Urban Youth Action, Inc.
Student Consultant, Sandra Gani
Community Partner, Karris M. Williams, M.S. Ed.

Part I: The Consulting Situation

Organization

Urban Youth Action, Inc. is a nonprofit organization located in downtown Pittsburgh, at the Catholic Charities Building, on 212 Ninth Street. The organization was founded in 1966 by Bernard H. Jones, Sr. Urban Youth Action, Inc. (UYA) is a youth oriented education and development program, dedicated to serve and help the youth of Pittsburgh and Allegheny County between the ages of thirteen to nineteen. Their mission statement is:

> "To prepare and develop young people for opportunities in education, employment, entrepreneurship and public service."

UYA offers seven primary programs in three main categories: education, employment and enrichment. The purpose of these programs is to present the students with information and experiences that will not only educate them, but also help them with personal growth.

The organization is funded in a variety of ways. UYA receives funding from the United Way through the Donor Option No.104. Other fundings are received from various agencies and corporations, as well as donations from the public.

Facilities

UYA is located on the third floor of the Catholic Charities Building, in downtown Pittsburgh. The facility consists of seven office spaces and two conference rooms, on an area of three thousand and five hundred squared feet.

There are five office spaces that are occupied by members of the staff, including a reception area where visitors are greeted. Two office spaces are dedicated to the youth staff. Programs and activities are held at the conference rooms. Each of these conference rooms has the capacity to hold approximately thirty students.

Programs

UYA offers several programs to the youths of Pittsburgh and Allegheny County. They have to be between the ages of thirteen through nineteen to be eligible for these programs.

1. Weekly Training Sessions: These are weekly educational sessions, which are primarily conducted by volunteers who are knowledgeable and are professionals in the topic being presented. The curriculum includes topics such as education and post-secondary opportunities, life skills, health and hygiene, and money management.
2. Tutoring: Students from University of Pittsburgh volunteer as tutors and assist students who are in need. UYA students are required to submit their school report card each time one is issued and this enables the staff to review their progress and recommend tutoring if necessary.
3. Economics Academy: This program is an extension of their Money Management curriculum, through which more information about economics is provided to the participants. Experts provide information on topics such as buying power, credit, budget planning and investment.

4. Charles Drew Science Fair: This program is a collaboration with the National Technical Association and Carnegie Mellon University Black Faculty and Staff Association. The fair is held to stimulate African-American interest in science, math and technology careers, and is held annually at Carnegie Mellon University. Students in grades six to twelve participate in the fair.

There are no programs specifically related to computers. Some of the programs do touch on computer related matters, such as office skills, where basic computer knowledge would be helpful in doing office work. The career oriented sessions uses word processors to teach students how to create resumes and cover letters. Presentations for the science fair were made using software such as Microsoft PowerPoint. The organization would like to see more students with access to computers and the needed computer skills.

Staff
UYA has a board of directors to oversee operations. For day to day operations, the administration duty falls onto the Executive Director, Karris M. Williams. Cornell Jones and Chenits Pettigrew are the Program Managers. They manage and overlook the organization's programs. Patricia Weaves is the office manager and administers the operations of the office. There are four full time staff members, and two part time staff. There is also a staff of youths who serve as role models, assisting the adult staffs and participating in community service activities. UYA also recruits the help of volunteers in assisting with the different programs being run. Overall, UYA serves around a thousand students all over the Allegheny County.

Each staff member is equipped with a personal computer that is connected to the Internet. These computers are used for word processing, managing finances, compiling databases and mailing lists, emails, and other office related processes.

There is no specific computer training available for the staff members. Everyone came in with his or her respective computer skills, and learns to use specific software as needed. This has never been an issue in the past since the job qualification required basic level of computer literacy. The organization also supports any staff members who are interested in participating in programs to improve their computer skills. For instance, Ms. Weaver has previously taken classes in Microsoft Word and Microsoft Excel offered at the Community College of Allegheny County. However, the skills available in the organization are mainly for basic essential software, such as Word, Excel and QuickBooks.

Technical Environment
UYA currently has eleven personal computers. Ms. Williams' computer is Gateway Pentium III computers with 128 megabytes of RAM and 20 gigabyte hard drive, running Windows 98, Second Edition. Mr. Jones' computer is an IBM Pentium III computer with 128 megabytes of RAM and a 20 gigabyte hard drive, running Windows 2000. Mr. Pettigrew's computer is an AMD K6 computer with 128 megabytes of RAM and a 12 gigabyte hard drive, running Windows 98, Second Edition. Ms. Weaver's computer was a Compaq Presario computer, on a Pentium I processor, with 64 megabytes of RAM and 5 gigabytes of hard drive, running Windows 95. However, over the consultation process, Ms. Weaver's computer was replaced with an e-Machines computer with an Intel Celeron processor, 128 megabytes of RAM and a 20 gigabyte hard drive, running Windows XP, Home Edition. These computers are all installed with a floppy drive and a CD reader, and are all connected to a printer and speakers. A 48-speed CD burner was installed onto Ms. Weaver's new computer.

These computers are also installed with the appropriate office software. The computer used by Ms. Williams is installed with Microsoft Office XP, while Ms. Weaver's and Mr. Jones' computers are installed with Microsoft Office 2000, and Mr. Pettigrew's computer is installed with Microsoft Office 97. This office package is needed for their office needs.

There are three computers that are located in the second conference room. The first of these computers is a Gateway Pentium III computer with 64 megabytes of RAM and a 15 gigabytes hard drive, running Windows 98, Second Edition. The second computer is a Gateway Pentium III computer, with 64 megabytes of RAM and a 15 gigabytes hard drive, running Windows XP Professional Edition. The third computer is a Compaq Presario computer with a Pentium MMX processor, 24 megabytes of RAM and a 3 gigabytes hard drive, running Windows 95.   These computers are accessible to the youth and have software such as Microsoft Office and various encyclopedias. These computers are also connected to a printer and speakers each.

Out of the eleven computers, only seven are currently connected to the Internet. These computers are also networked together via Microsoft Network. The broadband connection is provided by Qwest Communications, and is distributed to the different computers through a router.

Technology Management
This organization has no formal technology management process in place. As the Executive Director, Ms. Williams handles the management of technology in the organization.   The technological needs of the organization are met on a case by case basis. When met with a computer problem, the organization seeks outside help from relatives and friends. Even though this solution is not the most efficient, it get things done and is relatively cheap compared to contracting outside help. Also, each staff member is responsible for the information on their respective computers. They are responsible for the day to day maintenance of their computers.

Technology Planning
UYA does not have a technology plan.   There is no one specific who manages the handling of computers. However, Ms. Williams holds the unofficial role of the planner and budget manager when dealing with technology. While the organization does have many things that they would like to see done, there is no specific plan to accomplish these goals.

Internal & External Communications
The organization has a website, located at http://trfn.clpgh.org/uya. The site is hosted by Three Rivers Free-Net which is a part of the Carnegie Library of Pittsburgh, and has the purpose of supporting UYA's mission by informing the public of the organization and their programs. The website used to be updated on a weekly basis, but has not been updated since Ms. Williams' brother moved on to a new career.

As stated previously, each staff member is equipped with a computer that is connected to the Internet. The members of the staff are also provided with an email account through their Internet provider, Qwest. Internal communication is done via email, the telephone and the word of mouth. There is no central server for which the staff members can share files internally. Files are distributed and collected via email from one staff member to another. There are no mechanisms in place to ensure data security, with no back-up plans in case of emergencies.

Information Management
One of the most important information collected by the organization is information about the students who participates in the programs. The students would first fill out a form on paper.

These forms are then processed and the information are collected and compiled onto a spreadsheet using Excel. This process is managed by Ms. Weaver.

Other important information collected includes information about donors, alumni, contributors, and volunteers. Spreadsheets of contact information and an electronic mailing list are kept for the purpose of keeping in touch with their contributors and the community.

Currently there is no information system to manage the critical information needs of the organization. There is no main server for which files could be accessed by all of the staff members. Electronic information is mainly distributed via email, and is updated on an ad hoc basis. The information is kept up to date by Ms. Weaver and she is in charge of making sure all staff member has the most current version of the file.

Consulting Task 1: Lack of Technology Plan
Description
UYA does not have a technology plan. Upgrading and maintenance of computers are done on an as needed basis, when a problem arises. When a problem does occur, there is no one specifically in charge of solving the problem. Additionally, some of the technological resources are redundant or under use. Also, some of the computers in the organization are using older operating systems and hardware, and could be upgraded to be efficiently faster. The staff is inadequately trained for the use of some software such as Microsoft Access and Microsoft FrontPage. Therefore, they are unable to perform certain tasks without outside assistant. There is no budget plan set aside for technology needs. Hence, all of these combined, the organization needs some sort of plan to manage the technological needs of the organization. Having a technology plan would create a better environment for organization when dealing with technology and expanding their technological needs for the future. A better environment within the organization will then reflect on the work the organization does to achieve their mission.

The consulting task is to assist Ms. Williams in gathering more data about what the technological needs of the organization were and how the organization could handle these needs. Also, the research involved finding out what possible paths the organization could take in the future to include more technology and provide better management. Another additional task was to do research on the different consulting firms in Pittsburgh and to find out which firm could meet the organization's needs best under a given budget.

Approach
- Create better understanding of what a technology plan is and why it is important.
- Compare and contrast other organizations' technology plans and identify the points to consider and what points to avoid.
- Research the different consulting firms in Pittsburgh and make recommendations of which firm will best meet the organization's needs.
- Establish a development folder that has all the different inputs and information gathered. Develop strategy to try out different paths of technology plans.
- Develop a first draft of a technology plan that can be presented to an outside firm.
- Ms. Williams will communicate to the staff members to find out the needs of the staff.

Expected outcomes
An important outcome from this task is for when the organization decides to implement a technology plan, Ms. Williams will be able to communicate better with the outside consultant. That includes being able to identify the needs of the organization that an outside consultant may

overlook and communicating the organization's need of a technology plan to the board members, thus being able to get their support. Staff members also are able give better input on what the technology plan should involve, and will lead to a better plan. Overall, the organization will have a technology plan that meets the needs of the organization.

Expended capacity
The goal of this task is that when the organization does decide to implement a technology plan, Ms. Williams will be better equipped to make decisions, and hence be an educated consumer. Therefore, as a result of these outcomes, the organization will have a technology plan implemented. Any problems the organization might be facing with regards to technology can be met in an efficient manner. The organization will also have a specific budget to spend on upgrading and increasing technology. Additionally, the organization will able to include programs that involves computer for the youths. Also, the staff will not have to spend time looking for outside help when a problem occurs.

Consulting Task 2: Poor Document Accessibility and Storage
Description
Currently UYA does not have a centralized file storage system for their documents and database. Files are stored on the computer of the staff member who creates the files. Whenever a particular file is needed by another staff member, it has to be fetched via email from the person who currently stores the file. As a result, the staff members may not always have the most updated version of the file. Also, the organization does not have a storage back-up system planned. If anything were to happen to the computer storing the important files, such as a hard drive failure, the data stored there could be lost and no back-ups would be available. In addition to these problems, the organization currently stores information about students and other contacts on Excel spreadsheets. It is crucial that the organization keeps track of their approximately 140 students. Therefore it is inefficient for the student information to be stored on spreadsheets. The organization would like to see these spreadsheets converted into an Access database, to take advantage of the database features.

The consulting task is to create a central file storage system for the organization, using Windows file sharing capabilities, develop an understanding of file management and storage, update to a better database, and to identify strategies and procedures to maintain the storage and back-up systems, and the database.

Approach
- Create better understanding of shared folders on Windows operating system. Develop strategy for experimenting with file sharing and downloading files off of the central computer.
- Create understanding of the importance of backing up data.
- Upgrade the computers so that they have the capabilities for making back-up copies of data.
- Demystify Access. Ms. Williams understands the concept of a good database and how the flow of information works. Develop an Access database from scratch, including the creation of new fields and insertion of new data.
- Identify online resources for supplement to knowledge for Access, Windows file sharing, and backing up data.

Expected outcomes
From the first part of this task, Ms. Williams and Ms. Weaver, the office manager, will be able to manage the central file storage system. This will include demonstrating understanding of what a file system is and how file sharing works. Overall, the staff members of the office will be able to download file from the central storage, and update accordingly. A version control will also be implemented on the files on the storage system.

From the second part of this task, Ms. Williams and Ms. Weaver will demonstrate understanding of Access and can manage the Access database. Additionally, Ms. Weaver has expressed interest to take Access classes at a local community college. Also, any staff member can perform the task of backing up data. The organization will have defined policies and procedures on how to manage and maintain the storage system, back-up data, and Access database.

Expended capacity
As results of these outcomes, the organization will have a better way to internally manage their communication via files. A version control of the files is also implemented so that everyone can always have access to the most up-to-date version of the files. Also, in case of any emergencies, the organization will not come to a halt because back-ups of data will be made, and therefore important files will be saved. Also, a better database means better information management for the organization. Because Ms. Williams and the staff members have experienced how easy it is to convert the database, they will be able to convert other data, like their mailing list and newsletter to use better software. The organization's internal communication will be improved and this will then create a better environment for the organization to be able to go forward with their mission. This will then lead to a better technology management for the organization as a whole.

Consulting Task 3: Updating Website for Better External Communications
Description
Currently this organization has not been updating their website for a while. The website was created and updated by Ms. Williams' brother, and since he has left for a new career, the website has been left to itself without anyone to update it. Neither the Ms. Williams nor any of the staff members know how to do web design or how to update the website. The organization received a manual from the host of their website about how to maintain a website, but the manual has not been put to use because of lack of time and inexperience. Meanwhile, the organization needs the website to be updated to inform the public of their latest programs, to reach out to the youths of Allegheny County and to fix some bugs on the site. Having the task of updating the website internally would save more money and help them expand their use of web technology. However, Ms. Williams is willing to look into hiring a web consultant, but only after the matter has been looked into and research has been made. Also, the Ms. Williams would like to look into registering a domain name for their website, as their current internet address is not easy to remember. This would make spreading the word about the organization easier, thus reaching more people.

The consulting task is to develop the client's capacity to make changes to the organization's website, understand issues related to website management, identify resources to increase knowledge and learning on website development ideas, and develop a strategy, policies and procedures for how to maintain the website internally. The consulting task also includes making recommendations for the possibility of hiring an outside web consultant, and where to purchase and register their own unique domain name.

Approach

- Practice and understand the basic process of updating a website: download current pages, make changes, and upload to the web host, learning File Transfer Protocols (FTP) in the process.
- Understand the anatomy of a webpage and a website; develop proficiency in web technical languages.
- Develop a webpage from scratch, including links and images. Develop this in FrontPage.
- Understand Hyper Text Markup Language (HTML) and the relationship between the language and what comes on the screen. Make changes on the HTML code and sees what gets updated on the screen. Understand when one might need to work with HTML codes and when one can use a HTML editor.
- Understand the difference between a HTML document, a Word document and an Adobe Portable Document Format (PDF) file. Create PDF files.
- Establish a development stage where one experiments with design and the production of the website.
- Establish policies and procedures for maintaining the website.
- Identify online resources to supplement web knowledge and to help trouble-shoot problems.
- Research on local web consultants in Pittsburgh and make recommendation to Ms. Williams.
- Research on prices of domain names and make recommendation to Ms. Williams.

Expected outcomes

An important outcome of this task is that the website will be updated. Ms. Williams will be able to make changes and add new contents to the current website well as think about adding new content or redesign or adding new functionality. This includes demonstrating understanding of HTML and FrontPage, being able to identify web components, discuss web options and concepts. Additionally, Ms. Williams will be able to convert the forms from a Word document to a PDF file, thus making the forms easier accessible. Also, Ms. Williams knows of other option to hire a web consultant and to better help the decision making process of whether or not to hire one. Additionally, the organization owns a unique domain name, preferably http://www.uya.org.

Expended capacity

The outcomes of this task will help the organization use web technology to promote their organization, communicate with the youths and the community, and provide valuable information. Also, with the new internet address, hopefully Ms. Williams and the organization will use the internet as their main vehicle for communication. As more staff members become proficient in web construction, the organization could move toward an intranet and use webpages for internal communication and documentation. Additionally, the organization could add web design as one of the programs for the youths of their organization. This will instill more skills onto the youths, to assist them in finding better jobs and internships. Eventually the organization will be able to meet the national benchmark for nonprofit organization's use of web technology.

Part II: Outcomes and Recommendations

Results of Consulting Work

During the consulting period, there were three main tasks described in the scope of work.

1. Creating a basis for a technology plan, for future planning and better technology management.

2. Creating a central file storage system, a data back-up system, and a Microsoft Access database.
3. Updating the organization's website.

These three tasks are discussed in further detail below.

Consulting Task 1: Creating a basis for a technology plan

Currently, UYA does not have a technology plan, no budget set aside and no one who is specifically in charge of technology management. Computer problems are dealt with on a needed basis, and generally with help from friends and family, which is not the most efficient way of dealing with technology.

Outcome 1: The technology plan basis

A basis for a technology plan was created, using the **Technology Literacy Benchmarks for Nonprofit Organizations** by NPower (http://www.NPower.org) as a reference.   In this technology plan basis is a guideline to what the technology vision statement of the organization should be, the updated mission statement of the organization, the current use of technology, long- and short-term technology goals, and a basic inventory of what the organization currently has, technology wise. The purpose of this basis is to take the organization one step closer to creating a technology plan. Please refer to Appendix B for the technology plan basis.

Evidence of Sustainable Expanded Capacity

Although the organization does not a technology plan yet, having one will help UYA to maximize computer technology's potential by serving as a touchstone for all of the organization's technology activity. Instead of dealing with technological problems and development on an ad hoc basis, the organization can carefully plan the growth of their organization and incorporate how they can use technology to assist them in doing so. This will in turn, increase the capacity of the organization, and assist the organization in reaching their mission.

Overall, the organization has to be aware that they will have to deal with technology one way or the other. And the most efficient way of dealing with technology is by having a concrete plan to by. Ms. Williams has definitely expressed interest in creating a technology plan. From the latest strategic planning, Board of Directors did not identify technology planning as a critical matter at this point in time. However, the need of a technology plan was brought up and discussed, and will be noted for future discussion.

Recommendation

Therefore, to sustain this task of creating a technology plan, it is recommended that the organization hire an outside consultant to assist them with this task. Attached to this report is a list of recommended consultants, and what tasks they have dealt with before (Appendix B). Additionally, the Foundation Center[1] at the Carnegie Library of Pittsburgh has a directory of local organizations and individual consultants for nonprofit technical assistance. The consultant that they hire will then assist the organization to create a technology plan.

Besides hiring an outside consultant, there are also locally based organizations that support nonprofit organizations with technology planning. The two recommended organizations are:
- Executive Service Corps, http://www.escwpa.org/
- Robert Morris Center for Nonprofit Management, http://www.rmu.edu/bcnm

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[1] The Foundation Center's website address is http://www.carnegielibrary.org/locations/foundationcenter/ .

Outcome 2: Technology management
Within the consulting process, the consultant suggested that the organization hire a technical intern to assist the organization in their daily needs. Reading through more of the past year reports from other student consultants, she found that other nonprofit organizations have had good experience with this process. This is done though a program called the Federal Community Service Work-Study Program, where community organizations, such as UYA, could hire a college student on work-study to work for them. Within this program, the employer is responsible for only 25% of the total gross wages paid to the student, while the rest of the 75% will be federally funded. Ms. Williams has contacted Patricia Kravetz, the person in charge of the program at Carnegie Mellon University, and has recently posted a job listing on Carnegie Mellon's TartanTrak website[2]. The outcome of this task is that the organization will have someone to assist UYA with their current technological needs.

Evidence of Sustainable Expanded Capacity
With the recent donation of ten used computers, there exists a pressing need to have someone who can assist the organization to not only setup the ten new additions, but to help manage and assist with any technical problems. UYA's current needs are of basic computer maintenance needs – to network the additional computers onto the internet, to do upgrades on operating systems and software, to install hardware and fix general computer problems. A smart college student with the right computer knowledge could be the right solution for UYA. The tasks that the student intern would be responsible to perform includes setting up personal computers, installing and upgrading hardware and software, providing system administration, troubleshooting and end user support. Therefore, to perform these tasks, the intern would need to have experience and knowledge with using and troubleshooting Microsoft Windows operating system (95, 98, 2000, and XP). The intern should also have familiarity with installing computer hardware, and installing computers and printers on a network. Having web design skills and knowledge of Access and FrontPage would also be helpful.

Having a technical intern around will help to assist the organization with their computer problems and needs, at which UYA will be able to maintain a small cluster of computers to be used by their youth members. Additionally, Ms. Williams will have assistance in handling computer problems in a more efficient manner. Not only will UYA have a person to assist them with their technological needs, but this option is also relatively cheap compared to hiring an outside consultant, for instance.

However, it is good to note that as the organization grows larger with more computers and more complicated technological needs, an intern will not be sufficient to cater to their needs. UYA will need to hire a technology consultant when the organization grows bigger and so does their growing needs. As noted previously, attached to this report is a list of recommended consultants that the organization can hire for this purpose.

Consulting Task 2: Tackling issue of poor document accessibility and storage
This task tackles three smaller issues that the organization was facing before the consulting process. Previously, specific files from one staff member to another used to be passed along through emails via attachments. There were also no back-up of electronic information made. Files and folders were stored locally on each computer, with no back-up plans in case of emergency. Additionally, information about students and other contacts are stored on Excel

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[2] The TartanTrak website can be accessed via Carnegie Mellon's Career Center website,
http://www.studentaffairs.cmu.edu/career/.

spreadsheets. The organization would like to see these spreadsheets converted into Access databases.

Outcome 1: Creating a central file storage system

Using Windows File Sharing capabilities, the consultant and Ms. Williams worked together to create a shared folder on each staff members' computer. A username and password was assigned to each shared folder, as security measures. Since Ms. Weaver, the office manager, handles most of the incoming information and processes the student information, her computer will act as the central system.

The main outcome of this task is that the organization now has a central file storage system that acts as a file server. Staff members can now access files on each other's computer, and download and upload files through the network. Ms. Weaver and Ms. Williams identified some files that need to be shared amongst staff members. These files, such as the student roster, will be stored centrally on Ms. Weaver's computer since she handles the task of updating them.

Evidence of Sustainable Expanded Capacity

After these shared folders were created, the consultant noticed that the staff members were still emailing files to each other. It turned out that the shared folder on Ms. Weaver's computer had been disabled, and no one was sure on how to fix this. Therefore, the easier solution was to fall back to their previous ways of sending files via attachments on email.

It is important that the organization does not default back to emailing files because even though it might seem easier, with a staff of only four people, having a central storage system is the next step to creating a server/client network for when the organization grows bigger. Emailing back and forth between staffs of ten personnel or larger will be a hassle, as one has to keep track of which staff has what files. This transition would be made easier if the organization has this habit of using a central file system while they are still small in size.

Unfortunately this part of the task was never revisited during the consulting process. Therefore, the shared folder on Ms. Weaver's computer remains disabled. However, it is recommended that the organization utilize the skills that they learned and online resources to assist them to re-enable the shared folder in the future.

Recommendation

The staff members already have some basic knowledge of the topic, but need reference when maintenance is needed. Therefore, below are some good websites that can use for more information on how to create and maintain shared folders.

- http://www.microsoft.com/windowsxp/home/using/productdoc/en/ - Windows XP Support Center website. It is a good reference with step-by-step instruction, not only for this topic, but other topics regarding usage of Windows XP as well.
- http://www.microsoft.com/windows2000/en/professional/help/ - Windows 2000 Professional Documentation website. It is a good reference with step-by-step instruction, not only for this topic, but other topics regarding usage of Windows 2000 as well.
- http://www.microsoft.com/windowsxp/expertzone/columns/honeycutt/august13.asp - This site is a column by Microsoft's website, about creating a shared network for a small home office.

Outcome 2: Creating a back-up system
A CD-burner was purchased and installed onto Ms. Weaver's computer, since Ms. Weaver's computer stores most of the essential files for the organization. Ms. Williams and Ms. Weaver created data CDs and made some back-up CDs using the software provided.

Evidence of Sustainable Expanded Capacity
Ms. Weaver discovered how to burn the CD without going through the software, and using the CD burning capabilities of Windows XP. Although Ms. Weaver has made some back-up CDs of information; however, a schedule for backing up data has yet to be made. Otherwise, the organization has made other usage of the CD-burner. For instance, files that were too big for a floppy disk are now burnt onto a CD.

A crucial part of this organization to reach their mission is to be able to keep track of their students. This, as well as all other information flow within the organization is important for their daily operation which serves as a basis for the organization to be able to function and thus achieve their mission. However, to take caution into mind, back-ups of data is important, because accidents do happen. Therefore, if anything were to happen to the computers in UYA's office space, then at least the important information will still be saved on CDs, and the organization will not suffer a total loss.

For outcome of the task to be sustainable, proper procedures and policies about maintaining the back-ups needs to be implemented. The organization has definitely made some smaller steps to have back-ups of data, but it would take time and effort initially to sort through all the files and save everything properly. However, after that initial step, the periodic sessions of back-up would only have to be done on files that have been updated recently and new files.

Recommendation
To assist with the periodic backing up of data, it is recommended that UYA take advantage of Window's Task Scheduler. This is a feature available on Microsoft's Windows operating system. For Windows XP, (the system Ms. Weaver's computer is currently running on), the software is under Start → All Programs → Accessories → System Tools → Scheduled Tasks. Ms. Weaver could use this feature to either assist her in the task of making back-up copies, or to remind her to do so. The organization will still need to figure out the scheduling part of this recommendation, however, once that part is done, this feature of Windows could be use to make the task at hand easier.

For further information on how to use this feature, below is a list of websites that can be used as reference:
- http://support.microsoft.com/default.aspx?scid=kb;en-us;178706 - A Microsoft Knowledge Base Article, titled How to Schedule a Program Using Task Scheduler. The article has step-by-step instructions.
- http://www.microsoft.com/windowsxp/home/using/productdoc/en/default.asp?url=/windowsxp/home/using/productdoc/en/hs_performance_maintenance.asp - Microsoft's Windows XP Support Website has step-by-step instructions and guides for troubleshooting. This website also has documentations on other tasks for Windows XP Home Edition.

Outcome 3: Converting Excel spreadsheet to Access database
At the beginning of the consulting process, the consultant and Ms. Williams wanted to have sessions where the consultant could teach Ms. Williams and Ms. Weaver how to create and use a

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database. However, due to time constraints and lack of experience on the consultant's part, the task was altered such that the consultant created a database, based on their current spreadsheet, and the youth member application form. This database was then presented to Ms. Williams and Ms. Weaver, with the basic logistic of the database presented, such that any staff member will be able to enter data, and gather information from it.

Evidence of Sustainable Expanded Capacity
The student roster has been updated from an Excel spreadsheet to an Access database. Updates on student information are now done on the database instead of the spreadsheet. Ms. Williams has also expressed interest in adding other information onto the database such as a grade sheet and a list of enrichment activities. She also reviewed the templates available through the software, and has expressed interest in converting their contact list which is currently maintained in an Excel spreadsheet to an Access database.

The database, as it is currently, is functional and usable. However, if the organization wanted to add more fields, or change the layout of the interface, then there will be no one who has the skills to do so. Therefore, the sustainability of this task solely depends on the functionality of the database itself.

Recommendation
Therefore, it is also recommended that Ms. Weaver take classes on how to use Access[3]. Since she will be doing most of the handling for database, it would be beneficial for the organization to have someone who can maintain the database. From her own personal experience of learning how to use Access, the consultant feels that Ms. Weaver would get a better grip on the software if she could take a class in it. According to Ms. Williams, Ms. Weaver is currently enrolled for classes in Word at a local community college, and the organization would definitely support the decision to have Ms. Weaver to take a class in Access.

There are also tutorials online that could be use as reference and sites to get help from.[4]
- http://www.fgcu.edu/support/office2000/access/ - An Access 2000 tutorial from Florida Gulf Coast University. It goes into detail about the fundamental ideas and concepts of Access and database design. This tutorial is a good place for a beginner.
- http://mis.bus.sfu.ca/tutorials/MSAccess/tutorials.html - A web-based Access tutorial from Simon Fraser University. It covers many areas of Access, including the more advanced topics. It also includes some basically database design ideas, which is useful if the database ever needs to be modified.

Consulting Task 3: Updating the organization's website
At the beginning of the consulting process, the organization was not updating their website for a while, as the person who was updating the website has moved and none of the staff members knew how to do web design or how to update the website. Also, previously, UYA's internet address was hard to remember, http://trfn.clpgh.org/uya.

Outcome 1: Updating the website
The consultant and Ms. Williams looked at the website, and decided on which pages that needs to be updated. Ms. Williams, with the assistance of the consultant, updated some of the pages on

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[3] Ms. Weaver recently registered to attend a session on Access at Robert Morris University's Bayer Center for Nonprofit Management in June 2003.
[4] Links and description were obtained from Jennifer Li's report on her organization.

the website, including the "Current Events" page. By using the template that was already made by the previous webmaster, she added new photographs, and updated the information about any new events that UYA is currently organizing. Also, Ms. Williams moved the old events to the "Previous Events" page, and created links on there as well. Next, she uploaded the files onto the web server using an FTP client.

Ms. Williams also converted several forms that were in Word formatted documents into PDF files. This was done using WordToPDF, a free program that was downloaded from CNET's Download.com.

Evidence of Sustainable Expanded Capacity
An obvious outcome of this task is that the webpage has been updated with the latest information and photographs. This, in turn, will help the organization spread out the news about their programs and activities. Ms. Williams also took some initial steps to update the webpage by herself without help from the consultant, but was taken back by steps that she was not sure of. The capacity of this task has yet to be reached because Ms. Williams has yet to actually update the website without help from the consultant. However, the consultant did leave a cheat sheet on the steps needed to update the website. By having this cheat sheet, Ms. Williams should be able to update the webpage without hesitations. However, there is always the risk that this outcome might not be sustainable, because the situation as it currently is depends on Ms. Williams' willingness to try and not be afraid to make mistakes with the website. Nonetheless, the consultant feels confident that Ms. Williams will overcome this, and will in turn make significant changes to the website. If this outcome is not sustainable, then the website will fall back to being not up-to-date like before.

Additionally, Ms. Williams have been converting Word documents into PDF files for purposes outside of the website as well. Upon request from the receiver, instead of emailing out Word documents as attachments, she will convert the files to PDF format first.

Being able to update the website internally means that the organization does not have to depend on the assistance of outside help. This will then help the organization use web technology to promote their organization, communicate with the youths and the community, and provide valuable information. And as more staff members become proficient in web construction, the organization could move toward an intranet and use web pages for internal communication and documentation.

Recommendation
It is recommended that Ms. Williams purchase a book on FrontPage for her own personal reference. A book recommended is **Teach Yourself Visually FrontPage 2002** by Ruth Maran. This book has most, if not everything, that Ms. Williams will need to know about updating UYA's website. The book has lots of graphics, with step by step pictures and good teaching methods. The topic in this book ranges from the basic how to create a new page to how to create forms. This book is good for beginners, and the consultant does not think that Ms. Williams will be overwhelmed by it. There are also other books on FrontPage in the bookstores, and any book that at least covers the basic topics of maintaining a website should be suitable for Ms. Williams. Therefore, by having a reference book and a manual from the consultant, the task to update the website will be sustainable.

Additionally, there are also websites that can be used as reference for both FrontPage and HTML.

- http://office.microsoft.com/downloads/2000/fptutor.aspx - A FrontPage 2000 Tutorial from Microsoft. The tutorial will show one how to use many features in FrontPage as one creates and edits web pages, and then design and publish a web containing those pages. While one make hyperlinks, import graphics, design a feedback form, and add navigation bars to pages, one will use sample files that provide information about millennium celebrations being planned around the world.
- http://www.fgcu.edu/support/office2000/frontpage/ - A FrontPage 2000 tutorial from Florida Gulf Coast University that has 2 sections for beginners and advanced users.
- http://www.thecoo.edu/~iverson/fpetutorial/frontpage_express_tutorial.htm - This FrontPage Tutorial Express has some instructions on how to do basic skills in FrontPage, with pictures for example.

Although during the consulting process, the consultant showed little on using HTML, Ms. Williams could decide to learn the language if she wants. Here are some websites where she could gather some information about HTML from:
- http://archive.ncsa.uiuc.edu/General/Internet/WWW/HTMLPrimer.html - This site has tutorials broken down into lessons and is made for beginners.
- http://www.htmlgoodies.com/primers/basics.html - This is also another website made for beginners, and has different topics in different sections, for easier browsing.

Outcome 2: Purchasing their own domain name
As mentioned before, the previous internet address to UYA's website is http://trfn.clpgh.org/uya. With the recommendation of the consultant, the organization purchased the domain name http://www.urbanyouthaction.org/ through GoDaddy.com.

Evidence of Sustainable Expanded Capacity
Since the new domain name was just recently purchased, the consultant has yet to observe any concrete of this outcome. However, with this new domain name, the organization will be able to promote their website easier as the new internet address is easier to remember, and to pass along. This, in a sense, is a way to promote the organization and their activities. They can then reach not only the youth of Allegheny County, but also, the entire nation and the rest of the world.

Sustaining this domain name will not be hard as the organization will have to only pay an annual fee to the company through the website. The annual fee is $8.95 for a year's worth of subscription to the domain name, with services that include domain forwarding and domain locking.

Other Recommendations: Creating a computer cluster
Source
At the beginning of the consulting process, UYA had only three computers for general usage by their youth members. These computers are located in back of the conference room and students can access these computers to do homework, surf the web, or check their email. Recently, they received a donation of ten new computers. These additional ten computers will also be placed in the conference room.

For the future, it is recommended that the organization create a computer cluster – a specific room just for computers. The layout of this cluster would be similar to the layout of Carnegie Mellon's cluster in Cyert Hall or Baker Hall, where computers are arranged in rows, with one computer in the front for instructors. The room could also have a white board, and a projector connected to the instructor's computer. Additionally, instead of each computer having their own

specific printer, a laser printer could be purchased, and could be shared through the network to all the computers there.

Rationale
Like the clusters here at Carnegie Mellon University, the purpose of this specific computer room is to give access to computers to the youth members of UYA. This computer cluster can be used as a classroom. In addition to the list of programs and classes that UYA currently offer, they could also offer classes on computers, and other more specific topics such as web design, programming and computer graphics. When the cluster is not used for these sessions, they can be open for general usage.

This recommendation ties directly to the organization's mission to prepare and develop young people for opportunities in education, employment, entrepreneurship and public service. Computers are essential part of education and the work place today. By being able to instill more computer skills, they would be able to give their youth members a slight edge compared to their peers.

Resources
For this recommendation to materialize, the organization would need a specific room to spare. Their current office does not have any reasonable size room for this purpose. However, if and when the organization does grow and move to a larger space, an additional task that the organization could take upon is the creation of this cluster. Additionally, the organization already has a good number of computers to start creating a cluster of computers.

All the computers should have the same standardized operating system and software. Although they might not have to be the latest version of Windows, it is important that it is standardized so that any teaching session that takes places will go smoother, as the instructor does not have to deal with different software and operating systems having different specifications. Also, it eases the process of maintenance since there is less variance.

About the Consultant
Sandra Gani is a junior in Computer Science, with a double major in Engineering and Public Policy, and a minor in Engineering Studies at Carnegie Mellon University. She has no immediate plans post graduations, but would like to pursue a career in the non-profit world.

Appendix A: Source for Consultants

Compiled List by Recommendations

Charles Firth

QUESTEQ   Phone: (412) 375-0300
Airport Office Park V, Fifth Floor   Fax: (412) 375-0301
345 Rouser Road   Website: http://www.questeq.com
Moon Twp., PA 15108

Recommended by:
Kathy L. Weaver, kweaver@telerama.com
Our Lady of the Sacred Heart High School

Consulting task:
A Questeq's consultant was hired to address our technology needs. Charles Firth, from Questeq, is the gentleman I have worked with. He is competent and carries a wealth of knowledge pertaining to both the Macintosh and PC world. Mr. Firth has been able to resolve technical problems that other consultants stumbled over. We obtained his assistance to create a stable network, configure the router, switches and SonicWall, the current Internet Filter we are using.

Mr. Paul Heckathorn was my point of contact. He came to our site. We mapped out what we needed. A contract was drafted and Charles Firth began his work. Charles and Paul went well above and beyond their call of duty to accommodate OLSH. A 12 month contract with Questeq is recommended. They work with schools and businesses and I obtained their name from several other school technology coordinators.

Did they meet your expectations?
Charles Firth completed his work in record time. He is one of the best in the industry.

Recommendations:
Mr. Firth exceeded my expectations and I highly recommend Questeq for any technology needs an organization may have.

Richard Green

Recommended by:
Paul Wahrhaftig, paul@ConflictRes.org
Conflict Resolution Center International

Consulting period:
Probably around the year 2000, for a day or so.

Consulting task:
Help straighten out problems with Microsoft Access database and train me in how to work with it and modify it.

Did they meet your expectations?
Yes - very knowledgeable about Access and cleaned it up nicely.

No - he wasn't able to teach me much of anything, leaving me dependent on bringing him in whenever I had trouble.

Recommendations:
Analysis and fixing databases. He apparently is an Access specialist.

Karen Kopplien

eSoftware Professionals Phone: (503) 684-1555 x24
10300 SW Nimbus Suite PC Website: http://esopro.com/index.htm
Portland, OR 97223

Recommended by:
Larry Hokaj, LHokaj@pittsburghfoodbank.org
Greater Pittsburgh Community Food Bank

Consulting period:
From January 2002 through present.

Consulting task:
Assist in replacing our accounting software with a more up-to-date version.

Did they meet your expectations?
Yes. The solution was custom written for food bank use. The consultant was able to provide insight into the structure and design of the software, relative to our type of operation.

Recommendations:
I would recommend hiring this consultant for any Navision software needs.

William Lowers

Email: wlowers@gac.com

Recommended by:
Bernard Ott, bott@attglobal.net
Addison Behavioral Care, Inc.

Consulting period:
Hired him over the past two years on a once weekly contract period, or as needed for telephone consults etc.

Consulting task:
He is troubleshooting hardware and software capabilities of both sites. He helps staff with technical questions and other issues. He is gradually setting up an intranet and helping to establish networking capabilities for the computers we have.

Did they meet your expectations?
He meets our expectations usually although there are times when he can't as he works full-time elsewhere and that is his first priority. On certain days when we expect him he cannot be present because of the other responsibilities.

Recommendations:

I would recommend hiring him for troubleshooting and helping to get staff skills upgraded. He is relatively inexpensive to hire and he is willing to work from home and on the weekends.

Phoenix Business Technologies Group

615 Washington Road,
Pittsburgh, PA 15228
Phone: (412) 341-7000
Website: http://www.pbtg.com/index.html

Recommended by:

Ann F. Mason, amason@hungerservices.org
Hunger Services Network

Consulting period:

PBTG installed our computer network in 1999 and we have worked with them ever since.

Consulting task:

PBTG hosts our website and email (through our website) and does any problem solving, changing of users in the system, etc. that we need. Most of that work is done remotely. We also had them do computer programming for our consumer database and that worked out fine.

Did they meet your expectations?

PBTG has done a very good job for us. They have always been able to solve any problems or send someone out to fix things or change things when necessary.

Recommendations:

Hunger Services Network would recommend PBTG for general computer services in all areas.

Lloyd Wolf

Wolf Consulting   Fax: (412) 798-9221
6222 Saltsburg Rd.   Email: lloyd.wolf@wolfconsulting.com
Pittsburgh PA 15235   Website: http://www.wolfconsulting.com/
Phone: (412) 798-9226 x11

Recommended by:

Lynn Knezevich, LKnezevich@gwensgirls.org
Gwen's Girls

Consulting period:

On-going.

Consulting task:

Installed network, ongoing computer upgrades.

Did they meet your expectations?

Yes, very knowledgeable about the nonprofit world. Very dependable.

Recommended for:
  Networking, on-going service.

Consultants for Hire

Christina England
  Phone: (412) 486-7813
  Email: christina@cmu.edu
  Website: http://www.andrew.cmu.edu/~ce2i/Portfolio

Consulting Experience:
  I have consulted for the Homeless Children's Education Fund, Friends of Danang,
  participated in a design class taught at the Hill House, and worked with the Center for
  University Outreach as a part of a student project way back when.

Consulting Period:
  Most of the time, I am hired on a project by project basis. Sometimes that is over a
  specific length of time, sometimes it is just until the project is done.

Consulting Task:
  I have done needs assessment of services offered from the client's perspective, written
  and produced graphic design work on reports to funders and/or the board of directors,
  created websites, created communication plans including electronic and traditional
  media.

Websites with List of Consultants

- http://www.escwpa.org – Executive Western Corp of Western Pennsylvania. ESC
  engages professionals to volunteer their time and expertise to increase the effectiveness
  of nonprofits.

- http://www.pittsburgh.net/yellow_pages.cfm?CtgID=25&GrpID=10 – Pittsburgh.net
  Yellow Pages listing of consulting firms in the Pittsburgh area.

- http://63.70.211.213/naccb/findafirm.cfm - National Association of Computer Consultant
  Businesses search engine to find local consulting firms.

- http://www.carnegielibrary.org/locations/foundationcenter/techassist/ - Nonprofit
  Technical Assistance Directory by Foundation Center at Carnegie Library of Pittsburgh.

<u>**Appendix B:**</u> **Technology Plan Basis**

Urban Youth Action, Inc. – Technology Plan Basis
Student Consultant, Sandra Gani
Community Partner, Karris M. Williams, M.S. Ed.

Introduction
The purpose of a technology plan would be as a map towards a goal, which is to discover, develop and utilize the resources and talents of the organization. In the general sense, a technology plan will be the guideline to manage the technological needs of the organization. By having such a plan, it would create a better environment for the organization, not only when dealing with technology, but also to expand their capacity and organization as a whole. It will allow the organization to take a proactive approach to the use of computer technology.

As of Spring 2003, Urban Youth Action, Inc. (UYA) does not have a technology plan. There is no budget set aside for technological needs, nor is there a person specifically is in charge of technology management. An outcome for the latest strategic planning yields that the organization needs to focus on other pending matters, but the need of a technology plan was brought up, and noted for future discussions.

The purpose of this technology plan basis is to create a document that the organization can refer to when it does come time to create a plan. This basis is one of the outcomes from UYA's involvement with Carnegie Mellon University's Technology Consulting in the Community class. As a reference, this basis refers to the **Technology Literacy Benchmarks for Nonprofit Organizations** by NPower (http://www.NPower.org). (Full document is attached as a separate document.)

Content of Technology Plan
According to the Technology Literacy Benchmarks, a technology plan should include the following components:
- Technology vision statement for the organization.
- Statement describing organization's mission and programs.
- Statement describing organization's current use of technology and how it supports program and operations.
- Inventory of organization's current hardware and software.
- Inventory of staff computer skills.
- Statement of long- and short-term technology goals.
- Strategy for meeting the plan's goals.
- Timeline for meeting the plan's goals.
- Budget detailing the costs of implementing the plan.
- Evaluation criteria to determine whether the plan's goals have been met.

The organization should also identity a person who is responsible for implementing the technology plan. Additionally, an outcome of the plan should also be a person in charge of technology management.

In this document, the contents to be discussed are the vision statement, the organization's mission and programs, the current use of technology, inventories on hardware, software, and computer skills, and the long- and short-term goals. The strategy, timeline, budget, and evaluation criteria

will not be discussed as it is more relevant to discuss those topics in the actual implementation of the technology plan.

i.   Technology vision statement for the organization
To incorporate UYA's mission statement into the technology plan's vision statement, the organization would like to have a complete multimedia center, which would be equipped with computers, and the needed accessories such as printers, scanners, smart card readers. This multimedia center will function as a computer lab, which can be used as well for a classroom. The purpose of this center would be to give access to youth members to the latest technology available, and by doing so, to empower young people with the skills needed in post-secondary education and the workplace.

Within the organization, UYA's vision would mention the staff having access to the most current technology available. By having such access, they are then able to apply this to support the organization's mission statement better.

ii. Organization's mission and programs
The organization's current mission statement is:

> "To prepare and develop young people for opportunities in education, employment, entrepreneurship and public service."

UYA offers seven primary programs in three main categories: education, employment and enrichment. The purpose of these programs is to present the students with information and experiences that will not only educate them, but also help them with personal growth.

iii. Organization's current use of technology
UYA currently has eleven personal computers. Each staff member is equipped with a personal computer that is connected to the Internet. These computers are used for word processing, managing finances, compiling databases and mailing lists, emails, and other office related processes.

The organization also has a website at http://www.urbanyouthaction.org (previously http://trfn.clpgh.org/uya). The site is hosted by Three Rivers Free-Net which is a part of the Carnegie Library of Pittsburgh, and has the purpose of supporting its mission by informing the public of the organization and its programs.

In the conference room, there are three personal computers that are accessible to the youths. These computers are equiped with school-related softwares and printers, and also networked to the internet. As of Friday, April 18th, 2003, UYA received a donation of ten additional computers to be added to the conference room. These computers are on site, but have yet to be setuped as further planning is needed.

iv. Inventory of organization's current hardware and software
As previously mentioned, the organization has eleven personal computers. Out of these eleven, ten are in use and one is not functional. Among the ten functional computers, one is operating on Microsoft Windows XP Professional Edition; one is operating on Microsoft Windows XP Home Edition, one is operating on Microsoft Windows 2000, three are operating on Microsoft Windows 98, Second Edition, and four are operating on Microsoft Windows 95. The main staff computers are all equipped with Microsoft Office. There is also a variety of other office software installed.

Please refer to Appendix A for an inventory of organization's current hardware, and Appendix B for an inventory of organization's current software.

v. Inventory of staff computer skills

The organization has no computer training available for the staff members. Everyone comes in with their own individual computer skills, and learns to use specific software as needed. This has never been an issue in the past since the job qualifications requires some level of computer literacy.

A survey was made, using SurveyMonkey.com, covering the topics of basic computer skills, internet usage and Microsoft Office software. The questions were chosen at random, but to cover the essential points needed for this inventory. It is recommended that a more thorough survey be done for the complete technology plan. Please refer to Appendix C for the results of this survey.

vi. Statement of long- and short-term technology goals

Short-term goals:

- *Standardize what the organization currently has, for both software and hardware*
  Currently, the organization has an array of different hardware and software. Although UYA does not need to have the most up-to-date computer with latest version of Windows, it is important that the hardware and software of the computers are standardized as the organization will need not have to deal with the many varieties of software. This will be a good layout foundation for the organization to build future projects upon, such as the media lab.

  It is also noted that along with the standardized software, the computers should be installed with anti-virus software as protection.

- *Hire a person (intern/consultant) for technical support*
  As noted previously, UYA does not have a person who is in charge of the management of technology for the organization. However, as of Friday, April 18th, 2003, the organization is in the process of hiring an intern to assist with the technological needs of the organization. This is done through the Federal Community Service Work-Study Program, where a community organization, such as UYA, can hire a college student on work-study to work for them. Within this program, UYA pays for only 25% of the total gross wages paid to the student, while the rest 75% is federally funded. Ms. Williams has contacted Patricia Kravetz, the person in charge of the program at Carnegie Mellon University, and has recently posted a job listing on Carnegie Mellon's TartanTrak.

  The tasks that the student intern would be responsible to perform includes setting up personal computers, installing and upgrading hardware and software, providing system administration, troubleshooting and end user support. Therefore, to perform these tasks, the intern would need to have experience and knowledge with using and troubleshooting Microsoft Windows operating system (95, 98, 2000, and XP). The intern should also have familiarity with installing computer hardware, and installing computers and printers on a network. Having web design skills and knowledge of Access and FrontPage would also be helpful.

  While hiring a college intern is sufficient for the organization's current needs, as the organization gets bigger with more complicated technological needs, an intern will not be sufficient to cater to their needs. UYA will eventually need to hire a technology

consultant. Please refer to Appendix A of the consultation final report for a list of recommended consultants.

Long-term goal:
- *Create a multimedia lab*
  In order to create a multimedia lab, UYA will need to have a specific room for that purpose only. With the recent addition of the new computers, UYA has sufficient amount of hardware to create a computer lab. The layout of this lab could be similar to the layout of Carnegie Mellon's cluster in Cyert Hall or Baker Hall, where computers are arranged in rows, with one computer in front for instructors. The room could also have a white board, and a projector connected to the instructor's computer. Additionally, instead of each computer having their own specific printer, a laser printer could be purchased, and shared through the network to all the computers.

  All computers should have the same standardized operating system and software, as discussed before. This will make sessions and management smoother, because there is less variance to be dealt with.

Recommendations
i. Websites for reference
   Below are websites to find good information on technology planning for nonprofit organizations:
   - TechSoup, http://www.techsoup.org/
     This site has technology resource aimed at nonprofit organizations featuring NPO discounts, discussions, and articles.
   - Coyote Communications, http://www.coyotecom.com/
     This site consists of numerous tip sheets - extensive advice on various stages of technology implementation from computer maintenance to software to website development.
   - Nonprofit Technology Enterprise Network, http://www.nten.org/
     This site has a list of resources for nonprofit organizations, including service providers, consultants and technology support organizations.
   - Nonprofit TechWorld, http://www.tech-library.org/
     This site has a good listing of resource with lots of free information for an organization's technology needs.
   - Nonprofit Tech, http://www.nonprofit-tech.org/
     This company creates and provides nonprofits with the services and resources to enable them to realize their goals and objectives through technology optimization. Their list of services includes consulting and education.
   - TechSurveyor, http://techsurveyor.npower.org/techsurveyor/
     This site is an online tool to help nonprofit organizations zero in on their internal hardware, staff skills and technological needs.

ii. Assistance with technology planning.
    Another alternative to hiring an outside consultant to assist UYA with their technology plan is to consult organizations that support nonprofit organizations with technology planning. There are locally based organizations that offer such services. The two recommended organizations are:
    - Executive Service Corps, http://www.escwpa.org/
    - Robert Morris Center for Nonprofit Management, http://www.rmu.edu/bcnm

Appendix A: Urban Youth Action, Inc. – Basic Computer Hardware Inventory

User	Ms. Williams Executive Director	Mr. Jones Program Manager
Brand	Gateway	IBM
Model	--	NetVista
Monitor type	Gateway EV700, 17"	IBM E54, 15"
Processor type and speed	Intel Pentium III, 1 GHz	Intel Celeron, 1.80 GHz
RAM	128 MB	128 MB
Hard drive capacity	20 GB	20 GB
Operating system	Microsoft Windows 98, Second Edition	Microsoft Windows 2000
Modem / Network card	- 56K PCI Voice Modem - Intel Pro/100 VE	- Intel Pro/100 VE
Floppy/CD/ DVD drive	- 3.5" 1.44MB Floppy drive - LG CD-ROM drive	- 3.5" 1.44MB Floppy drive - Samsung 48x CD-ROM drive
Additional equipments	Printer: Lexmark Z52 Scanner: HP ScanJet 5S	Printer: Epson Stylus Photo 700

User	Ms. Weaver Office Manager	Mr. Pettigrew Program Manager
Brand	eMachines	Generic PC
Model	T2240	--
Monitor type	Generic Monitor, 21"	Compaq MV720, 17"
Processor type and speed	Intel Celeron, 2.2 GHz	AMD K6, 550 MHz.
RAM	128 MB	128 MB
Hard drive capacity	40 GB	12 GB
Operating system	Microsoft Windows XP, Home Edition	Microsoft Windows 98, Second Edition
Modem / Network card	- RJ45 Twisted Pair X-BaseT	- Motorola SM56 PCI Modem - Davicom 9102/A PCI Ethernet Adapter
Floppy/CD/ DVD drive	- 3.5" 1.44 MB Floppy drive - 48x CD-ROM drive - CompUSA 48x CD-RW drive	- 3.5" 1.44 MB Floppy drive - 40x CD-ROM drive
Additional equipments	Printer: Epson Stylus Photo 700	Printer: HP DeskJet 722C

User	Receptionist #1	Receptionist #1
Brand	Generic	Compaq
Model	-	Presario 4712
Monitor type	Compaq Presario 1425, 14"	Compaq Presario 1425, 14"
Processor type and speed	Intel Pentium 486	Intel Pentium, 166 MHz
RAM	16 MB	24 MB
Hard drive capacity	1 GB	Drive C: 2 GB Drive D: 600 MB
Operating system	Microsoft Windows 95	Microsoft Windows 95
Modem / Network card	--	--
Floppy/CD/ DVD drive	- 3.5" 1.44 MB Floppy drive - 5.25" 1.2 MB Floppy drive - 36x CD-ROM	- 3.5" 1.44 MB Floppy drive - 36x CD-ROM
Additional equipments	Printer: Canon BJC-5100	Printer: HP DeskJet 694C

User	Youth Staff Clerical Department	Youth members Conference Room #1
Brand	Compaq	Compaq
Model	Presario 4764	Presario 4764
Monitor type	Generic monitor, 17"	Compaq 1425, 14"
Processor type and speed	Pentium MMX, 166 MHz	Pentium MMX, 166 MHz
RAM	24 MB	24 MB
Hard drive capacity	3 GB	3 GB
Operating system	Microsoft Windows 98, Second Edition	Microsoft Windows 95
Modem / Network card	- Compaq Presario 336-VSC Modem	- Compaq Presario 336-VSC Modem - Network Everywhere Fast Ethernet Adapter NC 100
Floppy/CD/ DVD drive	- 3.5" 1.44 MB Floppy drive - Hitachi 16x CD-ROM	- 3.5" 1.44 MB Floppy drive - Hitachi 16x CD-ROM
Additional equipments	Printer: HP DeskJet 722C	Printer: Epson Stylus Color 600

User	Youth members Conference Room #2	Youth members Conference Room #3
Brand	Gateway	Gateway
Model	--	--
Monitor type	Gateway EV700, 17"	Gateway EV700, 17"
Processor type and speed	Intel Pentium III, 667 MHz	Intel Pentium III, 667 MHz
RAM	64 MB	64 MB
Hard drive capacity	15 GB	15 GB
Operating system	Microsoft Windows 98, Second Edition	Microsoft Windows XP, Professional Edition.
Modem / Network card	- 56K PCI Voice Modem - SMC EZ Card 10/100 PCI	- SMC EZ Card 10/100 PCI
Floppy/CD/ DVD drive	- Mitsumi CD-ROM - 3.5" 1.44 MB Floppy drive	- LG CD-ROM - 3.5" 1.44 MB Floppy drive
Additional equipments	Printer: HP DeskJet 952C	Printer: HP DeskJet 952C

Appendix B: **Urban Youth Action, Inc. – Basic Computer Software Inventory**

User	Ms. Williams Executive Director	Mr. Jones Program Manager
List of software	Microsoft Office XP Norton Antivirus 2001 QuickBooks Pro Print Artist 2.0 Acrobat Reader 5.0 WS FTP WinZip QuickTime WordToPDF GhostScript and GhostView HP ScanJet 5S Software Olympus Camedia Master PaperPort Viewer	Microsoft Office 2000 Norton Antivirus 2001 PC Doctor for Windows 2000 ConfigSafe Acrobat Reader 4.0 Access IBM

User	Ms. Weaver Office Manager	Mr. Pettigrew Program Manager
List of software	Microsoft Office 2000 Norton Antivirus 2001 QuickBooks Pro Acrobat Reader 5.0 WinZip	Microsoft Office 97 Print Artist 2.0 Acrobat Reader 5.0 QuickTime

User	Youth members Conference Room #1	Youth members Conference Room #2
List of software	Corel WordPerfect 7 Microsoft Office 4.3 Corel Print House 1.0	Microsoft Office 2000 Norton Antivirus 2000 Acrobat Reader 3.0 HighSchool Advantage 2002 Math: Algebra, Trigonometry & Geometry Captain Keyboard Typing Tutor 2.2 Merriam-Webster's Collegiate Dictionary and Thesaurus A+ Spanish Typing Tutor, Platinum Edition QuickTime Sierra Hoyle Board Game 3

User	Youth members Conference Room #3	Receptionist #2
List of software	Microsoft Publisher 2001 Adobe Illustrator 8.0 Adobe Photoshop 5.0 One-on-One with SAT 2.2 GameHouse: Collapse, TextTwist AOL Instant Messenger	Microsoft Office 97 QuickBooks 2002 Cougar Mountain

Appendix C: **Urban Youth Action, Inc. – Computer Skills Inventory**

Below are the results from the survey done via SurveyMonkey.com.

Basic Computer Skills
1. I can install any software and hardware onto a computer:

Only with assistance or not at all.	0
With some hesitation but I'm usually successful, as long as there is a manual.	4
With no trouble at all.	0
Other (please specify)	0

2. When ask to burn information (files, music) onto a CD:

I need assistance from someone.	2
I have to review the steps but I manage to do it.	1
I can do it easily.	1
Other (please specify)	0

3. When I have to retrieve a file from the computer's hard drive, a floppy disk, or a network:

I need someone to help me	0
I find it a little tricky getting to the file even though I know where it is supposed to be.	0
I can find and open it right away (assuming I know where the file is supposed to be).	4
Other (please specify)	0

Internet Usage
4. If required to download and install a browser plug-in I would:

Require assistance to complete the task.	2
Look for information on the correct procedure before proceeding.	0
Proceed with confidence.	1
Other (please specify) "Don't even know what a plug-in is. Would like to learn."	1

5. I identify my comfort level with e-mail programs (Microsoft Outlook) and Internet browsers (Internet Explorer) as:

Uncomfortable.	0
Somewhat comfortable.	1
Very comfortable.	2
Other (please specify) "Comfortable with Outlook; not at all familiar with browsers."	1

Office Software
6. I can use a word processing program (Microsoft Word) for any office needs:

Only with assistance or not at all.	0
With little problem, as long as features such as tables, columns, and complicated formatting aren't included.	0
With no problem at all.	3
Other (please specify) "No problem, but there is always more that can be learned. Would like to learn more."	1

7. I can use a spreadsheet program (Microsoft Excel) for any office needs:

Only with assistance or not at all.	0
With little problem, as long as features such as tables, columns, and complicated formatting aren't included.	2
With no problem at all.	1
Other (please specify) "I'm comfortable with Excel for my purposes. Am sure I don't know all the features. Would like to learn more."	1

8. I can use a database processing program (Microsoft Access) for any office needs:

Only with assistance or not at all.	1
With little problem, as long as features such as tables, columns, and complicated formatting aren't included.	1
With no problem at all.	0
Other (please specify) "Used to Works, learning Access. Very interested in learning more about Access." "I have never used this program."	2

9. I can use a presentation making program (Microsoft PowerPoint) for any office needs:

Only with assistance or not at all.	1
With little problem, as long as features such as animation, sounds, and complicated formatting aren't included.	0
With no problem at all.	2
Other (please specify) "Have tried it, did a brief presentation, very interested in learning more."	1

Others

10. Please list any other programs that you use to help you with your office needs:

Microsoft Works.
Learning about PowerPoint.