Technology Consulting in the Community

Spring 2016

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Thelma Lovette YMCA

Final Consulting Report

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Pittsburgh, Pennsylvania
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Thelma Lovette YMCA
Executive Summary
Student Consultant, Ivy Chung
Community Partner, Michelle Smiley

I. About the Organization

The Thelma Lovette YMCA (TLY) is one of the seven branches in the central region of the YMCA of Greater Pittsburgh, a nonprofit 501(c)3 organization. The full-facility YMCA, located at 2114 Centre Avenue in the Hill District, is more than a fitness center. The mission of the organization is,

> *To put Christian principles into practice through programs that help healthy spirit, mind, and body for all.*

To many of the staff and members, most of whom are from the Hill District, TLY is a community center, where people build strong connections and give back to the community. As a large organization that plays an influential role in the community, TLY is looking to use social media to enhance communication with its members and the community. Through social media, TLY will also develop new channels to rebrand the Hill District and the surrounding businesses.

II. Improve Information Communication with Members

The main purpose for installing TV monitors around the facility was to promote internal branding. The monitors should project ongoing and upcoming events as well as member/instructor spotlight. Compared to paper flyers, a digital slide show is more organized and efficient. This would also reduce the amount of paperwork the staff has to work on. Additionally, since TLY emphasizes the community aspect of its mission, the member/instructor spotlight was a promotional tactic to motivate fellow members and build a strong brand and an even stronger community.

III. Outcome

The three main outcomes of the engagement were multiple functioning TV monitors in various locations, a secure network that allowed for information display, and diverse and informative content for the members. With the new monitors, the system provides the ability to cast useful information at the front desk, lobby, and hallway, which has plenty of member traffic.

IV. Develop a Social Media Strategy

The consultant performed thorough research on understanding different social media platforms and worked with the client to select the most suitable platform for the organization, Facebook. The consultant has looked into different social media strategies that will engage and increase followers on Facebook. The consultant then presented several strategies to the client, which the client has implemented and seen increase in engagement.

V. Outcomes

The main outcomes of the engagement were increase in number of followers and engagement. The consultant has recommended the client to use less text posts and increase more dynamic posts, i.e. pictures and videos. There has been an increase in the number of likes for the posts as well as the number of people who have seen the posts. The number of people who liked the page has increased by 20 percent.

VI. Recommendations

In the past, TLY has strived to support its members and community in meaningful ways. To continue and expand this endeavor, TLY needs to use its current communication technologies to its full potential and diversify its communication channels. With effective communication, the organization can share inspiring stories of its members, so the community can come together to celebrate and inspire each other, which will strengthen the community built by the organization By diversifying it communication channels, TLY will create more opportunities for it to better serve to its members and community and to broaden its reach beyond the immediate community.

Goal 1: TV Monitor Technology Plan

The purpose of this goal is to continue to maintain the use of TV monitors, which is a critical and effective channel of engaging members of TLY. A TV monitor technology plan encapsulates a technology roadmap and basic guidelines to assist the organization in building a robust display infrastructure. The plan will also include instruction for use that goes beyond the hardware into all other related software technologies, including Google Slides, Google Drive, and YouTube.

Goal 2: Social Media Campaign

Social media is one of the up-and-coming forms of communication. For a nonprofit organization, the e-mail listing grew 11% in the past year, while Facebook followers increased by 42%.[1] By having a strong social media strategy, TLY can develop a marketing channel that is still continuing to grow exponentially. TLY can garner the powers of social media and use it to create an online community. Other than serving the members who attend the facility, the organization can also reach out to the community virtually. The social media strategy will provide an alternative channel of communication and further strengthen the community.

Community Partner

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About the Consultant

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Ivy is a Master Candidate in Information Systems Management. She will begin working as a Technology Analyst for J.P. Morgan Chase in July.

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[1] https://blog.bufferapp.com/social-media-non-profits

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I. About the Organization

Organization

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The mission of the organization is,

> *To put Christian principles into practice through programs that help healthy spirit, mind, and body for all.*

TLY has between 50 to 60 employees, both full time and part time, which serve over 1,000 active membership units. A membership unit can either be a single member or a family membership, which can have up to two adults and four of their dependents. A typical family membership costs $58 per month; however, there are discounts available, depending on family's income and residential area.

Most of the members are from the Hill District as well as nearby areas. Members have access to many of the programs that are available, including all gym facilities, before and after school care, fitness programs, and special events. Other than the active members, TLY programs are also available to non-members. Non-members can purchase individual programs, such as enrolling their children into before and after school care, as well as pay a small fee to use the facilities.

As a large organization that plays an influential role in the community, TLY is looking to use social media to enhance communication with its members and the community. Through social media, TLY will also develop new channels to rebrand the Hill District and the surrounding businesses.

Facilities

A LEED-certified facility, TLY has several corporate sponsored fitness spaces in its three-story building, including but not limited to swimming pool, a group exercise room, cardio area, and gymnasium. The organization also contains a child watch area, multipurpose room, and a patio for community use.

Members have access to all of the TLY facilities. Non-members can pay a small fee at the front desk to gain access to all available facilities. Occasionally, the TLY gymnasium is used to host tournament events for Steelwheelers, Pittsburgh's wheelchair basketball team, Silver Bullet, the city's basketball team, and the city's dodge ball team.

There are bulletin boards located around the building containing class information and upcoming programs. There are also TV monitors at the front desk, the cardio area, and outside of the multipurpose room. The monitor at the front desk is connect to a laptop and is equipped with an HDMI cable and Chromecast. The monitors were meant to display slide shows containing relevant information; however, most of them are currently not in use.

Programs

There are three primary programs, childcare, fitness programs, and outreach events. Each of the three programs is organized by their respective directors and contains a subset of programs.
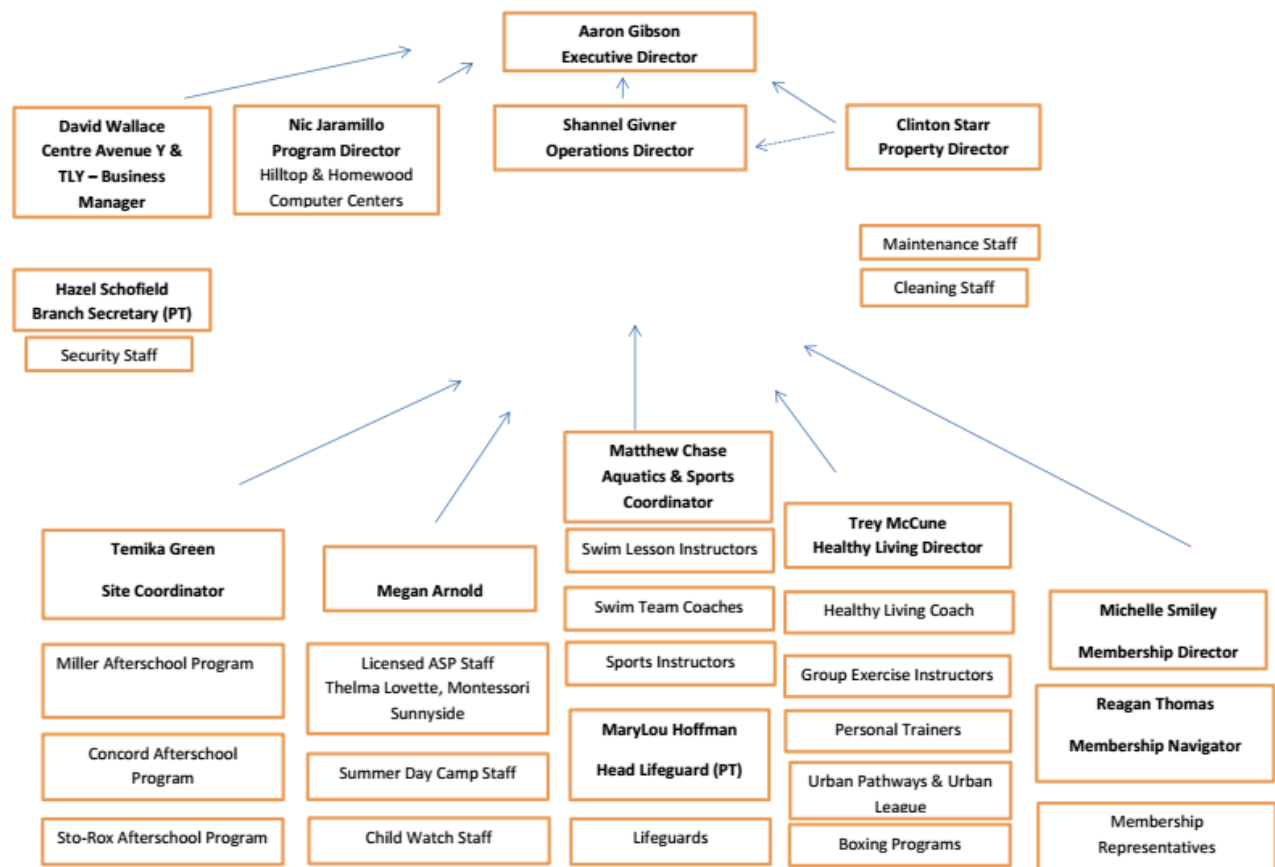
- Childcare: The childcare programs include before and after school childcare and summer day camp. There are six before and after school programs for children between three to sixteen years old that TLY hosts, either at the facility or offsite. There are three programs that are focused on academic support and three of which on nourishment. Summer day camp starts from June and ends in August. All of the events are hosted at TLY and is catered towards children between the ages of five to thirteen year olds.

- Fitness Programs: There are several fitness programs, including group exercise and aquatics. The attendees of the programs are mostly members. Class schedules and upcoming events are posted around the building on bulletin board and available at the information desk.

- Outreach Events: TLY hosts three major fundraising events throughout the year, each targeting a different audience group. The purpose of these events is to fundraise for the organization to support its members. For TLY, 33 cents of every dollar goes back to the community. Spin-a-thon is a community event that is a joint effort from the Director of Operations and Youth and Family Coordinator. Summer Soiree is an annual summer event that targets most of the working professionals around the community. The Gala is the largest fundraising effort of TLY. The event is hosted biannually, with approximately 250 attendees. Most of the target audience is older and more exclusive.

Staff

TLY has recently made several changes to its organizational structure. There are several new additions to the organization as an effort to improve communications. The recently hired Director of Communication, Membership Director, and Membership Supervisor are the primary owners of the social media content that is currently posted. The Membership Director and Membership Supervisor have direct access to the organization's Facebook page.

Other staff members take part in the social media initiative through sending either the Membership Director or the Membership Supervisor video clips or photos, which are then posted to Facebook.

A detailed organizational chart can be found below.

Aaron Gibson
Executive Director

David Wallace
Centre Avenue Y &
TLY – Business
Manager

Nic Jaramillo
Program Director
Hilltop & Homewood
Computer Centers

Shannel Givner
Operations Director

Clinton Starr
Property Director

Maintenance Staff

Cleaning Staff

Hazel Schofield
Branch Secretary (PT)

Security Staff

Matthew Chase
Aquatics & Sports
Coordinator

Trey McCune
Healthy Living Director

Temika Green

Site Coordinator

Megan Arnold

Swim Lesson Instructors

Swim Team Coaches

Healthy Living Coach

Michelle Smiley

Membership Director

Miller Afterschool Program

Licensed ASP Staff
Thelma Lovette, Montessori
Sunnyside

Sports Instructors

Group Exercise Instructors

Reagan Thomas

Membership Navigator

Concord Afterschool
Program

Summer Day Camp Staff

MaryLou Hoffman

Head Lifeguard (PT)

Personal Trainers

Urban Pathways & Urban
League

Sto-Rox Afterschool Program

Child Watch Staff

Lifeguards

Boxing Programs

Membership
Representatives

Thelma Lovette & Centre Avenue Y's Staff Organizational Chart

Technology Infrastructure

The computers, both laptops and desktops, at TLY run on Windows platform. The computers are used to conduct correspondence, track membership, and other business functions. There is also a separate laptop at the front desk that is used to broadcast slide shows onto the monitors around the facility via Chromecast.

There is Wi-Fi in the building; however, the reception can sometimes be spotty. There are two password-protected Wi-Fi networks available, for public use and for office use. Members can request for the Wi-Fi password at the front desk.

There are TLY social media accounts on Facebook, Twitter, and Instagram. The Facebook account is linked with Twitter, so posts on Facebook are automatically tweeted from the Twitter account. Facebook is the most active and popular account with over 2,000 likes on the page. TLY has just started an Instagram account; therefore, there is no content or following yet.

There are several issues with the current technology infrastructure.

- There is no dedicated machine for social media. The content is sent to personal accounts and then posted from personal devices. Without a dedicated device, it is difficult to aggregate information and build an archive.

- Monitor controllers are not in a central location. Some of the controllers to the monitors are lost. Since the monitors in the facility are mounted on the wall, it is difficult to manually turn it on.

- Anyone can cast to the monitor using Chromecast. Although it is convenient to display information via Chromecast, it also gives everyone easy access to broadcast any content on the monitors. No preventive measures have been taken; hence, there is a risk of people hacking the signal.

Technology Management

Although YMCA of Greater Pittsburgh has an IT support team to set up and manage the infrastructure, there is no local technical support at TLY. The IT support team from the association is not always responsive and are not willing to work with infrastructure set up by the branches (i.e. the monitors at TLY); thus, malfunctioning technical equipment is often left untouched for long period of time. The IT support team from the association also do not schedule regular infrastructure inspection. Other than hardware, it is the staff's personal responsibility to perform operational tasks, such as backing up data and installing and updating software. Much of which is done on an ad-hoc basis.

Technology Planning

There is no centralized budgeting for technology; therefore, the degree of technology planning in the organization can vary amongst the departments. The staff members have their own budget to work with; thus, the amount that gets allocated to technology differs between functions. The Director of Communications is working on a budget that will seek to improve the current use of technology. Part of the technology improvement plan is focused on developing a social media strategy. The Membership Director and the Director of Communications will work together to implement a social media plan to enhance communication.

Internal and External Communication

Event information is shared internally through primarily through emails, meetings, and in-person communication. Since TLY staff is very close knit, a lot of the communication is done verbally. However, because much of the communication is done in-person, some of the information gets lost and does not circulate properly.

TLY has several channels to communicate with their members, including social media, website, posters, emails, text alerts, and verbal communication. Social media is most often used to post about the story of a member or staff and everyday events. The organization is also helping its members to set up Facebook profiles, so they are able to stay connected via social media. For non-members, most of the communication is conducted through word-of-mouth, social media, or the association's website.

Information Management

There is a mix in the way information is managed. There is a mix of both electronic and paper information. Although TLY would like to shift away from bulletin boards to electronic display of information, there is no appropriate technical knowledge to fully shift away from posters. Additionally, there is no designated infrastructure for social media information, so there is no

information management scheme or central archive. Most of the content for social media are sent by either text or email to a personal account.

II. Improve Information Communication with Members

Motivation

The facility has TV monitors mounted on the wall to showcase events and members; however, most of the monitors are not being utilized. Some of the monitors do not have remote controllers and are placed in locations that are difficult to physically access. There are several brands of monitors in the facility and no universal remote control. If the controller for a specific monitor were lost, the monitor would be in disuse. There is also no system to manage the content that should be displayed across all monitors.

The main purpose for installing TV monitors around the facility was to promote internal branding. The monitors should project ongoing and upcoming events as well as member/instructor spotlight. Compared to paper flyers, a digital slide show is more organized and efficient. This would also reduce the amount of paperwork the staff has to work on. Additionally, since TLY emphasizes the community aspect of its mission, the member/instructor spotlight was a promotional tactic to motivate fellow members and build a strong brand and an even stronger community.

The main reasons the monitors became obsolete were due to several factors: losing remote controllers, having insecure network, and lacking appropriate transition. The monitors are mounted on the walls and out of reach, so it is difficult to turn them on without a remote controller. However, the staff did not know where the controllers were located. The lobby monitor, which does have a matching controller at the front desk, is used to display upcoming and ongoing events via Chromecast. However, the Chromecast was set on a public network and was used by hackers to play inappropriate content. Lastly, the client did not have any knowledge of how the slides were played on the monitor, since the previous employee responsible did not leave any documentation.

The previous system used a laptop that is connected to a public network. The information was either displayed through VGA or Chromecast. However, TLY wanted to move away from VGA, so the information can be casted to the different monitors simultaneously. Since the Chromecast had been hacked before, TLY would like to have a more secure way of casting information.

Consulting Approach

The community partner had a clear vision of project information on the TV monitors located at the front desk, lobby, and third floor hallway; however, the staff in the organization did not have the capability to do so. The consultant presented the solution to fix the monitors and transitioned the engagement approach to teach the client how to sustain the solution.

Activities Performed

The consultant identified the monitors were not sustainable, since there was a lack of knowledge for upkeep and maintenance. Based on the causal identification, the consultant thoroughly researched different sustainable slideshow casting alternatives and selected the most applicable method for the client. The consultant then conducted workshops and tutorials for the client and her colleague to ensure they have thorough understanding of the tools.

Outcomes

The three main outcomes of the engagement were multiple functioning TV monitors in various locations, a secure network that allowed for information display, and diverse and informative content for the members.

Functioning Monitors

There are several TV monitors that are located around the Thelma Lovette YMCA; however, many of the monitors were not in use. From this engagement, the client and the consultant worked together to install and configure Chromecast devices for three monitors, which are located at the front desk, first floor lobby, and third floor hallway. With the Chromecast installed, the monitors can now be used to play YouTube videos and display informational slideshows.

Since the organization previously configured the Chromecast devices on the public network, everyone had the ability to play content on the monitors. To prevent unauthorized use of the Chromecast devices, they have been reconfigured to the private network. Only staff members, who have access to the private network, can display information on the monitors.

The client and the consultant identified two of the client's colleagues, who will be responsible for using the monitors. To ensure the client and her two colleagues are familiar with the process, the consultant has hosted workshops to set up and to configure the Chromecast devices. In addition to the workshop, the consultant has also prepared a comprehensive document for the client to refer to (Appendix A), in case the client forgets a certain step.

With the new monitors, the system provides the ability to cast useful information at the front desk, lobby, and hallway, which has plenty of member traffic. The display of information will keep the members updated about the current events and provide an easy access for the staff to communicate crucial information.

Secure Network

Prior to the engagement, the facility had two networks, public and private. The public network is available to all members and staff, while the private network is for staff only. The private network is mainly for the office, which is located on the third floor; therefore, the signal is weak on the first floor. To improve the signal, a new private network that goes down to the first floor is being set up. The new private network will provide a strong but secure signal, so the Chromecast devices on both first and third floor can connect to securely. The new network allows the staff to display information to the monitors through Chromecast, without worrying about unauthorized users hacking the connection.

With the new network, the Chromecast devices will have to be reconfigured to connect with it. Chromecast provides a thorough instruction; therefore, it will not be difficult to reset the device. The client and her two colleagues, who have been identified as the other main users, have also undergone a workshop to practice resetting the device with the consultant.

Diverse Content Types

To display information on the monitors, the consultant and the client determined the content types and set up new tools to format the content onto the monitors. The two main content types are slideshows and videos, and the main channels to create the content are Google Slides and YouTube.

Through working with the client, the consultant evaluated several different tools that would be useful in creating informational display. Eventually, the consultant and the client decided to use Google Slides, because:

- Google Slides allows collaboration between different accounts, so the client can delegate creating slides to her colleagues,
- Chromecast is naturally compatible with Google Slides,
- Google Slides support auto-play and auto-loop,
- And the client has had prior experience making PowerPoint, which is similar to Google Slides.

Compared to PowerPoint, Google Slides is easier to make real-time updates, auto-loop and auto-play the slide deck, and cast through different devices types. The consultant has created several templates the client can use for future slideshows on Google Drive. Additionally, the consultant and the client have worked together to make several slideshows and reconfigured them to play at a suitable pace for the members to read.

In order to ensure the process of creating slideshows is sustainable, the consultant has hosted several workshops with the client to familiarize her with the steps. The workshops included a tutorial session, hands-on training session, and refresher course. In addition, the consultant has also created a slideshow that demonstrates how to use Google Slides, which the client can refer to (Appendix B). With this new process, the organization can now slowly move away from the paper flyers that are laid out by the front desk, and members can easily obtain information from reading the slides.

From the series of workshops and training sessions, the client has been able to:

- Create visually appealing slides on Google Slides for different occasions,
- Make changes to the slideshow,
- Publish an auto-play and auto-loop slideshow, and
- Cast the slideshow onto the TV monitor from a laptop or a phone.

To diversify the content type, the consultant and the client have also worked on broadcasting videos on the TV monitors in the lobby. The consultant has chosen YouTube as the most efficient channel, since:

- The client has had experience with YouTube,
- The platform has many videos the client can use,
- The platform is compatible with Chromecast,
- The client can create playlists on the platform,
- And the client can upload videos.

The consultant has worked with the client to create a playlist that is suitable for the organization. Since Chromecast does not allow autoloop of the playlist, the goal is to have 10 hours worth of video on the playlist, so the client does not need to have a staff to continually restart the playlist. The consultant has also worked with the client to upload several of the client's videos onto YouTube, so the videos can be played on the monitors.

The client and her colleagues have done a workshop training session with the consultant on YouTube. The workshop included training sessions for uploading videos, updating playlists, and casting the playlist to Chromecast. Following the workshop, the consultant has also done a hands-on

training session with the client and her colleagues, who will be responsible for uploading content onto YouTube, to ensure they can use the platform with ease. The consultant also hosted a refresher a week after the hands-on training session, so the client and her colleagues could follow up with any questions or concerns they had encountered. Lastly, there is a series of instructions that are available for the client and her colleagues to refer to for help (Appendix C).

From the series of workshops and training sessions, the client has been able to:

- Upload existing videos to YouTube from her phone,
- Use YouTube to record a new video and upload it directly with her phone,
- Upload videos that are downloaded from Facebook on a laptop,
- Add new videos into the playlist, and
- Cast the playlist onto the TV monitor from her phone.

III. Develop a Social Media Strategy

Motivation

Although the organization is active on social media, the client does not have a social media strategy. In the information age, social media plays a large role in the organization's online presence. Even though there is a large following, the client is not able to leverage TLY's social media pull. This results in a lost opportunity to build TLY as a community center for the Hill District.

Since social media is prevalent in many people's lives, a social media strategy presents an opportunity to widen the reach of TLY. The organization believes in improving the wellbeing of its members and community. Through a strong social media presence, the organization will be able to attract and make a positive influence more people.

Other than social media, the organization can also leverage word of mouth or traditional flyers to attract more people to TLY. Word of mouth can be a powerful tool. However, with these two channels, information circulates slower. Unlike information on social media, which is readily available, these other alternatives are limited in the availability of information. Additionally, TLY aims to reach out to a larger audience. With social media, it can have a wider reach into different locations, while word of mouth and traditional flyers are mostly useful in local regions.

Consulting Approach

The community partner had a clear vision of using social media to engage both members and non-members on Facebook; however, she does not have a clear roadmap of how to increase follower engagement. The consultant presented the solution to post interactive content that will increase follower interaction.

Activities Performed

The consultant performed thorough research on understanding different social media platforms and worked with the client to select the most suitable platform for the organization, Facebook. The consultant has looked into different social media strategies that will engage and increase followers on Facebook. The consultant then presented several strategies to the client, which the client has implemented and seen increase in engagement. Halfway through the consulting process, the YMCA of Greater Pittsburgh took over the organization's social media plan; thus, the main social media strategy to increase engagement has been postponed and can be found in the recommendations.

Outcomes

The main outcomes of the engagement were increase in number of followers and engagement.

Increase in Engagement

To draw people's attention on social media, the consultant has recommended the client to use less static posts, such as texts, and increase more dynamic posts, i.e. pictures and videos. The client, who is familiar with Facebook, began to upload more videos and pictures, which increased the number of likes on the posts. By diversifying the post types, there has also been an increase in the number of people who have seen the posts. In total, the number of people who liked the page has increased by 20 percent.

IV. Recommendations

A. Vision

In the past, TLY has strived to support its members and community in meaningful ways. To continue and expand this endeavor, TLY needs to use its current communication technologies to its full potential and diversify its communication channels. With effective communication, the organization can share inspiring stories of its members, so the community can come together to celebrate and inspire each other, which will strengthen the community built by the organization By diversifying it communication channels, TLY will create more opportunities for it to better serve to its members and community and to broaden its reach beyond the immediate community.

B. Goals

In order to attain and sustain the vision, there is a need to continuously invest and maintain TLY's technology infrastructure. Two main goals the organization should focus on are:

*   Create and implement a technology plan for the TV monitors to maintain infrastructure and open communication stream to members.

*   Design and implement a social media strategy to increase member engagement.

C. Strategies

Goal 1: TV Monitor Technology Plan

A. Background

Although the monitors have been in place for two years, there has been a lack of management plan. Since there is no plan, the TV monitors are not used as frequently as expected. The monitors are often not turned on, and the remote controllers are frequently misplaced. For specific devices that are used to control the Chromecasts, there is no contingency plan or hardware replacement plan, which can result in hardware failure.

The purpose of this goal is to continue to maintain the use of TV monitors, which is a critical and effective channel of engaging members of TLY. A TV monitor technology plan encapsulates a technology roadmap and basic guidelines to assist the organization in building a robust display infrastructure. With the plan, TLY will know something as major as when to replace the hardware

(TV monitors and devices) as well as minute details, such as where to store the remote controllers. The plan will also include instruction for use that goes beyond the hardware into all other related software technologies, including Google Slides, Google Drive, and YouTube. The software aspect will focus on an ongoing process of collecting and storing information; so the client and her colleagues can have easy access to information from a repository to be used for the slideshow and/or playlist.

B. Justification

A TV monitor technology plan is an overall technology plan, specifically focusing on the domain of TV monitors, which can help to direct TLY's efforts in improving communication efficiency and effectiveness. After the last consulting engagement, TLY did not implement a TV monitor technology plan; thus, the monitors gradually became obsolete. Through implementing the plan, there will be consecutive management of the monitor system; therefore, ensuring the continuous use of the system.

C. Strategies

The TV monitor technology plan will include the following steps:

Tasks	Time	Outcome
Update inventory of all the current hardware. • The consultant has created an inventory of all the current hardware; however, TLY should update the list every 3 months to ensure all hardware are functioning.	Every 3 month	An up-to-date inventory of all the technology for the monitor system, which can be used as a point of reference.
Create repository with file naming system to share instruction for use, slideshows, videos, photos, and other media types. • The repository should have as many past media files as possible. These files can come from staff, members, or instructors, who have taken videos/pictures of a class, members, or events. • Google Drive and Dropbox are both file hosting services that provide free storage.	2 months	A well-documented, multimedia repository that will serve as a point of reference in the future.
Backup information into the repository.	Every week	A comprehensive repository system that will keep records.
Educate staff members on using the	3 months	Well-trained staff members

repository and related software technologies. • The staff members should know how to access the repository and file resources, such as videos, flyers, or pictures, into the repository, using the appropriate naming convention. • The staff members should have basic knowledge of using the software technologies the system utilizes.		who are able to use the technologies to improve organizational efficiency.
Update YouTube playlist and slideshow with information from the repository. • By using the information from the repository, the staff responsible does not have to reinvent the wheel. The staff can simply refer back to past resources, make modifications, and reuse it.	Variable	The playlist sand slideshows are consistently filled with content.
Create a long-term roadmap for infrastructure maintenance and upgrade. • Research the how often the infrastructure should be upgraded. • Determine the resource(s) the implementation will need, including human, capital, and time.	6 months	A roadmap the organization can adhere to in the future.
Implement the roadmap for infrastructure.	Variable	Up-to-date and well-performing infrastructure.
Update the roadmap for infrastructure. • Update if there are better-suited hardware and software technologies.	Every 3 months	Up-to-date roadmap that accounts for better and more effective solutions.

D. Expected Outcomes

The expected outcomes for the TV monitor management system are shown in the following:

Areas of Impact	Effects
Organization	*Positive* • Improves technical knowledge of the organization *Negative* • Increases expenditure
Programs	*Positive* • Provides effective mean to promote programs
Staff	*Positive* • Improves technical knowledge of the staff *Negative* • Requires few staff to have specific technical skills (for certain tasks), which are current unavailable • Increases workload for staff
Technical Environment	*Positive* • Capitalizes on past technology investment
Technology Management	*Positive* • Provides easy access for technology management documentation
Technology Planning	*Positive* • Encourages technology planning and upgrades • Transitions TLY to become accustomed to technology planning
Internal and External Communications	*Positive* • Ensures the TV monitors are available as mean of communication

E. Resources

Tasks	Resource(s)	Reasoning
Inventory	Internal: Community Partner	The Community Partner has worked with the system extensively. She has a great deal of knowledge regarding the attributes of the different devices.
Repository and File Naming System	External: Naming System	The link provides a clear way to catalogue the resources.
Staff Member Technical	Internal: Community Partner, Front Desk Manager	The Community Partner and the Front Desk Manager have already

Education		undergone a series of technical education with the consultant.
Roadmap for Infrastructure	External: [Building Roadmap](#)	The link provides some helpful pointers to building a roadmap for infrastructure updates.

Goal 2: Social Media Campaign

A. Background

In the current age, social media serves as a communication tool. For TLY, social media provides an opportunity for the organization to engage with its members and community as well as expand beyond its current reach. The purpose of this goal is not only increase member engagement, but also jumpstart audience diversification. In a social media strategy, the organization selects the most appropriate platform and focuses on establishing a strong communication channel between the organization, its followers, and virtually anyone else within the network.[2] With a strong social media strategy, TLY will be able to efficiently communicate news and to market itself in a universally accessible platform.

B. Justification

TLY can garner the powers of social media and use it to create an online community. Other than serving the members who attend the facility, the organization can also reach out to the community virtually. The social media strategy will provide an alternative channel of communication and further strengthen the community.

Social media is one of the up-and-coming forms of communication. Although e-mails and websites are the predominant channels for marketing and fundraising, social media has been increasing in shares.[3] For a nonprofit organization, the e-mail listing grew 11% in the past year, while Facebook followers increased by 42%.[4] The e-mail listings are becoming saturated, while there is still a lot of room for growth for social media. By having a strong social media strategy, TLY can develop a marketing channel that is still continuing to grow exponentially.

C. Strategies

A strong social media strategy will have significant impact on the followers. Ford's social media initiative for its Fiesta campaign, the social media champion campaign recruited 100 influential people on social media to regularly product content that uses the cars.[5] The campaign was able to generate impressive results for less than half of the cost of a traditional marketing plan.[6] Modeling after Ford's campaign, a similar strategy will include the following steps:

Task	Time	Outcome
Survey members. • The survey will include questions regarding	1 month	A thorough understanding of the organization's users, which can be used to decide

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[2] http://coschedule.com/blog/social-media-strategy-template/
[3] https://blog.bufferapp.com/social-media-non-profits
[4] https://blog.bufferapp.com/social-media-non-profits
[5] https://hbr.org/2011/07/whats-your-social-media-strategy
[6] https://hbr.org/2011/07/whats-your-social-media-strategy

demographics, social media usage, preferred content, number of friends/followers, and etc.		the appropriate platform and content.
Research appropriate social media strategies. • It is important to do more research on Ford's campaign, so we can have a thorough understanding of how it succeeded. • Although the strategy is modeling after Ford's social media champion campaign, it is important to look for other strategies that can deliver similar results.	Ongoing	A study of best practices and the steps that TLY can potentially implement.
Select and understand the most fitting social media platform. • Using the survey results, TLY can determine the platform that has the most active users.	2 weeks	A thorough understanding of the platform and the different analytics tools that it provides.
Create a social media strategy that follows Ford's social media champion campaign. • The strategy includes searching for members with significant social media influence, getting their approval, designing content that is relevant to TLY, and receiving approval from the association. • It is also important to set a goal the strategy aims to achieve, so there is a set expectation	2 months	A plan that will drive member engagement and strong following.
Implement the social media strategy.	Variable	Member engagement through social media.
Perform data analytics on	Ongoing	A better understanding of the

social media. • Understand the different types of posts that people do (not) react to.		followers and the crowd reached.
Update the social media strategy. • After the campaign has concluded, use the data collected from before and make changes to the content of the strategy, so more people can relate to the posts. • Depending on the results, start a similar campaign with different influencers or use the research to start a brand new campaign	Ongoing	Posts that more followers can relate to and are more likely to engage with.

D. Expected Outcomes

The expected outcomes for the social media strategy are shown in the following:

Areas of Impact	Effects
Organization	*Positive* • Increases marketing channels
Programs	*Positive* • Provides effective mean to promote programs
Staff	*Positive* • Allows staff to engage with members in a different domain *Negative* • Increases workload for staff • Some staff members must be familiar with social media
Information Management	*Negative* • Increase the amount of information that must be managed
Internal and External Communications	*Positive* • Opens up a new line of communication • Allows members to form a community in the virtual world as well • Engages followers that are not in the surrounding neighborhood

| | *Negative* |
| | • Requires staff members to moderate the communication channel |

E. Resources

Task	Resource(s)	Reasoning
Survey	External: Appendix D, Pew Research	The sample survey provided gathers both demographic as well as social media usage information, which is beneficial to understanding the members. Since the purpose is to encourage member engagement on social media, it is recommended to distribute physical copies of the survey to the members, so the survey will reach members who do not follow TLY online. The link, on the other hand, provides research result regarding social media usage.
Social Media Strategy	External: NTEN, Classy	Both of these websites provide articles that are very beneficial to understanding social media strategy. NTEN provides thorough information best practices. For example, it has an outlook report that gives an overview of how other nonprofits budget for technology, what are their social media strategies, and how are they analyzing their data. On the other hand, Classy has easy tips and tricks on fundraising and marketing, such as 4 things that can grow and manage the nonprofit's giving program.
Social Media Platform	External: social media websites	Depending on the social media platform that is chosen, the platform's website provides tutorials on how to use data analytics tools and how to navigate the platform. TLY's

		primary social media platform, Facebook, has provided a [helpful guide](#) that introduces how to enhance a page and start a campaign.

About the Consultant

Ivy Chung is a Master Candidate in Information Systems Management at Carnegie Mellon University's Heinz College. She will be joining J.P. Morgan Chase in the summer as a Technology Analyst in New York City.

Appendix A. Chromecast Tutorial

Chromecast Tutorial

Community Partner: Michelle Smiley
Student Consultant: Ivy Chung

Chromecast Types

First Generation

Second Generation

Set Up Chromecast

```
                        Generation
                      /            \
               First                    Second
            Generation                Generation
                |                         |
            Device Type               Device Type
              /      \                  /      \
    Phone/Tablet    Computer    Phone/Tablet    Computer
       /    \        /    \        /    \        /    \
  Android  iOS  Windows  Apple  Android  iOS  Windows  Apple
```
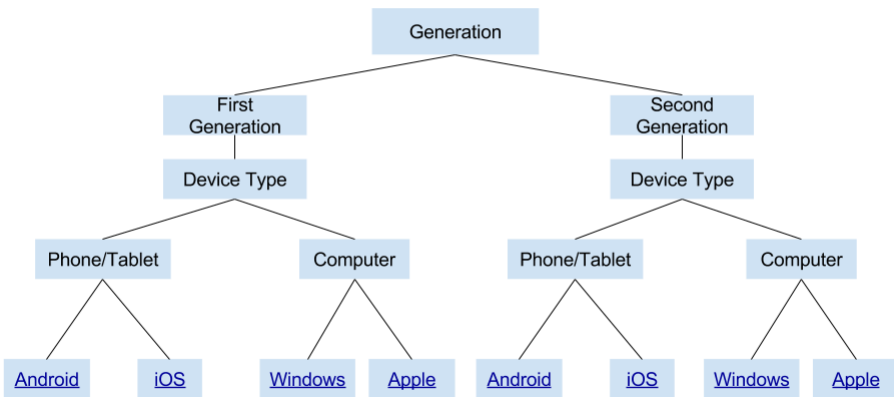
Using Chromecast - Computer

1. Connect to the same network the Chromecast is on.
2. Using Google Chrome, download Google Cast extension
3. After the extension has been installed, select the tab you would like to cast and click the cast icon. Since there are multiple Chromecasts in the office, make sure to select the appropriate Chromecast.
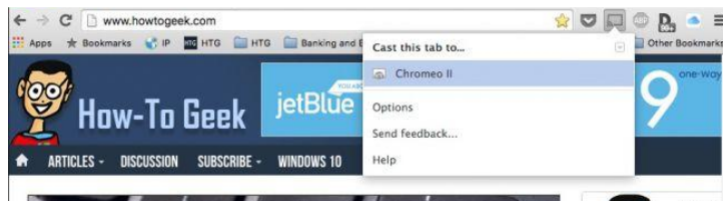
Using Chromecast - Computer (continued)

4. If you want to change the casting resolution, click the setting button.

5. If you want to stop casting, simply click the Cast button again, and then click "Stop casting".
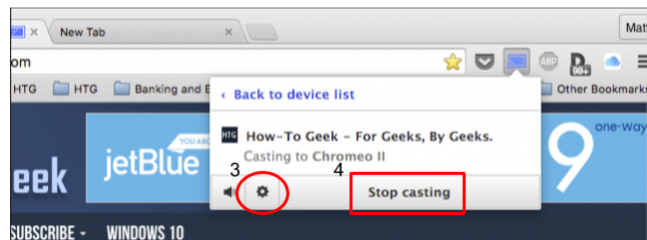
Using Chromecast - Android Devices

To cast your screen

From your Android device

1. Connect your Android device to the same Wi-Fi network as your Chromecast.
2. Open the Google Cast app.
3. In the top left corner, tap the navigation drawer ☰.
4. Tap the **Cast Screen** button.
5. Select your Chromecast.

Casting YouTube Videos - Android Device

1. Connect to the same Wi-Fi as the Chromecast is on
2. Open the YouTube application
   a. If it is not available, download the application through Google Play
3. Select the video or playlist that you want to cast
4. Click the cast button on the top right corner

Appendix B. Google Slides Tutorial

Step 2: To make the slideshow more visually appealing, click on Slide and choose Change theme...

Step 3: Choose a suitable theme from the right and reposition the text as necessary

Step 4: If the picture is on Facebook, right click on the selected picture and choose Open Image in New Tab

Step 5: Get the photo URL from the new tab

Step 6: Go back to the new Slide, click on Insert, and select Image

Step 7: Choose the By URL tab and paste the copied URL from the new tab
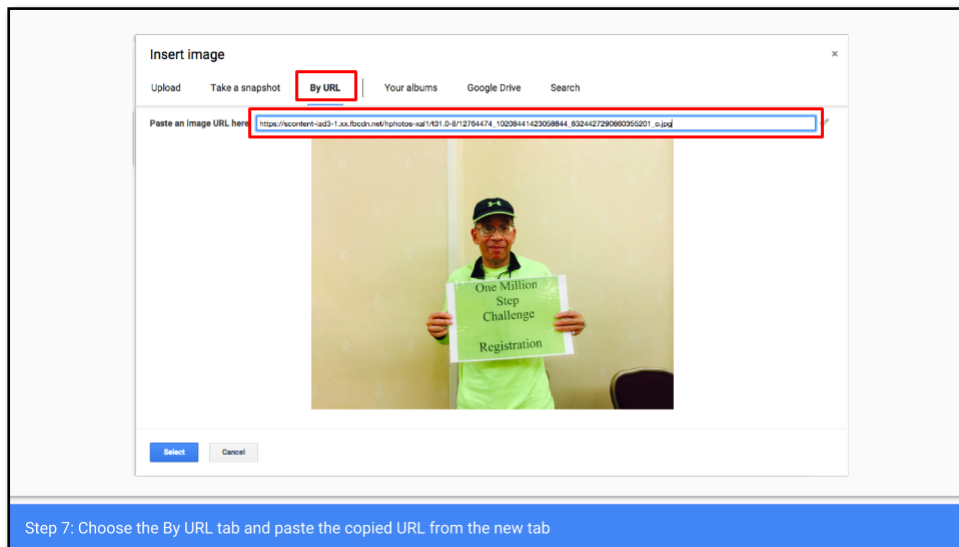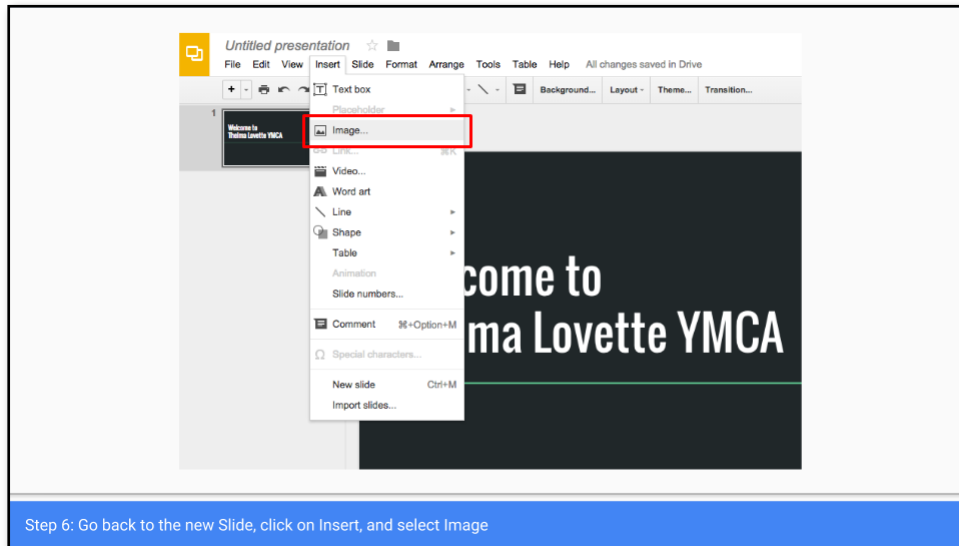
Use the **blue outline** to resize the picture.
Double click on the picture and click on the **black lines** to crop the picture.

Step 8: Resize and crop the picture to the appropriate size for the slide
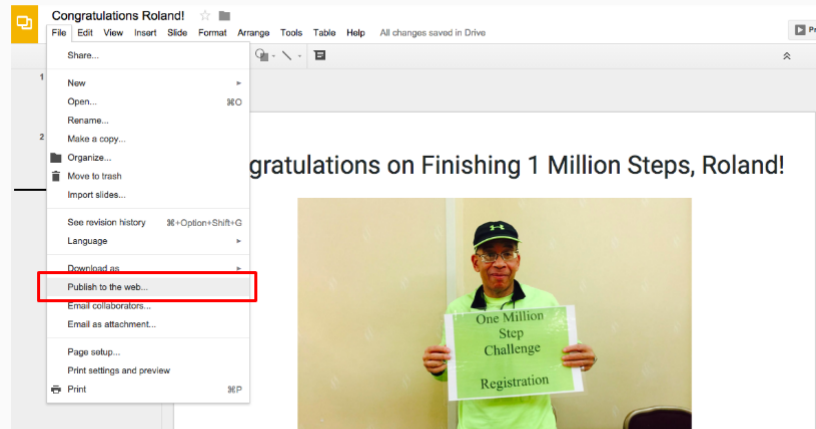
Step 10: After the slideshow is completed, click on file and choose Publish to the web...

Step 9: Add a caption or header to describe the picture

After choosing Publish to the web, a dialog will show up. Select the settings for the slideshow.
Auto-advance slides: Choose the number of seconds the slideshow should stay on each slide.
Start slideshow as soon as the player loads: Check the setting so the slideshow will auto-play when the URL is opened.
Restart the slideshow after the last slide: Check the setting so the slideshow will restart after all the sides have been casted.

Step 11: Choose the appropriate setting to auto-play and auto-loop and press **Publish**
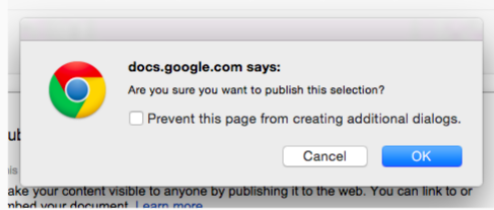
Step 12: After selecting Publish, a dialog to publish the slideshow will pop up. Click OK.
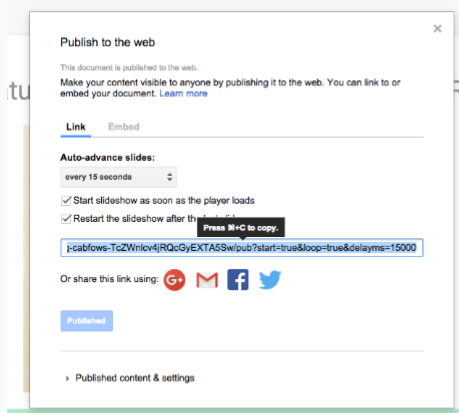
About the URL:
In the URL generated, there are three sections to look for:
start=true: This section means that the slideshow will start automatically
loop=true: This section means that the slideshow will loop automatically after the last slide has been played
delayms=15000: This section means that each slide will play for 15000 ms, which is 15 seconds

Step 13: Copy the URL for the slideshow and paste in another tab.

Step 14: Once the slideshow has loaded in the new tab, it will automatically start playing
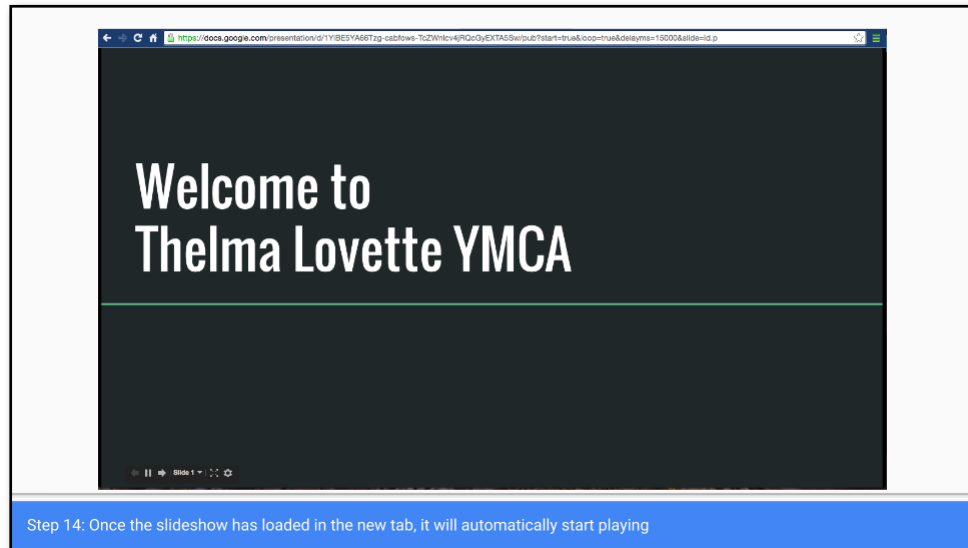
Appendix C. YouTube Tutorial

YouTube Tutorial

Community Partner: Michelle Smiley
Student Consultant: Ivy Chung

Download Content from Facebook

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1. Select the video you want to download
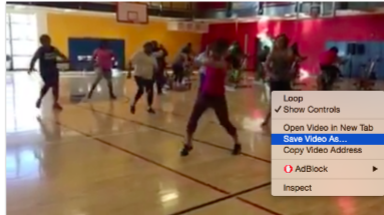2. Replace the www in the URL with m. e.g. http://www.facebook.com/blah- http://m.facebook.com/blah

https://www.facebook.com/ThelmaLovetteYMCA/videos/930921893672145/

https://m.facebook.com/ThelmaLovetteYMCA/videos/930921893672145/

Download Content from Facebook (Continued)

———

3. Play the video
4. Right click on the video and select Save Video As…
5. Save the video to local folder

Upload Content to YouTube

———

1. Log on to your account and go to YouTube
2. In the upper right hand corner of YouTube's homepage, select Upload
3. Select the video you would like to upload, and YouTube will direct you to another page

Upload Content to YouTube (Continued)

— — —

4. Fill in all the information and wait for the processing to reach 100%, and then publish the video

Adding Videos to Playlist

— — —

1. Search for the video you would like to add
2. Click on the video
3. Select Add to and choose the appropriate playlist
   a. If there isn't a suitable playlist, create a new one

Appendix D. Sample Social Media Usage Survey
Thelma Lovette Members Social Media Use Survey

Basic Information

Name: _____ (Optional)

Age:
☐ Under 18 years old
☐ 18 – 25 years old
☐ 26 – 35 years old
☐ 36 – 45 years old
☐ 46 – 55 years old
☐ 56 – 65 years old
☐ 65 years or older

Gender:
☐ Male
☐ Female
☐ Prefer not to answer

Social Media Use

What kind of social media platforms do you use? Please check all that applies.

☐ Facebook   ☐ Tumblr
☐ Twitter   ☐ Pinterest
☐ Instagram   ☐ LinkedIn
☐ YouTube   ☐ Other: _____

How often do you access your social media accounts? Please select one for each platform.

Social Media	N/A	Never	Monthly	Weekly	Daily	Hourly
Facebook						
Twitter						
Instagram						
YouTube						
Tumblr						
Pinterest						
LinkedIn						
Other: _____						

In a typical week, which social media platform do you use most often?

☐ Facebook   ☐ Tumblr
☐ Twitter   ☐ Pinterest
☐ Instagram   ☐ LinkedIn
☐ YouTube   ☐ Other: _____

About how many friends/followers do you have for the following platforms?

Social Media	Number of Friends/Followers
Facebook	
Twitter	
Instagram	
YouTube	
Tumblr	
Pinterest	
LinkedIn	
Other: _____	

What kind of posts do you like to see?
☐ Video   ☐ Pictures
☐ Word posts   ☐ Links
☐ Other: _____

Thelma Lovette YMCA (TLY) on Social Media

How often do you use social media to obtain information from TLY?
☐ Always   ☐ Frequently   ☐ Occasionally   ☐ Rarely   ☐ Never   ☐ N/A

How often do you visit TLY's Facebook page?
☐ Always   ☐ Frequently   ☐ Occasionally   ☐ Rarely   ☐ Never   ☐ N/A

What kind of content would you like to see from TLY?
☐ Promotions (e.g. 20/20 program)   ☐ Community Information (e.g. posts about Pittsburgh)   ☐ Event Information (e.g. social events)

☐ Instructor Spotlight   ☐ Motivational Quotes   ☐ Outreach Events

☐ Member Spotlight   ☐ Classes Offered   ☐ Other: _____

What activities does TLY offer that you love?
_____

What activities would you like to see TLY offer?
_____