Disabilities Council to promote entrepreneurship for people with disabilities. Part of this grant includes the importance of networking. In an effort to promote and facilitate networking a directory of statewide resources related to disabilities and self-employment is being created. The due date for this membership directory is September 2008; therefore most of the employees are very focused on making the directory. This is all being done in addition to their normal job responsibilities. Also, VOAPA is planning on enlarging a computer cluster, which might benefit the clients of Working Order, on the second floor of the building where Working Order and All of Us Care offices are located.

Internal and External Communication

Since Working Order has a reasonable amount of office space, employees have good internal communication. Everyone has their own email account from Volunteers of America, and they all have a phone and desk. They often walk into each others' offices if possible, or send emails since all the employees frequently check email. Employees can easily share data because they have access to shared hard drives from their own computers.

Working Order issues both an online version and hard copy of their newsletter twice a year to let clients, donors, and volunteers know what's new about Working Order. Their contact information is listed on the website so that clients and prospective clients, and others who have any questions about Working Order can always give a phone call or send an email. They receive donations via mail, the Volunteers of America in Pennsylvania website, or the United Way of Allegheny County by selecting Working Order's unique Donor Option Number. Volunteers can contact Working Order via email, fax, or phone call. Working Order prefers phone calls from prospective mentors for an entrepreneur. To refer a participant, people can email or call the Working Order. Working Order asks clients to make appointment prior to the meeting.

Information Management

Most of the data is stored electronically. Kathy manages the Access database that holds clients' information such as the time that they used the facilities in the Working Order office and financial matters. The contact information of donors, employees, interns, and volunteers are kept in FileMakerPro by Kathy. These two databases can technically be edited by anyone through Kathy's computer, but Kathy prefers to be the only one who edits them. All of the information needed to be added on the database is handed over to Kathy either via email or paper. All of this information is stored on the Dell server which is backed up every week. One problem with using Access is that when one person is using Access, then nobody else can access to the database.

II. Scope of Work

Task 1. Making Website with Resource Directory

Description of Work:

Last year, Volunteers of America of Pennsylvania received grant from PADDC. The goal of this grant is to develop a statewide network that creates, promotes and maintains opportunities for entrepreneurship for individuals with disabilities. One of Working Order's tasks is to make an online directory of companies which can be a useful resource for Working Order's clients and prospective clients as well as all individuals with disabilities across the Commonwealth of Pennsylvania. The directory will contain information on applicable resource organization, such as contact info, link to website, location, and accessibility for disability.

Since Working Order already got the grant, it is their priority to create this directory and to make it available to the clients as soon as possible. The due date for this project is September 30, 2008. The goal is to produce the directory on the web, on CDs, and in print.

Implementation of work task:

1. Have several staff be involved with the directory from the beginning in case the staff who works on this project leaves

2. Discuss with staff the type of information for the directory

3. Discuss with clients of Working Order about what type of information they would like to see when they search for a company on the web

4. Gather information about the present Working Order website and compare

    a. Having directory merged to present Working Order's website which is a part of www.voapa.org

    b. Having directory on separate website and only having link to this website on present Working Order's website

5. Research existing directories for non-profit organizations and ask around if it's similar to what is needed; try to contact them to know how they implemented the directory

6. Research on the effective way of implementing the directory

    a. Existing free directory management software

    b. Existing directory management software with reasonable price

    c. Expert on directory software for modification

    d. Other possible resources

7. Train one or two of the staff to become comfortable with the directory management, so they can train other staff after the directory is implemented

8. Implement the directory with the given resource

9. Create a working document

Impacts

With the well-made and well-managed directory, Volunteers of America of Pennsylvania can gain up to 5 years of funding from the PADDC. If they make a good and easily accessible directory and can manage it well for 2 years, then they will receive another 3 years of funding from the PADDC.

Being involved in the process of making the directory from the beginning will help Working Order to have better understanding of how it should be managed. Once the directory is made, staff members can spend less time on researching companies for their clients. Furthermore, duplicating this business incubating program throughout the state as well as in other Volunteers of America affiliates might be easier with this well-made directory.

Clients of Working Order can benefit from this directory. They can contact the organizations they are interested in and get help directly from them. Also, there is the possibility of future income by using advertising in the directory. In addition, if this directory is widely used, then the organizations listed in it will also be known to wide range of people.

There are some negative effects too. Since there are only 4 staff members, all of them have a pretty busy schedule. Also, most of the staff members are not technical experts, so learning how to manage the directory is going to be time consuming and challenging.

III. Outcomes and Recommendations

Task 1. Making Website with Resource Directory

In this project, Volunteers of America of Pennsylvania's main goal is to make a statewide network that creates, promotes, and maintains opportunities for entrepreneurship for individuals with disabilities by September, 2008. To fulfill these criteria, the staff and I decided to develop a website with a resources directory which can be printed and exported to CD. Since staff members at Working Order are very busy with their own tasks and it was not feasible to train one of the staff to develop the website from scratch, we agreed to hire a company or someone outside of Working Order to create the website and purchase software which is already built and modify as Working Order needs.

Outcomes:

- A plan for making the website:

  At this point, VOAPA does not have a website dedicated to the directory. The decision to purchase domain or hire web developers are not yet made. However, there is a plan on how to make a website, such as basic layout for the website shown in Appendix B. Through research, Ruby and Carol gained knowledge about how screen readers read website and how to make links and images readable by screen reader. Also, they understand the difference between domain and hosting and why these two are needed when creating a website.

  There are a few options for developing the website. One is to hire a web development company. Working Order has two candidate companies: Antharia and Spider Web commerce. See Appendix A for detailed information about these companies. Another option is in-house development. Chuck, the IT guy from All of Us Care, suggested that since All of Us Care will be getting a new database server and he is planning on developing a website hosted from the new server, he said he would be able to make website which fulfills the features that Working Order is looking for. He mentioned that he found a way to make the online directory using Access. However, the detail has not been discussed yet, but it is an option to consider.

- Basic layout for the website:

  Researching on some of existing directories such as www.todaysseniorresource.com and www.wbninc.com, we decided on which features would be optimal for the resource directory. Appendix B shows the basic layout of the website.

- A document comparing two web development companies, Antharia and Spider Web Commerce and Chuck, a tech guy from All of Us Care(See Appendix A)

  The documents comparing these two companies and Chuck are attached in Appendix B. There is no exact date when the decision is going to be made, but after reviewing each options in depth Ruby and president of Volunteers of America PA will make decision.

  Carol and I found that the features needed for managing the website are:

  - User friendly and easy to learn website management system
  - User friendly and easy to learn directory management/ customization system

- - o   Emailing resource organizations for requesting updates
    - o   Downloadable directory database for making CD and printed version of it.
- Domain Name:

  Since this website contains a directory of resource organizations, Carol and I came up with two domain names: www.PAEDDirectory.org and www.PAEDResource.org where PAED stands for Pennsylvania Entrepreneurship for Disability. Decision on domain name has not been made yet, but there is a plan for making the decision.

- Understanding of accessible website:

  Since clients of Working Order are mainly people with disabilities or other obstacles to employment, it is really important to make the website accessible for people who use screen readers. Carol and Ruby understands the importance of having an appropriate "title" for each link and an image, if it contains important information, so that screen reader can deliver the message correctly. Also, Carol knows that is possible to have invisible link which screen readers can read and skip the unnecessary information or redundant information.

- Options for making printed version of directory and exporting CD on directory:

  To make a printed version of directory, detailed layout is required such as color, texture and size of the paper and cover pages, font, font size, and ordering of the contents. Once detailed layout is made, Marty can follow the description and make a printable file which printing company can print right away. In order to make the printable file, Marty needs a document file which contains list of resource organizations in the directory. Since Marty has worked with several printing companies for making copies of such as newsletters and survey form, she said as long as she has the detailed layout, she can contact printing companies and get quotes.

  I contacted with Vision Creative Group who made Veterans Service directory CD. Based on their response, they could make CD directly from the website which means Working Order does not have to do extra work for making layout or template for CD version of directory. We did not discussed about the price at this point since Working Order does not know how large the directory is going to be by the time they want to make CD.

Recommendation 1. Go over demo of the software that will be purchased

Once the decision on the websites' layout and management is made, use the demo to become familiar with the software.

Both Antharia and Spider Web Commerce gave permission to experience their demo by giving URL, ID and password to Working Order.

Here are extra resources when Working Order needs help with managing the software.

Antharia:

Antharia provides free online tutorial session on managing the software, so if help is needed taking this session will help a lot.

Spider Web Commerce:
Spider Web Commerce provides help section for using the page editor in their system. Also, they are going to include a video e-learning section for the custom functions of website such as adding new directory listing.
Once Working Order's website and website management software is completely modified, Spider Web Commerce is more than willing to visit Working Order office and go over the functions of software with Working Order's staff who is in charge of managing the website.

If Chuck is building the website, then having him to give a tutorial will be very helpful.

Recommendation 2. Make directory of entrepreneurs incubated from Working Order and other entrepreneurs with disability

A directory of entrepreneurs will be good for encouraging people with disability that they can also start their own business. Making this entrepreneurship directory can be done differently, depending on how the website is created in the beginning. A decision must be made as to which web development companies to hire. Antharia's software does not allow additional directory, therefore VOAPA would need to contact Antharia to add another directory on the homepage. Spider Web Commerce claims that their directory management system allows creation of an additional directory without their help. However, due to copy right issues, they could not provide a directory management system demo. At this point, the only way to figure out implementation of additional directory is to contact them. If Chuck is developing the website, then as long as he stays at All of Us Care, Working Order can ask him to create additional directory.

Recommendation 3. Make glossary of terms related to disability and entrepreneurship

Sensory Integration Dysfunction, In-Home and Family Support (IHFS), Venture Capital, Small Business Administration (SBA), … These are some of the words related to disability and entrepreneurship. Someone who is not familiar with terms of disabilities or entrepreneurship or business would have no idea about what those words mean. A glossary with terms regarding to disabilities and entrepreneurs will help people with no knowledge about disability and entrepreneurship. With this glossary, people can self-teach about unfamiliar terms. If Working Order finds a good glossary that is already made and get permission from the organization, then it will be OK to link this glossary on directory website. Otherwise, it'll be very helpful to research the words that are going to be on the glossary. Once glossary is done, you can link the words that are used in the directory website to glossary.

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About the Consultant

Mi Gyeong Koo is a junior in Computer Science with an additional major in Chinese at Carnegie Mellon University.

Appendix A.

Comparison between Antharia and Spider Web Commerce

Company/individuals	Antharia	Spider Web Commerce	Chuck
Experience	Created www.resna.org This website is accessible for screen readers.	Created www.todaysseniorresource.com Ruby and Carol liked the layout and design of this website	He has a plan for making a website for All of Us Care. He has made simple websites with text and images, but without directory.
User Friendly website and directory management system	Yes	Yes	Possible, but not known yet.
Export directory into pdf/doc file	Yes	Yes	Yes
Provide hosting	Yes	Yes	Yes
Email directory listings	Yes	Yes	Yes
Customer Service	-24/7 service via phone -Free online tutorial on using website/directory management software -email	-help via phone during office hours(Mon-Fri) -email -Video of e-learning section -They are willing to come in Working Order's office and go over the software.	-Chuck's office is located right next to the office of Working Order, so when help is needed, he can come in and help them.
Pricing	N/A (price for non-profit organization is based on its annual income)	Monthly Hosting : $15.95 Softwares : $1900 (Web management system, directory management system, group emailing to those who are listed on directory, and exporting database system)	N/A (Since it will be done within the Volunteers of America Pennsylvania, there is no extra charge for creating the website and managing software)

Appendix B.

Brief layouts for the website

<Main Page>

Working Order
The Power of Cooperation for Small Businesses

Home   About VOAPA   About Us   Contact Us

Resource
Directory   Welcome Message

HowToBe
Entrepreneur

Articles

Glossary

Working Order®
The Power of Cooperation for Small Businesses

Home   About VOAPA   About Us   Contact Us

Resource Directory

Resource Directory

Business and Industry
Business Incubators
Economic and Community
   Development
Employment
Marketing
Small Business
   Development
Acquired Disabilities
Developmental Disabilities
Mental Health Disabilities
Physical Disabilities
Sensory Disabilities
Other

HowToBe Entrepreneur

Articles

Glossary

Search
 by Keyword: _____ <blank box>
by Chapter: _____ <drop box>
 by Zip: _____ <blank box>

   <Search Button>

Working Order®

The Power of Cooperation for Small Businesses

Home   About VOAPA   About Us   Contact Us

Marketing

Resource Directory

Business and Industry
Business Incubators
Economic and Community
   Development
Employment
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Small Business
   Development
Acquired Disabilities
Developmental Disabilities
Mental Health Disabilities
Physical Disabilities
Sensory Disabilities
Other

HowToBe Entrepreneur

Articles

Glossary

Brief description about this category

List of organizations from A to Z

Organization Name	
Contact Name	Phone Number
Address	Fax Number
street address	Email
City, State, Zip	Website
Brief Description of company <couple lines>	

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<Resource Directory – result from research by keywords>

Working Order®
The Power of Cooperation for Small Businesses

Home   **About VOAPA**   **About Us**   **Contact Us**

Resource Directory

Business and Industry
Business Incubators
Economic and Community
   Development
Employment
Marketing
Small Business
   Development
Acquired Disabilities
Developmental Disabilities
Mental Health Disabilities
Physical Disabilities
Sensory Disabilities
Other

Keyword : some key word

List of organizations from A to Z
Category

Organization Name

Contact Name	Phone Number
Address	Fax Number
street address	Email
City, State, Zip	Website

Brief Description of company <couple lines>

Category

Organization Name

Contact Name	Phone Number
Address	Fax Number
street address	Email
City, State, Zip	Website

Brief Description of company <couple lines>

HowToBe Entrepreneur

Articles

Glossary