

Salisbury University

Technology Field Engagement Report

HALO Ministry Homeless Shelter

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CMAT 465 - Communication Technology

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Introduction & Research Goal

This semester, our group, consisting of five communication technology students, partook in a field engagement project wherein we conducted visits, interviews, and volunteer hours at HALO Ministries, a local homeless shelter in Salisbury, MD. After our initial visit, we collectively developed a research goal, which we used throughout the entirety of this project to focus our efforts toward a specific technological aspect where we believed the organization could improve upon. Our formal research goal reads as follows, “assist the HALO Ministries Homeless Shelter in terms of optimizing the way that their current technologies function. These consist of an inefficient database to post schedules and a paper sign-in system for the volunteers.” This goal fueled our efforts in assisting HALO to the best of our abilities and provide them with knowledge that would prove to be beneficial for the organization in the future.

Roles

Throughout the process, our group consistently worked with three key full-time employees at HALO. Celeste Savage, perhaps the most crucial employee at the Ministry, founded HALO in 2004 as a single homeless and has held the title of Executive Director ever since. She oversees the day-to-day operations of each of the four locations. Savage also approves most of the decisions made for HALO, included picking and choosing which technologies are used throughout each establishment. Angel Simpson, Savage’s right-hand woman, holds the formal title of Women’s Program Administrator and aids the Executive Director in several different ways, ranging from the hiring process to managing the volunteers. The third and final employee that our group worked closely with is Operations Manager Theresa Schevel. She handles most forms of both internal and external communication within HALO. Schevel’s

position can also be compared to that of a secretary.

Day to Day Operations

Upon conducting visits and interviews, it was important that our group inquire about the daily operations of HALO ministries, so that we could properly address the problems and recommend solutions accordingly. We wanted to make sure that our group could optimize HALO's potential technology options as best we could. There are four different locations run by HALO, including the main Day Facility, the Emergency Shelter for Women and Children, the HALO Café, and the Bargain Center/Thrift Ministry. Each of these locations is focused on aiding the homeless and low-income population in the Eastern Shore region and have both full-time employees and volunteers in place.

The Day Facility is where HALO all began. It can be described a standard shelter and is open to any and all homeless people in Wicomico County or the surrounding area. Here, they offer the homeless case management opportunities, showers, restrooms, voicemail, storage facilities, as well as GED, Bible study and life skills courses. This is the location where most of the volunteers are located.

The Emergency Shelter for Women and Children provides homeless mothers and children with a safe place to stay for as long as one night up to several months at a time. The Emergency Shelter also provides other services, such as nightly Church services. Here, it is crucial to have adequate technological means due to the severe and urgent nature of this particular shelter.

The HALO Café was opened in 2010 and has served over 374,974 meals to the low-income and homeless population of Wicomico County since then. Providing nutrition to those in need is the main goal of this establishment. That cannot be accomplished without the proper

systems in place to help ensure that that can be accomplished.

The final location, the Thrift Ministry, is very important to HALO overall. Not only does it provide a bargain center, where donated items are sold to the general public and the homeless can work, but this building also houses all of HALO's central offices. This location provides the central source of income that, in addition to private donations, funds the entire HALO ministry, so that it can operate efficiently. Again, it is crucial to maintain a decent form of technology that can be utilized to help the organization at this location.

Observations and Journals

Our group as a whole had the opportunity to spend time with HALO as an organization to get a feel for the way in which they operate on a day-to-day basis. After keeping detailed records of our experience with them, both in our journals and observations, multiple themes came to light that helped to guide the way that we approached our project. Many of the themes are synchronous with barriers as they are an organization that has a lot of room for technological advancement.

First and foremost, our group immediately caught onto how antiquated their current technologies truly are. For example, the check-in system is simply signing your name from pen to paper. This is then manually transitioned and recorded into an Excel spreadsheet. We were initially going to focus on finding a more efficient and updated check-in system, but soon realized that theme of outdated technologies spread throughout the whole organization. Even in the bargain center, they use a cash register that is manually operated and has seen better days. They are an organization that makes do with what is in front of them, but they focus very little on innovation. The next common theme that our group took note of is how thin the administration spreads themselves. Running a non-profit homeless shelter is a 24/7 job that holds constant

responsibility and means that a lot of people are dependent on you. For this reason, the administration is forced to focus more on day-to-day operations to make sure things are running smoothly, which leaves very little time for making changes or advancements in technology. They are spread out physically among the main administrative office, the shelter, and the bargain center which all together make up HALO and each have to be managed in order for the organization to run efficiently. With all of these stresses weighing on only a few people, the lack of available time for anything else became apparent.

We were then first introduced to the Community Church Builder wherein many of their scheduling problems lie. The administration explained to us that it is neither the most effective nor the most efficient program, but it is what they have used for years. It was designed for small church groups, so it is not even catered toward an operation their size. They recently opened a men's shelter in addition to all of the other facilities that they are in charge of, so they are progressively growing with technology and equipment that is not keeping up with them. This also demonstrates antiquated technologies because of the system's inefficiencies in keeping up with the organization's needs. However, they continue to struggle with it because it is what they are familiar with.

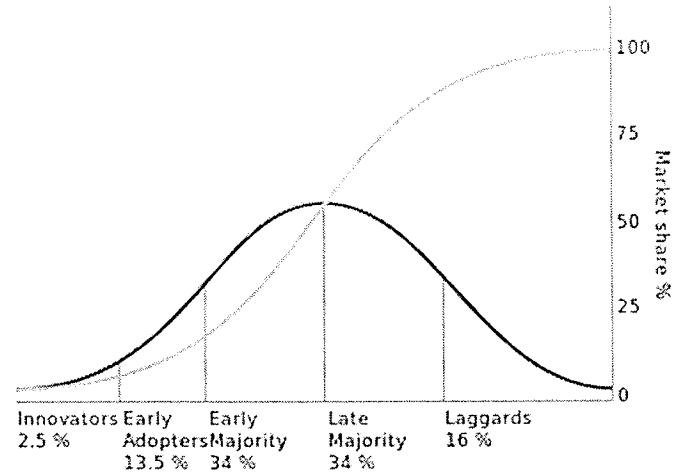
Collectively among our group, the biggest common observation was the administration's resistant attitude toward changes in technology. This is a result of all of the previous observations and barriers coming together. They work hard day and night to maintain the shelter and its operations, but because of this they turn a blind eye to the good that new technology could bring to their organization. Even a better scheduling system could make the administrator's lives a little easier and would take some responsibility off their plate. After all of us spoke with the administration and got a better sense of their operations, they were honest in saying that they

are aware of these issues. They know that they are not the most innovative organization, but they are unsure of the repercussions following too much change to their daily schedule. They have fallen into routine and are hesitant to accept advice in the form of technological advancements.

All of the observations and journals have the basic theme that the level of technology is hindering the good work that HALO does to better the community. The staff and volunteers work very hard to keep up the facilities that house the homeless, while steering them toward better opportunities and a brighter future. With improvements in technology, they can streamline their efforts and have the chance to focus more on the big picture.

Theory

In order to gain a better understanding of the HALO organization, our group decided to utilize the Diffusion of innovations theoretical perspective developed by Everett Rogers. This theory seeks to provide an explanation for how, why, and at what rate new ideas and technologies spread. Rogers expanded this theory by developing the idea into a model that contained several distinct successive groups to represent the dispersion of innovative technologies and how these were affected by certain opinion leaders. The model is easily exhibited as a bell curve on a graph (found below) that shows the groups adopting the technology as well as the market share reaching the saturation level over time.



The five groups represented are innovators, early adopters, early majority, late majority, and laggards. As demonstrated by the percentages, most people fall into the category of the majority whether it is the early or late adopters. However we quickly learned that at HALO, we were interacting with people who would likely fall into the laggards or late majority roles in the diffusion of innovations theory. This is demonstrated by some of the outdated technologies that they used every day in combination with feelings of aversion to any degree of change. An example of this is the methods that they use in order to track the amount of hours that people volunteer for. Their current method involves a pen and single sheet of paper at each location for people to record their times of work. These sheets of paper are collected and then manually entered into an excel spreadsheet at the end of each week. We interviewed the person who does this, and it ends up taking her several hours in order to fully complete this process. A way to make this more efficient is to eliminate multiple steps in the process by having volunteers sign in on a digital platform that would record and track all of the information instantaneously. Platforms such as these are quite common now and are well into the “laggard” stage with almost complete market saturation. We observed a common sentiment among the

administration that they felt they did not need to change since they believed that they had been effectively running things a specific way while utilizing certain technologies since the organization's creation. As a group we agreed that it would be counterproductive to try and persuade them to change their ways, as that could be perceived negatively and effectively work against any progress trying to be made. Instead, strategy that might work in the future for an organization such as HALO would be to utilize certain individuals inside the organization that could fulfill the role of opinion leader to the group. This way, the others in administration wouldn't feel like they were trying to be persuaded by an outsider as they could readily observe the efficiency that certain technologies could provide their organization since it is being used by one of their own members.

Recommendations

When coming up with alternatives for Halo's current technology we first needed to decide which five were the most important to focus on. To do this we used our research goal to start us off. We chose to find better alternatives for the online database they use and their check in system for volunteers. We also chose Facebook, the phones and face to face communication as the other 3 since they were also the most used technologies.

Right now Halos uses an online database called Church Community Builder or CCB. While they have learned how to use this program the best they can, we found it really didn't do what Halo was looking for. The scheduling part of it is very confusing for users to read, it works slow and it's very hard to sift through all of the volunteer data. The CCB also costs between \$3,000 and \$5,000 a year and for a non-profit we knew that had to be lowered. After some research we found two alternatives we thought would work best for Halo, Volgistics and Cervis.

Volgistics was our number one choice for so many reasons. It has multiple calendars so they can have one for events and one for volunteers instead of having everything all on one like they do now. It has automatic schedule reminders that it sends out to volunteers to let them know they have a shift coming up. It also can easily store and retrieve volunteer data plus it has a number of filters to narrow down their search. This would save so much man power since right now they have to go through the entire volunteer list to find the person they want. One of the best parts about Volgistics though is that it only costs \$38 a month! That means Halo would save at least \$2,500 a year. The only downside to Volgistics and the reason Halo refuses to use it is that Celeste used to use it and had a bad experience with their customer service since it's an email only type of thing.

The other alternative we came up with was Cervis. Cervis uses the cloud so everything is very fast especially compared to the CCB they use now and the events calendar is much simpler to look at. It also tracks volunteers and their hours as well as has a search feature to find the right volunteers easier. It also comes with free online training videos as well as webinars to help new users learn all that Cervis does. They even have a 5 of 5 star rating for their customer support which we thought was great since we knew Celeste had such an issue in the past with Volgistic's support. Cervis also only costs \$25 a month, which would save them \$2,700 a year! Unfortunately Celeste said she liked nothing about this program and didn't like that it had so many features to learn.

One thing we learned just from asking about these alternatives is that Halo is very set in their ways and although they asked us to help them find new, better alternatives, they don't seem to really want to change what they have.

The next technology we focused on was their pen and paper check in system for volunteers. As of right now the volunteers simply put their name and their time in and out on a sign in sheet. Later in the day it is taken to their offices where someone manually enters in all the hours into an Excel spreadsheet. Because of this they waste many hours of manpower that could be spent doing other things. It is also nearly impossible to filter through volunteers to see how many hours they have worked total. To fix this we came up with two new ways to check in. One was the VicTouch system which is an add on to Volgistics and the TimeStation app.

The VicTouch is a simpler way for volunteers to check in and out and they can also schedule themselves for the times they are available. Just like Volgistics the VicTouch also has extremely easy to follow videos online of exactly how to use it. It also only costs about \$9 more a month in addition to Volgistics monthly fee. The only possible downside we came up with was that Halo would need to buy a touchscreen, iPad or keypad to use it. Surprisingly Celeste really liked that it used a touchscreen or keypad and would gladly buy one to use this system. When we asked what she didn't like she had no answer!

The next recommendation we came up with was the TimeStation app. This is a free to download app that allows the administrators to print out filtered reports to see exactly what they are looking for, it clocks in and out all volunteers and its very easy to use as well as mobile. The way it works is all volunteers are given a printed out QR code that they simply scan using their smartphone or a company one when they get there and before they leave. The downsides to this are that Halo would need to pay the premium rate for the app if they have over 10 people using it which they definitely would but it's a small fee and would save more money than paying someone to log all the hours by hand. On other downside with a simple solution is volunteers may lose their QR code. We recommended keeping extras copies handy just in case this happens

but they are easy to reprint if need be. When asked how she felt about this app, Celeste was indifferent about it. She didn't hate it but because she didn't know anything about it she didn't like it either. She did however say she would look into it giving up hope that after learning more she may try to implement it!

Another technology we wanted to give alternatives for was Facebook. Currently Halo uses Facebook to reach its volunteers and post when they need extra help as well as any events they have going on. For this we chose Twitter and LinkedIn as our alternative recommendations.

We picked Twitter as a possible option because Twitter seems to be a much more popular site than Facebook these days. It's also made for people to post quick updates which is what Halo is doing on Facebook now anyways. There are also several other great features about Twitter. Halo can post multimedia items like videos and pictures, it's fast and keeps them constantly connected to followers, and lots of people use Twitter especially young college students which are a big section of their volunteers. The downsides we found were that getting followers may be tricky right away but at least it's completely free so they really have nothing to lose by using it. Celeste's thoughts on Twitter like several other recommendations were simply that she didn't know how to use it but she would try to learn.

The other recommendation we had was LinkedIn. Unlike Facebook, LinkedIn is specifically for professional use. Halo can still post things about events and when they need more volunteers just like they do now but it will also possibly recommend their page to users it feels would work well with Halo therefore giving them a bigger following. Celeste said she does have a LinkedIn account but doesn't use it so again she would look into it and try and learn it.

The fourth technology we looked at was their phones. Currently they use the phones as their only form of non face to face communication. We wanted to give them a few options of

other applications to use to possibly help them be more efficient when it comes to communication between employees only. We decided the best alternatives were Google Hangouts and texting. These are both text based instead of voice calling so if someone can't answer the phone right then they can answer back as soon as they get it. This means no calling 3 or 4 times to get each other.

Google Hangouts is like a newer more exciting version of the AOL Instant Messenger we all used to use years ago. It's completely free to sign up and not only can you send instant messages but you can also voice call and video chat with it. Making an account is easy they just have to each make a Google account if they don't already have one. Then add each other to their list of contacts and that's about it. Once they get the Google Hangouts page they simply pick who they want to talk to and send a message. When we asked what they thought of this we didn't really get an answer either way, not even an "I'll look into it".

The other alternative was texting. We felt this was a good option for the same reasons as Google Hangouts, it is quick and they can have several people in a group message if they want. Another great thing about texting is that everyone already has a cell phone and all phones come with unlimited texting now so there's no extra fee to what they would be paying regardless. Celeste really liked that it was a great means of communication between individual people and small groups but not for larger groups. With this I don't think she realized this was focused on being only for communication between the three employees they have and not as a way to reach volunteers or groups of many people.

The final technology we looked into was face to face communication. We felt this was an important one to think about since they have several different locations and may not all be at the same one at the same time. This was they can get as close as possible to seeing each other when

far away which means less room for misinterpretation. We decided to recommend Skype and FaceTime.

Skype is a good option because they can video call as well as send messages simultaneously. It is also a free download to the computer or their phone. The only real downside to Skype is that they may have a slow internet connection, which means lagging, or choppy videos and they may not have a webcam hooked up to their computers but they can buy cheap ones or use their phones. This was another one that Celeste said she had used a little bit but didn't know much about. She did say she would look into it more since she really liked how similar it was to face to face communication and she likes that she could see facial expressions.

The other alternative was FaceTime. FaceTime has basically the same features as Skype except you must have an iPhone to use it. Because of this Celeste was a little iffy about it. We feel she once again thought this was for communicating with volunteers and not just employees so that's why she was wary about it. If the three employees have iPhones there is no issue but unfortunately we did not find this out.

Overall the biggest barriers we found when recommending these new ideas to Celeste from Halo was she wasn't interested in learning much in the way of new applications. One thing we did like was that anything she had tried before, except Volgistics, she said she would look into more. We were also surprised at how few things she really didn't like at all since we had had several issues previously with getting Halo to try and branch out to try new things.

Reflection

Working with HALO was certainly a learning experience for all of us. This was the first time some of us had the opportunity to even to visit a homeless shelter, let alone volunteer and suggest improvements they could make with their technology. I think we

were learning along with Celeste and her team the different competing models to what they are using now. For some of the Competing Models, she totally did not understand, or see the purpose in using it. However, after it was explained to her, she was saying how great of an idea it was. Being that they have so many locations, they could use a more efficient way to communicate between that space gap.

One thing we learned is that it is hard trying to coordinate our personal schedules with those of Celeste's, and also others that work with her. Celeste is a busy person because she essentially runs the whole operation. Due to that, she is always running all over the place. We went to a couple of locations before actually finding her to do the interview about the competing models with her. Another thing we learned is that everyone at the organization wasn't as enthusiastic about the project as we were. At times we showed up for interviews, yet interviews did not take place and had to be rescheduled.

Another thing that we learned is that communication can often be misinterpreted, or information can be left out. At one point, finding the address to her exact location was a struggle, and that was in part due to that the address to her office wasn't correct with the street name.

In terms of technology, a major thing that we learned throughout this process is that with the generation before us, they don't necessarily see the need to change how they have been doing things. Either that or they do see a problem, but for some reason there aren't any plans in place to take the necessary steps to make changes. Celeste was actually familiar with some of the things that we suggested to her already, and she even told us about it, but they are still using an old check-in system, along with other things.

Technology is naturally a part of our generation's culture. General knowledge is no longer sufficient anymore. From a young age we were introduced to it and now we don't even have to think twice about how to operate or fix something. That seems to be one of the main objectives in this class, to share what we know since we were essentially honed this way. We mentioned FaceTime as one of the alternatives and she wasn't too familiar with what it was, but us as college students use it almost every day. So that shows a perfect example of the gap in the generations.

When interacting with the client as a technology consultant, we realized that in order to advise the client, we must know what we are talking about. We had to help HALO realize why they need these services we are suggesting, how it is more efficient than what they are currently using, and how much easier it would make their day-to-day operations.

In conclusion, we had a lot of barriers throughout our project, yet we got through them. HALO was the perfect organization to work with because they have little recent technologies that they are using. Hopefully they will consider our advice and make the necessary changes in order to help their business run smoothly.

Research Goal

The research goal for our group is to assist the HALO Ministries Homeless Shelter with their communication techniques, especially in terms of optimizing the way that their current technologies function, which consists of an inefficient database to post schedules and a paper sign-in system for the volunteers.

Identification and Schedule

Group Members: John Giffin, Brittany Lee, Shannon Loughrige, Maddie McGinty, Alex Newcomb

Project Identification: HALO Ministries

Schedule: Wednesday 2/10 1:30pm-2:30pm (Shannon), Friday 2/12 9am-10am (Brittany & John), Monday 2/15 11:30am-12:30pm (Alex), Wednesday 2/17 1:30pm-2:30pm (Shannon)

February 10, 2016 HALO Ministry Salisbury, MD – Shannon Loughrige, Journal Observations

Time	Who is Involved	Technologies Involved	Observations	Questions
1:30-1:35pm	Celeste Savage - Executive Director Angel Simpson - Programs Coordinator	CCB – “Church Communication Builder”: Cloud/Internet-based software system used to hold employees/volunteers/guests in a data system - can view personnel information, send mass emails, upload files, create events schedules and work-time schedules	Very slow - not efficient and not everyone knows how to use it	Do they use CCB for all of their communication? Is mass email their main for all of communication?
1:35-1:40pm	Celeste Savage – Executive Director Angel Simpson – Programs Coordinator	CCB – “Church Communication Builder”: Cloud/Internet-based software system used to hold employees/volunteers/guests in a data system – can view personnel information, send mass emails, upload files, create events schedules and work-time schedules	Schedule revolves around Sunday - can’t schedule anything on that day	Is there a way to develop two separate calendars in order to reduce clutter?
1:40-1:45pm	Celeste Savage – Executive Director Angel Simpson – Programs Coordinator	CCB – “Church Communication Builder”: Cloud/Internet-based software system used to hold employees/volunteers/guests in a data system – can view personnel information, send mass emails, upload files,	No difference between the work schedule and the event schedule, so difficult to put both on the calendar without it being cluttered	Seems like they need a forum similar to that of Facebook or GIN Systems - would either of those work?

February 10, 2016 HALO Ministry Salisbury, MD – Shannon Loughrige, Journal Observations

		create events schedules and work-time schedules		
1:45-1:50pm	Celeste Savage – Executive Director Angel Simpson – Programs Coordinator	CCB – “Church Communication Builder”: Cloud/Internet-based software system used to hold employees/volunteers/guests in a data system – can view personnel information, send mass emails, upload files, create events schedules and work-time schedules	Sometimes loses data and crashes due to the amount of users	They have an Internet server and modem - but is it capable of moving at a faster speed or holding a more sophisticated data system?
1:50-1:55pm	Celeste Savage – Executive Director Angel Simpson – Programs Coordinator	CCB – “Church Communication Builder”: Cloud/Internet-based software system used to hold employees/volunteers/guests in a data system – can view personnel information, send mass emails, upload files, create events schedules and work-time schedules	Needs to be cleaned up because people are in the data system that no longer work/volunteer there	If they cleaned out the amount of people in the system, would it run faster?
1:55-2:00pm	Celeste Savage – Executive Director Angel Simpson – Programs Coordinator	CCB – “Church Communication Builder”: Cloud/Internet-based software system used to hold employees/volunteers/guests in a data system – can view personnel information, send mass emails, upload files,	Overall, very inefficient and probably not benefiting this nonprofit organization	Would they be open to newer, faster technologies that essentially do the same thing and much more?

February 10, 2016 HALO Ministry Salisbury, MD – Shannon Loughrige, Journal Observations

		create events schedules and work-time schedules		
2:00-2:05pm	Celeste Savage - Executive Director Angel Simpson - Programs Coordinator Ms. Eartha - Pastor	No form of sophisticated/online technology used to “clock-in” or “clock-out” - just a piece of paper with a sign-in sheet that employees/volunteers write their name/date/time on	Sign-in sheet is very inefficient	Why don't they just find an online system that could record this and put it straight into the CCB system?
2:05-2:10pm	Celeste Savage – Executive Director Angel Simpson – Programs Coordinator Ms. Eartha - Pastor	No form of sophisticated/online technology used to “clock-in” or “clock-out” – just a piece of paper with a sign-in sheet that employees/volunteers write their name/date/time on	Provides people with the opportunity to lie (writing in pencil could let people potentially erase and change their hours)	Do they know that this paper system could cause problems in the future?
2:10-2:15pm	Celeste Savage – Executive Director Angel Simpson – Programs Coordinator Ms. Eartha - Pastor	No form of sophisticated/online technology used to “clock-in” or “clock-out” – just a piece of paper with a sign-in sheet that employees/volunteers write their name/date/time on	Stored in a binder with no way to go back and look at extremely old records of sign-in	Have they had these problems before in the past, too?
2:15-2:20pm	Celeste Savage – Executive Director Angel Simpson – Programs Coordinator Ms. Eartha - Pastor	No form of sophisticated/online technology used to “clock-in” or “clock-out” – just a piece of paper with a sign-in sheet that	Ineffective when it comes to logging volunteer/employee hours - harder to see who has worked when and how many hours	Would they be open to converting all of this data and logging it online?

February 10, 2016 HALO Ministry Salisbury, MD – Shannon Loughrige, Journal Observations

		employees/volunteers write their name/date/time on		
2:20-2:25pm	Celeste Savage - Executive Director Angel Simpson - Programs Coordinator Ms. Eartha - Pastor	No form of sophisticated/online technology used to “clock-in” or “clock-out” - just a piece of paper with a sign-in sheet that employees/volunteers write their name/date/time on	Literally none of this sign-in data from the paper sheets are recorded online	Could use an online Excel sheet, so that at least the data could be found somewhere on the computer
2:25-2:30pm	Celeste Savage – Executive Director Angel Simpson – Programs Coordinator Ms. Eartha - Pastor	No form of sophisticated/online technology used to “clock-in” or “clock-out” – just a piece of paper with a sign-in sheet that employees/volunteers write their name/date/time on	Have not really considered other technologies in order to record this data	They are simply unaware of how they could use the Internet to help them record this information more efficiently

In-Depth Observation Table

Framework Bullets	Technology/User Role	Observation—Needs, Barriers, Facilitators, Training etc.
<i>Theoretical Features</i>		
<p>Rogers Diffusion of Innovation</p> <ul style="list-style-type: none"> - process by which innovation is communicated through certain channels over time among participants in a social system 	<p>Relatability Triability Observability Late Majority Early Majority</p>	<ul style="list-style-type: none"> - the technologies they use are easily relatable because they are all older but they are not consistent with what other organizations of their kind are using today - they haven't decided what does and doesn't work for them because they have only tried the paper sign in sheet but nothing else - it's difficult to observe because we didn't see anyone sign in first hand but we imagine a sign in sheet would be hard to use because of the need to file them all and transfer them to a computer program like excel - they are a part of the late majority because they have yet to adopt many newer technologies - they are not part of the early majority because they have not tried to explore new technological opportunities
<p>Garbage Can Model</p> <ul style="list-style-type: none"> - process of decision making where preferences, technology and participation are not clear 	<p>People Choices</p>	<ul style="list-style-type: none"> - Celeste (exec. Director) – She decides all the communication channels like CCB model - Angel (programs coordinator) – She communicates with the volunteers about the different programs - Eartha – communicates with the ministries that come in and talk
<p>Media Richness</p> <ul style="list-style-type: none"> - a communication medium's ability to reproduce the information sent 	<p>- face to face -email</p>	<ul style="list-style-type: none"> - employees and volunteers often meet in an office and discuss what needs to be done, usually one person in charge of the communication (Celeste) and then she relays it to everyone else - email is used to communicate with everyone including volunteers to schedule volunteer hours

In-Depth Observation Table

over it	-phone	- communicate with volunteers and other publics
Impression Management	-Face to face	- everything is Celeste's decision because she is the exec. Director and if she uses it everyone else will follow suit
- conscious or unconscious process when people attempt to influence the perception of others about a technology		
<i>Technological Features</i>		
Hardware features	computer	For CCB system-scheduling, events, volunteer info, other data
	Phone	Communicate with volunteers and publics
Software features	excel	To input volunteer hours to keep track of them
	Internal server	wifi
Usability		
	paper	Main form of communication between exec. And volunteers n regards to scheduling hours (clock in/out)