

Rodef Shalom Congregation Library

Student Consultant, Andrew Dubois

Community Partner, Anne Molloy

I. The Consulting Situation

About the Organization

Located on the corner of Morewood Avenue and Fifth Avenue, Rodef Shalom Congregation is a dynamic and diverse Reform Jewish Congregation serving the Jewish community in the greater Pittsburgh, Pennsylvania. Rodef Shalom Congregation was chartered in 1856, and is the oldest Jewish Congregation in Western Pennsylvania. Currently on the National Register of Historic Places, the sanctuary of Rodef Shalom Congregation was originally completed in 1907 and later renovated in 1990. In 1938 a school building was added and in 1956 an activities building containing a library, social hall, and additional classrooms were added.

In other cities, old synagogues are torn down or abandoned as neighborhoods deteriorate and Jewish populations move farther and farther away to the suburbs. Rodef Shalom has kept its roots in a neighborhood its early members correctly foresaw as Pittsburgh's cultural, educational, and religious center.

In its decision to move to Shadyside, Rodef Shalom had reached some maturity as a Congregation, and understood its place in the general community. It embraced, as part of liberal Reform Judaism, a desire to look ahead and to be a part of the greater community.

With its mission to be a house of prayer, a house of study, and a house of assembly (Rodef Shalom's complete mission statement can be found in Appendix A), Rodef Shalom Congregation provides its 1,600 family membership base with a place to not only worship, but also acts as a hub for social events, education programs, and takes social action to help the community at large.

Rodef Shalom Congregation's buildings are designed in a manner to help them accomplish their goals of worship, education, and community. The main area of worship has been recognized as a National Historic Landmark and is only one of five synagogues in the United States with such a designation. It allows for 1200 people to attend religious services. In addition to the sanctuary, there is a chapel which allows for approximately 100 people to worship and in the heart of the buildings is located a multipurpose performance room which allows for several hundred people to gather and partake in celebration or watch special events. Freehof Hall is a key area of the building and is where large dinners are held as well as many other events sponsored by Rodef Shalom. There are fifteen offices which are used by various members of the staff. Providing education facilities, there are 8 classrooms on the first floor, 8 classrooms on the second floor, and 2 adult conference centers within Rodef Shalom Congregation. The pre-k classes have cameras in them that allow the pre-k director to monitor all the classrooms.

Rodef Shalom Congregation's programs entail four major areas: worship, education, social activities and social action. The worship programs include services which are held Monday through Friday at 5:30pm, Saturday at 10:30am, and Sunday at 9:00am. In addition to the services, other spiritual events are held such as Torah study and Bible classes. Combining religious and education areas, Rodef Shalom congregation is the site of pre-k program that currently have about 40 students, and an after school Hebrew school that prepares youth for Bar Mitzvah. There are also adult daytime and evening classes taught by Rabbis of Rodef Shalom Congregation. Judaism is taught on Sunday mornings for students in kindergarten through seventh grade and on Monday evenings for grades eight through ten.

Allowing members of the congregation to come together outside of religious services, Rodef Shalom Congregation has various organizations that its members can join. Women are able to join Sisterhood and their counterpart is Brotherhood which men join. For young adults, Jr. Congregation allows them to meet

other people and participate in activities with others who share their beliefs and are in a similar age group. Further helping bringing people together, Rodef Shalom Congregation is a hot bed of community wide events such as concerts, book discussions, and bridge games.

Striving to make a difference, Rodef Shalom Congregation works with neighboring organizations to provide assistance to members of the community as a whole. One such program unites Rodef Shalom Congregation with East End Cooperative Ministries to feed the homeless and hungry. Once a week meals are prepared by members of both organizations and served to the needy. Moreover, Rodef Shalom holds numerous clothing and canned-food drives in order to provide additional assistance.

There are twenty-four full-time, and nine part-time employees who help keep Rodef Shalom Congregation running. Dr. Mark Staitman is the Senior Rabbi and is assisted by Rabbi Peter Stein (Assistant Rabbi), Rabbi Jessica Locketz (Assistant Rabbi). Dr. Walter Jacob is Rabbi Emeritus. Jeffrey Herzog is the Executive Director of Rodef Shalom Congregation and is guided by a board of trustees. A complete list of the employees at Rodef Shalom Congregation can be found in Appendix B. In addition, the key roles of the spiritual leaders and executive staff are delineated in Appendix C.

Rodef Shalom Congregation depends on the financial support of its members in order to operate. It has an annual operating budget of \$2,000,000 which is used to enrich the lives of its members through activities, services, and help the surrounding community. Information regarding membership and the current dues structure can be found in Appendix D.

The Technology Situation

Rodef Shalom Congregation has embraced technology and is moving towards not only acquiring more of it, but is also in the process of learning to focus the technology they have towards reaching their goals and creating new ones.

The computers used by Rodef Shalom Congregation are a conglomeration of makes and models. Of the twenty-four full time employees, eighteen have their own computers and the others share the use of computers. The computers are generally Pentium 1 and Pentium 2 level systems with 14 inch and 15 inch monitors, with one or two newer, Pentium 3 class systems that have 17 or 19 inch monitors. All of the computers appeared to be multimedia ready, with a CD-ROM drive, sound card, and external speakers. Appendix E lists the exact specifications for the library computer.

As mentioned earlier, the computers at Rodef Shalom Congregation are primarily used to facilitate communication and to accomplish tasks pertinent to the roles of the staff. The operating system of running on Rodef Shalom's computers is Microsoft Windows 95 and Windows 98 and more often than not, the computers each have their own color inkjet printer. The computers are generally equipped with applications such as Microsoft Outlook 2000, Microsoft Word 97, and Microsoft Excel 97. Accounting information is handled primarily in Microsoft Access, but a few legacy DOS database programs are still in use. These programs were written by a company with the specific goal of helping a Jewish Congregation manage its information and as such have special options and capabilities that would be incredibly difficult to duplicate using Microsoft Access alone.

Rodef Shalom Congregation has recently upgraded its network and now all but two of its computers are connected to the main network. Specifics about the network can be found in Appendix E. The server serves the purpose of ensuring that all persons attempting to use a computer are registered members with the correct privileges, or guests. Moreover, it allows registered users to save their data onto network drives. These network drives are backed up to a remote site using tape drives, every week-night at 10:30pm. The network not only allows users to access their files from any computer on the network, but provides another key element in that it allows all the computers connected to it to access the Internet through a DSL service. This allows both the staff and guests using the computers to find information

quickly and easily without having to wait for busy signals and with the increased speed that DSL offers over conventional modems.

Technical management falls directly under the supervision of the executive director, Jeffrey Herzog. Content creation and updating of the Rodef Shalom Congregation webpage are handled by Chris Benton. If there is a minor technical issue or something that has to do with the network, Jeffrey contacts Doug Collins who can usually handle the problem. If further support is needed, then Jeffrey contacts an outside consultant, Karl Morner, who is able to solve all technical related issues. In addition to the aforementioned persons, Rodef Shalom Congregation receives a great deal of technical help and support from members of the community that volunteer to lend their expertise.

With its current infrastructure well developed, Rodef Shalom Congregation is looking to expand its technology in hopes of providing its members with greater amounts of information and more exciting opportunities. One such program that is being investigated would allow members of Rodef Shalom Congregation to participate in video conferencing with other synagogues and educational institutions around the world, including Israel.

The Consulting Situation

For this term, the consultant worked with Anne Molloy who is the librarian of Rodef Shalom Congregation. Ms. Molloy is in charge of maintaining the children and adult libraries and helps teach children with educational software on the library computer. Her principal uses of technology include e-mail, database, Internet, and various educational software applications.

During the consulting period, Ms. Molloy and consultant identified two distinct opportunities and one problem that could be resolved. A work plan with detailed information of the scope of work can be found in Appendix F.

1. Enhancing the online library catalog database

Currently this organization has two libraries which are in the process of being combined into one library. At the start of the consulting period, the only way that members of the congregation can find out if a particular book is available is to use a card catalog or to check the book shelves of the library. Ms. Molloy has direct jurisdiction over the library and wanted to make the information more accessible to members of Rodef Shalom Congregation by creating an online card catalog through Librarycom.com. The Ms. Molloy elected to use Librarycom.com as a tool that would allow for a large quantity of catalog cards to be stored in a database and easily available to congregation members. At the beginning of the consulting period, the only method for inputting information into the online card catalog was to hope that the book is contained in the Librarycom.com database, or to enter all the information manually. Librarycom.com allows organizations up to 5MB of storage space for free and then organizations must purchase one of their plans in order to use more than 5MB of storage and in order to have access to certain features of the online card catalog. The pricing plans and the features available at each price point were investigated by the consultant and Ms. Molloy, since 5MB is not enough storage space to hold all the books that the organization possesses. The organization has approximately 10,000 books, and many of them can not be found in the Librarycom.com database, so this meant that the only feasible way to enter the records into the Librarycom.com online card catalog was to input all this information by hand. The consultant and Ms. Molloy recognized that having a better method for inputting the information into the online catalog assists the process of placing all the books in the online card catalog tremendously.

In order to take advantage of this opportunity, Ms. Molloy and the consultant elected to develop Ms. Molloy's capacity to input information into Librarycom.com's online card catalog for Rodef Shalom Congregation.

Expected Outcomes:

- Have a standard method for inputting information into line card catalog database so that Ms. Molloy can enter information in the best manner possible and can train other people to enter information (such as high school summer hires)
- Have the Rodef Shalom Congregation online card catalog accessible for members of the congregation to openly use and search through

2. Establishing a library catalog backup system

At the beginning of the consulting process, Ms. Molloy had a few hundred card catalog records that were in an online database through Librarycom.com. Ms. Molloy elected to use Librarycom.com as a tool that would allow for a large quantity of card catalogs to be stored in a database and easily available to congregation members. Ms. Molloy was worried that a great deal of time, effort, and resources have gone into and will continue to go into the adding of records to the online database and wanted to have a way to backup the information in the event that it was to get corrupted, lost, or if Librarycom.com was to go out of business and no longer offer their services. Solving this problem directly correlated with the mission of Rodef Shalom Congregation in that having an online database with information about the books available at the library helps Rodef Shalom Congregation be a repository of Jewish knowledge and tradition. Given that it is important for there to exist an online card catalog database, then it follows that backing up and preventing disaster from befalling this online card catalog database was equally important as the online card catalog will become an essential tool that can be used by members throughout the congregation wishing to expand their knowledge.

The consulting task was to assist in furthering Ms. Molloy's ability to properly backup the online card catalog database. The consultant worked together with Ms. Molloy to ensure that a backup system is in place and that Ms. Molloy is fully able to create backups of the online card catalog database. In addition, Ms. Molloy and the consultant worked together in selecting a safe and secure location to store the backups.

Expected Outcomes:

- Ms. Molloy will have been able to obtain the proper funding to allow the creation of backups to be possible
- Critical information of the online card catalog database will be backed up
- Ms. Molloy will be able to create a backup of the online card catalog onto a CD.
- Ms. Molloy will be able to instruct other members of the organization with regards to using the CD burner and creating CD's for backup and archival purposes.
- A safe and secure location will have been found where to store the backups
- An agreement will have been reached between Rodef Shalom Congregation and Librarycom.com for Librarycom.com to send regular backups of the files to Ms. Molloy, and then Ms. Molloy will be able to conduct regular backups of the information

3. Planning the technology layout and list of equipment for the new library

The consulting task was to help Ms. Molloy in developing a technology layout and list of equipment for the new library. The consultant and Ms. Molloy worked together to contact other organizations that have implemented similar technology in their organization to see the outcome and spoke with various of the executives in Rodef Shalom Congregation to get an idea as to what aspects of the library were considered to be the most important. The technology layout and list of equipment will be invaluable when the time comes to purchase equipment and furnishings for the new library once its construction is complete.

Expected Outcomes:

- An equipment list will have been constructed taking into consideration the experiences of other organizations that implemented similar technology centers

- A layout design recommending where the various pieces of equipment should be located and how the library should be furnished will have been created
- Creating a technology layout and list of equipment for the new library will provide a valuable learning experience for Ms. Molloy. Ms. Molloy will be able to use this knowledge when the organization attempts to implement a more complete technology plan for the organization as a whole in the future.

Overall Sustainability: One of the most important goals for Ms. Molloy and the consultant was to ensure that the progress being made is sustainable well into the future. This is evident in the creation of a backup system. In addition, it is important to point out that manuals were created that explain in detail how a person would go about accomplishing such tasks as updating the online catalog or backing it up. Moreover, the manuals also cover such topics as using the newly acquired CD-burner to create permanent storage solutions for the online library database and other data that need to be transported or backed up. These manuals will not only serve to assist Ms. Molloy in her future endeavors, but will be available to the employees of the organization. In this manner, the future sustainability of the work accomplished during this term will be ensured, since the knowledge necessary to accomplish the aforementioned tasks has not only have been mastered by Ms. Molloy, but is also available through the manuals for anyone to follow.

II. Outcomes and Recommendations

Analysis of Outcomes

During the consulting period scope of work accomplished consisted of three major topics.

1. The development of an input system for the Rodef Shalom Library online library catalog database
2. The creation of an economic and effective backup solution for the online library catalog system
3. Planning the technology layout and list of equipment to purchase for the new library.

These three tasks are delineated in further detail below.

1. Enhancing the online library catalog database

The Rodef Shalom Congregation Library contains a wealth of information, yet because of its vast quantity of material it can be challenging for members, teachers, and staff in the congregation to know whether or not a particular item is owned by Rodef Shalom. The traditional methods for discovering whether or not an item was available at the library were to call the library and speak to the librarian or to visit the library during its open hours. In the past four months, the consultant and the Rodef Shalom Congregation Librarian, Ms. Molloy, worked together to harness the power of the Internet and developed a method for inputting data from numerous sources into one large online database. The method developed for inputting data will play a critical role in the future by assisting in the addition of all of the library's holdings into the online database. The online library catalog will be available to all the members of Rodef Shalom Congregation, teachers, and staff and will allow for someone to conduct full searches and see what materials are owned by the library. In this manner the communication abilities of Rodef Shalom Congregation are increased and this directly helps further the congregation's mission.

Results/Outcomes

- Ms. Molloy and the consultant worked together with Librarycom.com, an online library database company, to establish an account and input records into the online catalog.
- Ms. Molloy and the consultant contacted Baker and Taylor, Rodef Shalom Congregation Library's primary book distributor, and made it such that all future book purchases will be accompanied by an electronic catalog of all the books purchased. The electronic catalog can then

be inputted directly into the online catalog making the updating of the online database to reflect new purchases effortless.

- Ms. Molloy and the consultant investigated the built in database that is offered by Librarycom.com and found that although it contained information regarding many books, there were some books which it did not have any information about. Rather than have someone manually input the data into the online database, Ms. Molloy and the consultant developed a method that allows for book records to be gathered from the Library of Congress website (www.loc.gov) and then have these records inputted directly into the online database. This method is not only faster than having someone input the card catalog information into the online database manually, but also helps maintain accuracy by avoiding potential typos.
- A manual was created by the consultant and Ms. Molloy instructing a person on how to input data into the online database using the various methods described above.

Outcome Evidence

As the term has progressed and the methods available for inputting data into the online database have expanded, Ms. Molloy has embraced each and every one. She was the person who originally thought of using Librarycom.com to host the online catalog, to change the ordering method from Baker and Taylor to include electronic catalogs, and to use the Library of Congress website to potentially gather further information. Ms. Molloy has taken records from a purchase of books through Baker and Taylor and successfully entered the new records into the online database. Moreover, Ms. Molloy has effectively scoured the Library of Congress website, found, and entered records into the online database using the data from the Library of Congress website.

Evidence of Expanded Capacity

As a result of having achieved these outcomes, Ms. Molloy will be able to create an online card catalog that contains information about all of the books in the Rodef Shalom Congregation library. This will allow the information to be more accessible to members of the congregation who would like to know which books are available at the congregation's library. The online card catalog will serve to help other areas of the congregation as well. An example of this is that teachers will be able to use the online card catalog to select books that they might want to use when teaching a class. Having an optimal method for inputting data onto the online card catalog will not only make inputting the books that are currently in the library a more manageable task, but will also help to add books in the future.

The Rodef Shalom Congregation library is constantly expanding the number of books that it has, and having an optimal method for inputting the data will allow Ms. Molloy to keep the online card catalog updated. Moreover, if the organization decides to hire high school students over the summer to input the information into the online card catalog database, having an optimal method for inputting this data will allow the process to go much more smoothly and Ms. Molloy will be able to instruct the students in the best manner for inputting the data into the online card catalog. Tying in the online card catalog with the web page of Rodef Shalom Congregation will allow the web page to be easily accessible by members throughout the congregation and will help enhance the value of the online card catalog. As a result of having an online card catalog and making this information easily and openly accessible to its members, Rodef Shalom Congregation will be making it easier for its members to further their religious knowledge and as such, Rodef Shalom Congregation would be helping to serve as a repository of Jewish knowledge and tradition which are direct goals from the organization's mission statement.

Evidence of Sustainability

Ms. Molloy has an excellent understanding of the entire process that is involved in taking records for books and having them entered electronically into the online database. She has taught a volunteer to use the methods developed to enter in records into the online database. In order to ensure the sustainability of the online database a manual has been created depicting the steps that a person would go through in order to enter records using the various methods. In addition to the manual, duplicate copies of all of the

account records for Librarycom.com are held for safe keeping with another staff member of the congregation. As an additional step to ensure the sustainability of the online catalog system, the consultant and Ms. Molloy purchased and setup equipment that allows for the backup of the online catalog onto CD which helps ensure that the incredibly important data remains safe. The backup system deployed and the backup process are described in greater detail as the second outcome achieved during this term.

Recommendation

The consultant recommends that Ms. Molloy continue to add records to the online catalog database. As the number of books in the online library catalog increase, then so too will its usefulness to those wishing to look up information in it. Although methods for inputting records into the online catalog have been developed during this term that greatly increase the speed and accuracy with which a person can enter records into the online database there are thousands of books which must still be added to the database before it is complete. The consultant recommends that Ms. Molloy look into obtaining summer interns at the local high schools and universities in order to find students who could be hired to help update the vast number of records over the summer. With the manual that has been developed to guide the students and Ms. Molloy’s expertise, a student need only possess the most basic computer skills such as the ability to do word processing and navigate the Internet to help add records to the online database.

Resources

Contact Information	Description:
Pati Kravetz Phone number: 412-268-7052 E-mail: pk13@andrew.cmu.edu	Carnegie Mellon University Career Center. On the left hand side there is a link titled “Information for Employers”. From here Ms. Molloy could obtain all the information necessary to hire a student from Carnegie Mellon University to help with the project.
http://www.hr.duq.edu/	Duquesne University Office of Human Resource Management From here a person could obtain information about how to hire a student from Duquesne University.
http://www.hr.pitt.edu/contact.htm	University of Pittsburgh Office of Human Resources – Contact Page This page contains the contact information for the University of Pittsburgh Office of Human Resources. Any one of the phone numbers listed could be contacted to obtain information on how to hire a student from the University of Pittsburgh to help with the online database.

2. Establishing a library catalog backup system

Although the host of the online catalog, Librarycom.com, performs routine backups, the consultant and Ms. Molloy believed it was crucial for the Rodef Shalom Congregation Library to have its own backup copy in the event that Librarycom.com’s backup system failed or the company went out of business. Solving this problem directly correlated with the mission of Rodef Shalom Congregation in that having an online database with information about the books available at the library helps Rodef Shalom Congregation be a repository of Jewish knowledge and tradition.

Results/Outcomes

- A CD Burner was purchased, installed, and the burning software configured by Ms. Molloy and the consultant.
- A spindle of 50 blank CD’s was purchased to be used in the creation of backup CD’s.
- A locking tower was purchased to securely house the regularly created backup CD’s.
- CD labels and appropriate software was installed and configured to create descriptive CD labels for the backup CD’s that were created.

- An illustrated manual was created that describes, step-by-step, how to create a backup CD of the online library database.

Outcome Evidence

The equipment that was installed to facilitate the creation of backup CD's is now being used regularly to ensure that the latest copy of the online database is safely backed up. Ms. Molloy has not only used the CD burner to create backup CD's for the online database but has also created backup CD's for the Rodef Shalom Congregation Archives database. A template was created and is being used for all of the CD labels that are being made to ensure consistency. Moreover, the CD's that have been created have all been safely stored in the locking tower for safe keeping.

Evidence of Expanded Capacity

As a result of having achieved these outcomes, Ms. Molloy is now able to perform routine scheduled backups of the online library card catalog library. By backing up and protecting the online card catalog system, Rodef Shalom Congregation is ensuring that the resources it allocated towards the creation of the online card catalog system are not wasted due to a mishap. By having an online card catalog database, Rodef Shalom Congregation is being a repository of Jewish knowledge and tradition and making this information available to its congregates. Moreover, Ms. Molloy will have learned how to install a CDRW drive and how to create various forms of CD's. This will allow Ms. Molloy to further her technical knowledge and will provide her with expanded capacity in the future. Ms. Molloy will not only be able to create backup CD's of the online card catalog database, but will also have obtained the knowledge and tools necessary to create other types of CD's such as custom audio CD's and custom data CD's for presentations that contain high storage requirement media such as movies or high fidelity audio clips which Ms. Molloy can use to further the overall experience that members have when visiting the Rodef Shalom Congregation library. Furthermore, Ms. Molloy will be able to help other members of the organization in the creation of CD's and this will help provide the added benefits to even more parts of the organization.

Evidence of Sustainability

The creation of routine backup CD's helps ensure the sustainability of the online library catalog. Given the high degree of importance that is being given to the online library catalog, and that Ms. Molloy has already established a routine method for creating backup CD's, CD labels, and for storing the backup CD's, the consultant believes that the creation of CD's as a method of backup will be sustainable. In addition to Ms. Molloy's knowledge of CD creation, the step-by-step, illustrated manual that describes the process creating a backup CD will help anyone in the organization create a CD, which further ensures the sustainability of the backup CD creation process.

Recommendation

As of this time Rodef Shalom Congregation Library has all the resources it requires in order to continue making backup CD's. It is recommended that the regular schedule of creating backup CD's that is in place now be maintained in order to ensure that the online catalog is always safe. It is also recommended that high quality CD's be used for the backup CD creation process as it is imperative that the backup CD's being created are error free and can be used to restore the online database in the event of an emergency. Top quality blank CD manufacturers include: Kodak, Verbatim, TDK, and Memorex. In addition, it is important to ensure that the CD's being purchased are certified for recording at speeds of 12x or higher. This is something that should be clearly identified in the label of the blank CD's to be purchased. It is recommended to avoid CD's that do not specify what burning speeds they are certified for as these are generally lower quality CD's.

Resources

Blank CD's and CD labels can be purchased from a variety of electronic stores. Because of the generally high shipping costs, it is advisable to simply purchase blank CD's from local stores rather than online.

Stores that tend to have competitive prices and high quality blank CD media available include: CompUSA, Circuit City, Best Buy, Office Depot, and OfficeMax.

3. Planning the technology layout and list of equipment for the new library

Ms. Molloy and the consultant conducted a great deal of research to help develop a technology layout and to establish a list of equipment that would ideally be purchased for the new library once it is completed in Fall 2002. The research involved conversing with members of other organizations that had recently added computer clusters in order to help estimate which computer equipment would be the most valuable and frequently used. The recommended technology layout is based on the given floor plan for the new library as of April 2002. Ms. Molloy and the consultant reviewed the equipment pricing of numerous computer, printer, scanner, and projector manufacturers in order to obtain a complete list of the most important equipment that would ideally be purchased for the new library.

Results/Outcomes

- The recommended technology layout and equipment list are available as a separate documents. The technology layout is a diagram that recommends where certain equipment would be ideally located. The equipment list details the various items such as computers, scanners, and printers that are recommended for the new library along with detailed specifications for such equipment and recommended brands to consider.

Outcome Evidence

During the creation of the technology layout, Ms. Molloy has been in contact with those in charge of the construction of the new library and has been able to ask questions and provide insight to the construction people with regards to how future computer equipment would ideally be configured and deployed. Ms. Molloy and the consultant worked together to develop the technology layout and to select the specifications recommended as well as which companies to recommend for the various computer equipment and peripherals. The process of developing the specifications and equipment list involved a great deal of research using the Internet and allowed Ms. Molloy to become further accustomed to the technology solutions that are available in the marketplace.

Evidence of Sustainability

The recommended technology layout will be used to help guide how the purchased technology is distributed and situated in the new library. The list of recommended equipment will play a critical role in helping establish how much funding should be allocated for furnishing the technology for the new library as well as for deciding what type of technology should be implemented.

Recommendation: Use Equipment List as a Guide

It is recommended that the equipment list be used as general guidelines rather than concrete specifications as to what equipment should be purchased for the new library. Ms. Molloy and the consultant have attempted to account for the rapid pace at which technology advances while developing the specifications, but months will pass between when the recommendation is submitted and the information is put to use in making placing orders for the new library. It is recommended that Rodef Shalom Congregation contact the technology consultant that helped them develop their current infrastructure in order to ensure that all of the recommended equipment that will be purchased is fully compatible with the current network system and that the current network will be able to handle the additional computers and peripherals.

Recommendation: Acquire Software Licenses

It is also recommended that Ms. Molloy contact the manufacturers of the numerous software titles that are currently in use at the Rodef Shalom Congregation Library to investigate such matters as whether or not it would be possible to purchase multiple user license agreements or if purchasing a copy of each title for each computer is the only or most cost effective solution.

Recommendation: Get Bids from different Vendors

When the time of purchasing the new computer equipment and peripherals draws near, it is recommended that Rodef Shalom Congregation submit a list of desired specifications to several major manufacturers and one local computer company and see if they are willing to bid on the job. It is critical that Rodef Shalom Congregation receive back detailed specifications from the companies in order to ensure that the products from all the companies have similar capabilities and the detailed specifications can be reviewed by the executive members of Rodef Shalom Congregation and the current technology infrastructure consultant in order to determine which of the offers should be pursued.

In the event that the bids received by Rodef Shalom Congregation are more or less equal, the consultant recommends purchasing the selected computers and computer peripherals from Dell. Dell is currently the world's leading computer manufacturer, and is the only computer manufacturer that is still growing. Dell's website is very user-friendly and allows for a person or organization to select and customize a large number of computers and make a purchase. A large number of organizations currently use or are switching to Dell computers as Dell offers very competitive prices, has excellent customer service, and their computers are both easily upgradeable and very reliable.

Resources

Companies to consider when submitting a detailed list of desired specifications include:

Company:	Website:
DELL	www.dell.com
Gateway	www.gateway.com
IBM	www.ibm.com
Compaq	www.compaq.com
Hewlett Packard	www.hp.com

Websites that can provide valuable information regarding various computer companies and models are:

Company:	Website:
PC World	www.pcworld.com
C net	www.cnet.com
Ziff Davis Smart Business	http://www.smartbusinessmag.com/

Recommendations

Recommendation 1: Use Librarycom.com Database to Manage Circulation of Library Materials

The consultant recommends that Rodef Shalom Congregation Library utilize the online database as a means for controlling the circulation of materials. This would involve placing bar code labels on the books as well as the purchase of a bar code system from Librarycom.com which would work with the current online database to allow for additional information such as the status of any particular item (available/checked-out/missing).

Rationale

This would not only allow members to know the status of a particular book at any given time, but would also provide a great deal of expanded capacity to Ms. Molloy as it would allow her to quickly and effortlessly obtain information such as all the books that are currently checked out, or how many books a particular patron has rather than the traditional means of searching circular cards which is a very painstaking process.

Resources

When implementing such a system, the primary source for information would be Librarycom.com itself. Librarycom.com is the company currently hosting the Rodef Shalom Library online book database and is also a provider of barcode readers and scanners. The online book database already has all the software built in to take advantage of the bar code readers and scanners, so there would be little software that would have to be changed. The most difficult part of the task would be to barcode all the books in the Rodef Shalom Library, but once all the books have been inputted into the database, adding a sticker to a book and simply updating the online database should move quickly. Conversely, it is also feasible that the bar code system go into place immediately, and then the bar codes could be simply added as an additional field in the books from the very outset as a vast majority of the books at the library still have to be added to the online book database.

Further information regarding the available bar code readers available from librarycom.com can be found at www.librarycom.com, and primarily their products page: http://www.librarycom.com/lc_products.htm. In addition, since Rodef Shalom Congregation already has an account with Librarycom.com for the online library catalog, then information regarding the bar code readers could be obtained by speaking with representatives at Librarycom.com through their customer-only tech support.

The price of the stationary bar code readers currently range from \$500 to \$600 and should work with the current library PC or any future one purchased by the congregation. A portable scanning device is also available and is recommended for inventory control. The portable reader is listed at \$1200, which makes it at least twice the price of a stationary scanner, but is an essential tool for conducting inventory and collection management of the books in the library.

Finally, it is recommended that the Rodef Shalom Congregation Library strongly consider hiring summer interns from local high schools or colleges if they wished to actively pursue a barcode circulation model for the library. Local college contacts that could be pursued in an attempt to hire summer college interns are as follows:

Website URL	Description:
http://www.studentaffairs.cmu.edu/career/	Carnegie Mellon University Career Center. On the left hand side there is a link titled "Information for Employers". From here Ms. Molloy could obtain all the information necessary to hire a student from Carnegie Mellon University to help with the project.
http://www.hr.duq.edu/	Duquesne University Office of Human Resource Management. From here a person could obtain information about how to hire a student from Duquesne University.
http://www.hr.pitt.edu/contact.htm	University of Pittsburgh Office of Human Resources – Contact Page. This page contains the contact information for the University of Pittsburgh Office of Human Resources. Any one of the phone numbers listed could be contacted to obtain information on how to hire a student from the University of Pittsburgh to help with the online database.

Recommendation 2: Add web pages to the Rodef Shalom Congregation web site that contain information regarding the Library, Archives, and Art and Artifacts

The consultant recommends that Rodef Shalom Congregation Library extend its current website and add three additional web pages to the web site. The first additional web page would concentrate on the Rodef Shalom Congregation Library and would contain an overview of the library as well as provide access to the Librarycom.com online database that has been developed throughout this term and will continue to be updated for the foreseeable future. The second additional webpage would concentrate on the Rodef

Shalom Archives and the third webpage would contain information regarding the arts and artifacts at Rodef Shalom Congregation.

Rationale

Having a direct link from the main congregation website will help make the library online database more accessible to members of the congregation and help ensure that the most number of people are able to benefit from all the work that has gone into creating and updating the online database.

Currently there exists a Microsoft Access database containing information from the Rodef Shalom Archives. The archives database is an inventory of primary source materials such as historical documents, photos, tapes, and records. The historical documents listed and detailed in the archives database can aid members of the congregation as well as researchers all over to further genealogical research as well as Pittsburgh area from the mid nineteenth century to present time. In addition to the vast amount of information that Rodef Shalom Congregation has in the online library database and the archives database, the congregation has a strong collection of Judaic art. In the past, the arts and artifacts have been inventoried and photographed, but this information is not widely available to anyone. Just as the online database helps members understand whether or not a particular book is available in the online, additional web pages dedicated to the library, archives, and arts and artifacts would provide a vital tool for members of the congregation and those wanting to conduct research in various topics to discover whether or not particular information or an object are within the holdings of Rodef Shalom Congregation. At this time there is a wealth of information in the library, archives, and art and artifacts at Rodef Shalom Congregation, but creating web pages dedicated to these three areas is critical if the information is to be easily accessible to members of the congregation and people throughout.

Resources

As Ms. Benton is currently in charge of maintaining the Rodef Shalom Congregation website, www.rodeshalom.org, she could be contacted to provide insight or assist in the development of these additional web pages. As with the inputting of data into the online library database and the introduction of the bar codes and readers, the creation of these web pages would be an ideal task for a local high school or university intern to accomplish over the summer. Ms. Benton could work with a summer intern to fully develop these web pages if her current duties would occupy too much of her time to work on them herself. Prior to the creation of the web pages for the arts and artifacts and archives, it is highly recommended that those creating the web page get together with the staff in charge of the archives and arts and artifacts departments in order to ensure that the web pages created are as envisioned by those who deal with the departments on a regular basis.

Another topic to consider is the actual process of getting numerous photographs from the arts and artifacts to a webpage. This would require the use of a scanner. Currently it is recommended that a scanner be purchased for the new library in the new library, but if a scanner is not purchased at that time, then it would have to be purchased before the creation of a web page for the arts and artifacts area of Rodef Shalom Congregation. In the event that a scanner needs to be purchased, then it is recommended that it be a flatbed scanner capable of scanning in at least 24 bits of color and that it works through a USB interface. Such a scanner can be purchased at any of the electronic retailers mentioned above and the helpful staff at places such as CompUSA, Circuit City, or BestBuy could help in the selection process of a particular scanner. Brands recommended by the consultant include Visioneer, Hewlett-Packard, and Cannon. All of these companies make excellent scanners with easy to use software.

Recommendation 3: Development of a Technology Plan for the new library and then a Technology Plan for Rodef Shalom Congregation as a whole.

The consultant recommends that a technology plan first be created for the new library and then one be created for Rodef Shalom Congregation as a whole.

Rationale

It is important for Rodef Shalom Congregation to have a technology plan, so that everyone in the organization has a firm understanding of what technology will be implemented when, how, and at what cost. These are things that people can have general ideas about, but in order for technology to be appropriately budgeted for, it is important that it have its own section in the budget with line items detailing the various uses and amounts of money that will be allocated towards reaching certain goals. By creating a technology plan of the new library, Rodef Shalom Congregation can ensure that everyone in the organization is on the same page with regards to budgeting and allocation of money for the technology. This is the perfect time to create a technology plan for the new library since it is under construction and none of the equipment or furnishings for the new library have been purchased yet. Rodef Shalom Congregation will be investing a great deal of money into the equipment for the new library and creating a technology plan would help ensure that they maximize the return on the investment. Furthermore, creating a technology plan for the new library will provide a valuable learning experience for Ms. Molloy and other executive members of Rodef Shalom Congregation which will be extremely helpful when the organization attempts to implement a more complete technology plan for the organization as a whole in the future.

Resources

The following are resources in the web that could prove useful in developing a plan for technology management.

Website:	Description:
http://www.nonprofits.org	This website contains answers to many commonly asked questions about managing nonprofit organizations and managing technology in nonprofits. There are technology planning frequently asked questions and the cost-effectiveness of different types of strategies are discussed. In addition, strategies to help prevent over and under estimating costs when creating a technology plan area also discussed.
http://www.nctp.com	This site focuses its information primarily on schools and as such could prove extremely useful in developing a technology plan for the new library and for the adult education learning center.
http://www.genie.org	This site hosts a great deal of information for nonprofit organization. It has an excellent technology planning frequently asked questions area and has a listing of other resources that can be used for technology planning.
http://www.techsoup.com	This website is dedicated to technology planning for nonprofit organizations. It can be an invaluable resource when creating a technology plan. One particularly nice touch is the message boards that allow nonprofit organizations to share information with one another.

About the Consultant

Andrew Dubois is a junior majoring in Computer Science and minoring in Business Administration at Carnegie Mellon University. After graduating from Carnegie Mellon University, Andrew hopes to enter industry and further his computer science and business skills, while gathering “real world experience”, after which, he plans on obtaining an MBA.



Rodef Shalom Congregation

OUR MISSION

The Jewish tradition calls the synagogue a bet tefilla, a house of prayer, a bet midrash, a house of study, and a bet k'neset, a house of assembly. Rodef Shalom Congregation strives to be all of these. As a bet tefillah Rodef Shalom encourages the exploration of ways of worshipping God both congregationally and individually, in forms which embrace the tradition and revive it with meaning. As a bet midrash Rodef Shalom fosters life long Jewish study, providing opportunities for each member of the Congregation to fulfill the mitzvah of talmud torah, the study of Torah for its own sake. Rodef Shalom sees, as a vital part of its meaning, the offering of a variety of opportunities for the development of the skills of Jewish living. The maintenance of a religious school for the young, and the provision of formal study for adults are an essential part of congregational life. As a bet k'neset Rodef Shalom encourages the celebration of sacred moments in the life of the family. This is best done in the spirit of adding to the beauty and joy of the fulfillment of mitzvot, those acts which sanctify our lives and tie us to God. Rodef Shalom Congregation is a family of Jews, joining together in the Temple for fellowship and community. Rodef Shalom is committed to the Jewish value which sees the home as a *mikdash me'at*, a small sanctuary. It endeavors to aid families to create homes which are formed by Jewish values.

In addition to the traditional role of the synagogue in Jewish life, modernity has given the central institution of Jewish life additional opportunities for maintaining the Covenant between God and the Jewish people. A vital part of congregational life must be bringing home those who have been separated from the Covenant.

As the repository of Jewish knowledge and tradition, our synagogue must bear the responsibility for insuring that Jewish communal leadership is imbued with Jewish values and a sense of their role in Jewish history. In keeping with the rabbinic dictum, "All of Israel is responsible one for another", Rodef Shalom seeks to establish a relationship between the Congregation and world Jewry. The State of Israel remains a special focus of our love and concern. Rodef Shalom is a part of a broader community, our city and our country. Our tradition demands that we, in consort with our non-Jewish neighbors, strive to perform the mitzvah of *tikkun olam*, the perfection of God's creation, and the bringing about of the Messianic Age. In fulfillment of the prophetic call, we must see ourselves as an *or lagoyim*, a light to the nations, providing leadership and active participation.

Rodef Shalom Congregation
Staff List

Bailey, Barbara	Adm.Asst./Dr. Jacob
Benton, Chris	Assistant Administrator
Bloom, Bette	Events Coordinator/Bulletin Editor
Collins, Doug	Controller
Cunningham, Richard	Maintenance
Farwell, Nancy	Housekeeping
Fiore, Marianne	Adm.Asst./Dr. Staitman
Henry, Rabbi Sharyn	Principal/Religious School
Herzog, Jeffrey	Executive Director
Jackson, Albert	Maintenance
Jacob, Dr. Walter	Rabbi Emeritus
Jenson, Hildegard	Bookkeeper
Kamauf, Kurt	Asst. Building Superintendent
Kelley, Marla	Receptionist
Lerner, Mimi	Music Director
Leyton, Miriam	Director – Family Center
Locketz, Rabbi Jessica	Assistant Rabbi
McHugh, Michael	Mail Room
McNeirney, Tom	Bookkeeping Department
Meghan, Don	Organist
Mikulla, Susan	Adm.Asst./Jeffrey Herzog
Molloy, Anne	Librarian
Muzyczka, Kelly	Adm.Asst./Rel.Sch./Fam.Ctr.
Ruggeri, Teri	Gift Corner Manager
Seskey, David	Building Superintendent
Scharding, Randy	Adm.Asst./Rabbi Locketz/Rabbi Stein
Spano, Phyllis	Kitchen Supervisor
Staitman, Dr. Mark	Senior Rabbi
Stein, Rabbi Peter	Assistant Rabbi

APPENDIX C

Dr. Mark Staitman is the Senior Rabbi and is assisted by Rabbi Peter Stein (Assistant Rabbi), Rabbi Jessica Locketz (Assistant Rabbi). Together, they perform religious services and instruct religious education classes. Their principal technology use is word processing and e-mail.

Rabbi Sharyn Henry is the Director of Youth Education and Activities. Rabbi Henry is responsible for the Religions School, Hebrew School, and Youth Group program.

Jeffrey Herzog is the Executive Director of Rodef Shalom Congregation. He directs business operations and is in charge of all non-sacred events. His computer use centers on word processing, e-mail, scheduling and management.

Mimsie Leyton is the Director of the Family Center. She runs the Preschool Program and special events for young families.

Chris Benton is the assistant administrator. She has a good understanding of technology and uses it to provide guidance. She is in charge of updating the Rodef Shalom Congregation website and managing its content. In accomplishing her goals, Chris uses technology for e-mail, word processing, and web-page creation.

Marla Foreman is the receptionist/security person at Rodef Shalom Congregation. Since September 11, 2001, Rodef Shalom Congregation has had a closed door policy, and thus Marla is in charge of who enters and exits the office and school space. She has cameras that allow her to see who is at the door and to monitor several other areas of the congregation. Her use of technology is principally the use of the camera and monitors, but she does have a computer which she uses for e-mail.

Anne Molloy is the librarian of Rodef Shalom Congregation. She is in charge of maintaining the children and adult libraries and helps teach children with educational software on the library computer. Her principal uses of technology include e-mail, database, Internet, and various educational software applications.

Karl Mormer is a paid consultant that Rodef Shalom Congregation calls whenever they need technical assistance. Carl has used his expertise to help Rodef Shalom Congregation upgrade their network, and has the sole ability to add people to the network. If there is any major technical problem, Carl is the one contacted to help resolve the problem.

MEMBERSHIP

Rodef Shalom Congregation offers its members a rich variety of activities and services, as well as the right to receive Temple mailings, attend High Holy Day services, participate in all Temple functions, and the privilege of requesting a rabbi's presence at all life-cycle events. It goes without saying, however, that the Congregation cannot operate without the support of its members, including financial support.

It is the policy of the Congregation that all Jews are welcome as members, regardless of ability to pay dues.

The current dues structure, which was established in 1999, set the standard subscription rate at \$1,400 for all members forty (40) years of age or older. As the Congregation does not offer single, widow, or Senior Citizen rates, it is hoped that all new members over 40 will pay this standard rate. However, if this amount is beyond the capability of new members to pay, a modification of this subscription rate can be discussed with the Executive Director and/or the Dues Review and Retention Committee. The Congregation asks those in more fortunate circumstances to be generous and pay more than the standard amount in order to compensate for those who must pay less.

Age(s)	Rate
18 – 25	\$250
26 – 30	\$500
30 – 34	\$750
35 – 37	\$950
38 – 39	\$1,150
40 +	\$1,400

**SPECIFICATION OF RODEF SHALOM
CONGREGATION LIBRARY COMPUTER**

The library computer is a Dell Dimension Optiplex computer with a Pentium 2, 400 MHz CPU, 128MB SDRAM, 8MB AGP video card, network card, sound card, 56k internal modem, 40X CD-ROM drive, 11GB hard drive, 19 inch monitor, an Epson Stylus inkjet printer, floppy drive, external Iomega Zip drive, and speakers. The library computer runs Windows 98, and in addition to dozens of educational software titles has the standard applications at Rodef Shalom Congregation: Microsoft Outlook 2000, Microsoft Word 97, and Microsoft Excel 97.

**SPECIFICATION OF RODEF SHALOM
CONGREGATION NETWORK**

The main network unites these computers via category 5 Ethernet cable to a pair of 24-port 3COM switches. The computers communicate with the switches at 100 megabits per second using 100 BaseT. At the heart of the network is a Dell PowerEdge 2400 server. The server has dual Pentium 3, 600 MHz CPU's, redundant power supplies, three 9 GB hard drives using a RAID 1 configuration, 20 GB internal tape drive, 40X SCSI CD-ROM drive, as well as the standard floppy drive, video card, and network interface card.

Appendix F.1

WORK PLAN DEVELOPED BY COMMUNITY PARTNER AND CONSULTANT																	
Task	Who?	Target	22-Feb	25-Feb	1-Mar	4-Mar	8-Mar	11-Mar	15-Mar	18-Mar	3/19-3/30	1-Apr	5-Apr	8-Apr	12-Apr	15-Apr	19-Apr
Project: Enhance Communication Ability of Rodef Shalom by Developing the Online Library Card Catalog																	
<i>Develop the optimal procedures for converting records from cards to an electronic format</i>																	
Change ordering scheme of new books to have cataloging provided in an electronic format	CP	22-Feb	X														
Ensure that the electronic format provided by book sellers is compatible with Librarycom.com	Consultant	22-Feb	X														
Develop a procedure for updating Librarycom.com's records using information provided by book retailers	Consultant+CP	25-Feb		X													
<i>Retrospective conversion of books that are not in Librarycom.com's database</i>																	
Investigate which options are most feasible - such as inputting information manually or if there is a better electronic method	Consultant+CP	22-Feb	X														
Develop a procedure for entering information into online card catalog	Consultant+CP	8-Mar				X											
<i>Providing access to the online catalog through the Temple's website</i>																	
Work with Chris Benton to place a link and a webpage from the Temple's website to the online catalog	Consultant										X						
Work with Librarycom.com to see if it is possible to customize the initial starting page for the Temple's online card catalog	Consultant+CP										X						
Project: Economically and Effectively Creating a Backup of the Librarycom.com Online Database																	
<i>Developing and Implementing the Systems and Procedures for Backing up the Data</i>																	
Contact Librarycom.com to switch current plans to allow for the receiving of timely backups	Consultant+CP	8-Mar					X										
Investigate into obtaining funding for switching Librarycom.com service, CD-burner + accessories (pricing, allocating fund, reviewing different options for burners)	CP	4-Mar				X											
Purchase the CD-burner, blank CDR's, lockable CD storage container, and the Librarycom.com service plan that allows for backups	CP	8-Mar					X										

Appendix F.2

WORK PLAN DEVELOPED BY COMMUNITY PARTNER AND CONSULTANT																	
Task	Who?	Target	22-Feb	25-Feb	1-Mar	4-Mar	8-Mar	11-Mar	15-Mar	18-Mar	3/19-3/30	1-Apr	5-Apr	8-Apr	12-Apr	15-Apr	19-Apr
Installing the CD-burner and software and teaching the CP how to make backups of the online card catalog database	Consultant	18-Mar								X	X						
Allocating a secure area where the backups can be stored and creating a schedule for creating the backups	Consultant+CP	18-Mar									X						
Project: Developing a Technology Plan for the New Library																	
<i>Investigation</i>																	
Touch base with the Jewish Education Institute since they recently installed a technology lab and get feedback	CP	25-Feb	X														
Speak with various members of Temple and receive feedback as to what the requirements of the new library will be and in order to ensure that the technology recommended for the new library is consistent and compatible with other technology projects that might be implemented elsewhere in the Temple	Consultant+CP	1-Apr										X					
Contact Carl Mormer and find out if/how the new library technology can interface with the current Temple technology (network)	Consultant	1-Apr										X					
<i>Creating the Technology Plan</i>																	
Develop a list of items recommended to be purchase along with price of items and any other pertinent information (warranty, included software)	Consultant+CP												X	X			
Create a recommended layout of items to be purchased for the new library and various cases (base case, ideal, for future consideration)	Consultant+CP												X	X			
<i>Presenting</i>																	
Present the findings as well as the technology plan to the executive members of Rodef Shalom Congregation	Consultant+CP														X		
<i>Preparation</i>																	
Tie up any loose ends and prepare presentation that will be done in front of TCinC class and other community partners																X	X