



Project, Requirements, and Scope Management

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DEVELOPMENT APPROACHES AND METHODOLOGIES:

This project will use a simple methodology with the following phases:

1. Initiation/Planning
2. Requirements
3. Design
4. Build and/or Configuration
5. Test
6. Implementation

There will be two iterations of the phases, one to address contact data (mailing list) administration and Patron Coordinator functions (including donation data entry and reporting), and a second iteration to address Membership Coordinator functions.

DEVELOPMENT ENVIRONMENT:

Content Management System (CMS): Joomla! Version 2.5.17
 Front End (public) Template: JoomlaShack JS_Verdant Version 3.0
 Contact/Constituent Relationship Management System (CRM):
 CiviCRM Version 4.4.3

PLATFORMS TO BE USED:

Data and functions to be migrated from a database (Visual dBase) and associated software components which is resident on one laptop (Microsoft XP OS) but accessible remotely, one user at a time, via one LogMeIn Ignition account with a shared login ID.

Data and functions to be migrated to a database (MySQL) and associated software hosted on the internet (Midphase), accessible by multiple users concurrently via web browser with secure, encrypted individual logins.

ACCEPTANCE TESTING PROCESS:

The NSCS volunteers who will use the new system as part of their jobs will be involved in testing. The project team will request that policy decisions and approval of project scope and deliverables be made by appropriate representatives of the NSCS Board.

OVERALL CHANGE CONTROL APPROACH:

This document will be the primary source of project documentation; significant updates will be identified with a new version number and routed to team members and our Board Liaison for communication and consensus.

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1. Document Purpose

The primary purpose of this document is to define specific measurable objectives of the Information Management Task Force that was formed in January, 2013. It will be the primary repository of project planning and requirements documentation. Separate files pertaining to this project will be listed in the Additional Documentation portion of this document.

Achievement of the measurable objectives will demonstrate that the goals of the Task Force have been met and that the NSCS Board can disband the Task Force.

2. Task Force Purpose

2.1. Background

Prior to the start of the 2012-2013 season, Anthony Green was the sole provider of Computer Services for the Choral Society. Using Visual dBase on his personal computer, he maintained contact data for members, patrons (those who support the Choral Society with monetary donations), concert ticket purchasers, and those on our brochure mailing list. He also recorded donations and concert ticket orders received via our Post Office box, phone calls, and our website, and created output reports and files used by other NSCS Board members and committee chairs. When Anthony expressed his desire to retire from this volunteer activity, an IT Task Force was formed to enable him to do so.

2.2. 2012 IT Task Force

The 2012 IT Task Force completed its goal to transition away from the "single person" system by distributing Anthony's responsibilities for data entry and reporting to multiple Coordinator positions. The Membership Coordinator is now responsible for maintaining member data and creating reports for rehearsal attendance and concert participation. The Patrons Coordinator now prints patron "thank you" letters and creates files used to acknowledge donations in our concert program booklets. The remainder of the data maintenance tasks, plus more technical activities (e.g. dBase component updates) have been assumed by the Computer Services Coordinator and several assistants. The dBase components are now accessible remotely via the internet (although only by one person at a time), and are automatically backed up so that we will be able to recover from problems with the technology.

At its December, 2012 meeting, the NSCS Board accepted the work of the 2012 IT Task Force with thanks and agreed to disband the group.

2.3. Information Management Task Force

However, the Board realized that NSCS must now move to the next phase -- an improved database architecture. The Information Management Task Force was formed to implement a new database and supporting browser-based functions that will enable management of member, mailing list, patron, and donation data. Research of available database/application packages seems to indicate that CiviCRM, an open source product, would meet our current needs and has many additional capabilities that the NSCS might want to implement in the future.

Simply stated, the scope of this project/task force is to "replace what we have been doing with dBase" with CiviCRM functions.



3. Task Force Staffing

Ellen Pullin has agreed to lead the task force. Jim Miller, John Zhang, Renata Lowe, and Karen Rigotti are task force members. There may be discrete activities (e.g., setting data policies and standards, reviewing name and address data before it is imported into the new database, testing CRM functions) that will require additional NSCS volunteers from time to time. John Zhang has agreed to continue to participate, even though he is leaving the area and will not continue to sing with the Choral Society.

4. Requirements

As delivered, CiviCRM includes the following components:

- CiviContribute: Online fundraising and donor management, as well as offline contribution processing and tracking.
- CiviEvent: Online event registration and participant tracking.
- CiviMember: Online signup and membership management.
- CiviMail: Personalized email blasts and newsletters.
- CiviReport: Delivered and custom-developed reports
- CiviCampaign: Link together events, mailings, activities, and contributions. Create surveys and online petitions.
- *CiviPledge: Accept and track pledges (for recurring gifts).*
- *CiviCase: Integrated case management for human service providers.*
- *CiviGrant: Distribute funds to others, for example foundations, grant givers, etc.*

There are additional CiviCRM functions and extensions (e.g. *CiviHR*, *CiviVolunteer*) that may be useful to the NSCS in the future. This project will involve enabling and configuring those components needed to support the functions described within the functional scope sections of this document. (*Components in italics will not be used in the context of the initial implementation.*) Project activities will include:

4.1. Adding data to CiviCRM

This project will include many activities related to the data stored in the Contact, Contribution, and Membership tables within CiviCRM. (Other tables may also be involved.) These activities include:

- Identifying which “out of the box” CiviCRM data fields we intend to use.
- Creating custom NSCS data fields within CiviCRM to handle additional fields which we need, including fields imported from dBase.
- Setting standards for data entry and maintenance

Data quality will be a major concern of this project. Data quality is defined here as the degree to which information consistently meets the requirements and expectations of those that use it. In our integrated data environment, data quality is *not* defined as fitness for a single purpose – it is defined as fitness for *all* purposes made of the data, including likely future uses. Data quality issues include issues of both content quality (the degree to which data values accurately represent real world entities or facts) and presentation quality (conformance to data standards and format requirements).

4.1.1. Importing data from the current dBase tables stored on NSCS01

This project will include many activities related to the data currently contained in the dBase tables stored on the NSCS01 computer, a laptop currently located in Ellen Pullin’s home and connected to the internet. These activities include:

- Determining what data needs to be imported
- Mapping dBase data fields to CiviCRM data fields



- Evaluating the data quality of the current data within dBase
- Performing “data cleansing” to enable data to be imported into CiviCRM consistently
- Determining what to do with data fields or records in dBase that will not be imported because they are no longer relevant

As an intermediate step to importing dBase data into CiviCRM, we will evaluate and perform data cleansing on data exported from NSCS01 for mailing service files for the NSCS 2013-2014 Season Brochures. These activities could be done outside of the context of CiviCRM and are described in a separate document (see the Mailing Activities document [referenced below](#)).

4.1.2. Using data entry screens to add data directly into CiviCRM

When this project is completed, this will be the primary method of adding data to CiviCRM. We may start using this data entry method before the transition to CiviCRM is accomplished. It is dependent on configuring the data entry and display functions described in [Section 4.3](#) below.

4.2. Implementing/configuring display options within CiviCRM

This includes configuring the following:

- Dashboards
- Display Preferences
- Search Preferences
- Navigation Menu
- Word Replacements
- Custom Search Management

4.3. Implementing/configuring data entry and display functions within CiviCRM

Data entry screens available in CiviCRM may need to be tailored to NSCS’s needs, or new data entry forms developed. This includes configuring the following:

- Dropdown Options for screens:
 - Gender Options; Individual Prefixes (Ms, Mr...); Individual Suffixes (Jr, Sr...); Instant Messenger Services; Location Types (Home, Work...); Mobile Phone Providers; Phone Types; Website Types.
- Profiles (used to aggregate groups of fields and include them as input forms, contact display pages, and search and listing features.)

Potential NSCS Profiles:

- Patron Coordinator
- Membership Coordinator
- Mailings Coordinator (assuming this existing position is expanded to include entering/updating mailing addresses based on USPS or constituent feedback)
- Tickets Coordinator
- Others? Will any Board members want to be able to access database info? Treasurer?
- Assume we will not need a general “member” profile unless/until we enable members to update their own info or allow online registration.
- Profile info on p.73 of *CiviCRM User Manual*

We also need to determine whether we will try to implement data entry functions in a “front end” environment, or keep all data entry as “back end” (administrative) functions.

4.4. Defining data types, tags, and other descriptors within CiviCRM

Category Tags can be assigned to contacts and are convenient for searching. Each tag has a description to explain its meaning. New tags and tag sets can be created by NSCS. There are many different possible ways of using tags and type values. It’s necessary to understand how CiviCRM uses them to determine which is best for NSCS.



- **Category Tags**
 - Delivered in “out of the box” CiviCRM:
Non-profit; Company; Government Entity; Major Donor; Volunteer
 - To be used by NSCS: *[proposed]* TBD
- Also, valid “types” will be defined for use by NSCS.
- **Contact Types**

Comment: dBase already uses a Household concept.

 - Delivered “built-in” to CiviCRM: Household; Individual; Organization
 - To be used by NSCS: *[proposed]* Household; Individual; Organization
- **Contribution Types**
 - Delivered in “out of the box” CiviCRM:
Campaign Contribution; Donation; Event Fee; Member Dues
 - To be used by NSCS: *[proposed]*
Donation; Grant; Matching Gift; Member Dues
- **Member Types**
 - Delivered in “out of the box” CiviCRM: None
 - To be used by NSCS: *[proposed]* Regular; Choral Scholar; Staff; Special
 - **Additional thoughts (inspired by *User Manual* p.169):**

All membership types are fixed date. (?)

 - Regular (usually singer) pays regular dues. Membership term = 1 year. (September thru August?) Doesn’t necessarily have to sing in any concerts. Included on member list in concert program booklets. Included on NSCS Membership list.
 - Choral Scholar (singer) has dues waived. Membership term = 1 year. Included on member list in concert program booklets. Included on NSCS Membership list.
 - Staff is paid by the Society. [Music Director, General Manager, Accompanist] Membership does not have a specified end date. Included on NSCS Membership list. (General Manager is also a Regular member? A contact can have more than one membership.)
 - Special (not a singer) doesn’t pay dues. Membership does not have a specified end date. Used to include people on NSCS Membership list who are not one of other membership types (e.g. Bill Stribling). Could be used for external Board members?
- **Relationship Types**
 - Delivered in “out of the box” CiviCRM:
[not complete] Employee of; Head of Household for; Household Member of; Spouse of; Supervised by; Volunteer for
 - To be used by NSCS: *[proposed]* TBD
- **Activity Types**
 - Delivered in “out of the box” CiviCRM:
to be entered
 - To be used by NSCS: *[proposed]* TBD
- **Event Types**
 - Delivered in “out of the box” CiviCRM:
Conference; Exhibition; Fundraiser; Meeting; Performance; Workshop
 - To be used by NSCS: *[proposed]* TBD
 - For Iteration 2: Is a rehearsal a recurring “by invitation only” CiviEvent of a new type “rehearsal”?
 - For future projects:
Can “communicate with event participants via email before and after the event” [Rehearsal plan before? Notice of recording available online after Report of attendees afterwards?]
The event summary and complete description could be important general



information (Sectional, men downstairs, women upstairs) and specific info (list of pieces to be rehearsed), respectively.

Use "Mass Registration" p.157 to establish "pending" registrations for people singing the concert?

A concert seems like it would be an event as well (close to delivered example of "Performance"). "Maximum number of participants" might be helpful for stopping ticket sales if we reach venue capacity. (Although we wouldn't get into such functions unless/until we integrate CiviCRM with our production website and ticket sales.) Should a singer in the concert be considered as another role (in addition to audience member) so that it's easy to keep track of who's singing?

- **Campaign Types**
 - Delivered in "out of the box" CiviCRM: Direct Mail; Referral Program; Constituent Engagement
 - To be used by NSCS: *[proposed] TBD*
- **Grant Types**
 - Delivered in "out of the box" CiviCRM: Emergency; Family Support; General Protection; Impunity
 - To be used by NSCS: *[proposed] None*
- **Survey Types**
 - Delivered in "out of the box" CiviCRM: Survey; Canvass; PhoneBank; WalkList; Petition Signature
 - To be used by NSCS: *[proposed] None*

Other valid "descriptors" can be defined for use by NSCS.

- **Campaign Status**
 - Delivered in "out of the box" CiviCRM: Planned; In Progress; Completed; Cancelled
 - To be used by NSCS: *[proposed] TBD*

4.5. Implementing/configuring reporting and output functions within CiviCRM

Reports available in CiviCRM may need to be tailored to NSCS's needs, or new reports developed. Also results of searches can be formatted into mailing labels.

- **Label Formats**
 - Delivered in "out of the box" CiviCRM: Avery 3475; Avery 5160; ... Avery 8600; ... Avery L7163
 - To be used by NSCS: *[proposed] TBD*
- **Print Page (PDF) Formats**
 - Delivered in "out of the box" CiviCRM: None
 - To be used by NSCS: *[proposed] TBD*
- **Postal Greeting Options**
 - Delivered in "out of the box" CiviCRM: [5: Delivered fault is "Dear {contact.first_name}"]
 - To be used by NSCS: *[proposed] TBD*

4.6. Training NSCS Coordinators in using the new system

NSCS Coordinators, specifically the Patrons Coordinator and the Membership Coordinator, will be authorized to access appropriate functions within the new system and will be trained on new procedures for performing the activities they are responsible for. The Computer Services Coordinator and assistants will also be trained in ongoing maintenance functions. The Task Force members will also train any other Coordinators or volunteers who may also be involved with the new system on a temporary or ongoing basis.



4.7. *Determining what kind of hosting environment is needed*

Hosting and technical support needs may change because this architecture calls for storing personal and financial information on a host and accessing this data over the internet.

5. Initial Functional Scope

This section and the one that follows ([Iteration 2 Functional Scope](#)) describe the data and services which are considered to be within the scope of the New Database Taskforce project.

The first iteration will include functions to support the Patron Coordinator and maintenance of data for the people and organizations on our mailing lists. (We currently use dBase to create bulk mail files to send out our season brochure, and to print mailing labels for Patron appeal mailings.)

5.1. *Data Entry*

Contact data for individuals, households, and organizations; and donation data

5.2. *Patron/Donation Reports*

Thank you letters and information needed to acknowledge donations in our concert program booklets

5.3. *Mailing labels and mail service files*

Ability to create mailing labels and files for USPS bulk mailings.

However, the mailing service files for the 2013-2014 Season brochure must be created by the beginning of the July, 2013. If all of the required names and addresses have not yet been imported into CiviCRM by then, the files may be created from spreadsheet data exported from NSCS01 dBase plus additional names/addresses obtained from our March 2013 workshop registration process.

6. Iteration 2 Functional Scope

Functions to support the Membership Coordinator

6.1. *Data Entry*

Data specific to membership, dues, concert participation, rehearsal attendance, volunteer expertise

6.2. *Regular Membership Reports*

Concert participation, weekly attendance, member info to help determine concert standing formation

6.3. *Ad hoc reports*

Ability to create one-time only reports

7. Out of Scope Declarations

The following topics are out of scope for this task force:

7.1. *Creating Job Descriptions for Board members and Coordinators*

This project may change the way Coordinators and/or Board members do their jobs, and may also identify the need to either create new Coordinator positions or to add responsibilities to current Coordinator positions. However, the task force will not create By-Laws updates or job descriptions.



7.2. Creation of a Comprehensive Information Management Policy

While recognizing that the NSCS needs to develop a comprehensive Information Management Policy that covers data collection, use of data, and privacy issues, such a policy is not a deliverable of this project.

7.3. Implementing use of mass emails or enabling online donations

CiviCRM has many features that the NSCS may want to take advantage of at some point. These include the ability to generate and send emails to the contacts contained in its database.

Also, CiviCRM describes how NSCS currently records donations as “manually entering contributions” and considers what NSCS is doing as “offline fundraising.” [“There are three steps within CiviCRM for offline fundraising: creating your lists, creating your mailings, and manually entering contributions.” *User Manual p. 126*] CiviCRM enables defining specific fundraising “campaigns” and setting up contribution pages available to the public that work with PayPal or other payment processing software. Such “online fundraising” automatically generates contribution records.

NSCS may want to pursue use of these capabilities at some point, but they (and other CiviCRM delivered functions not currently performed using dBase) are out of scope for this project.

7.4. Integrating the current production NSCS website with CRM functions

The current North Shore Choral Society production website (www.northshorechoral.org) also uses Joomla! 2.5.8 and could be integrated with the environment in which CiviCRM is installed (www.northshorechoral.org/nscscrm). It may our long-term direction to do so. However, that is outside the scope of this project.

7.5. Creating comprehensive detailed procedure documentation

While this project includes training, it does not encompass creating procedure documentation or job flows that show how information is shared between people in different Coordinator, Board member, or volunteer positions.

8. Assumptions

The following outlines assumptions of the project:

8.1. Documentation requirements

It's more important to implement than to document, but we need to have a reference for future projects. We want to minimize the number of different documents we create. This document will be the major source of information about planning and implementation. We will update this document throughout the project, taking snapshots at various points/milestones and storing the snapshots in a repository accessible via the nscscrm website. We will use additional project management tools (e.g., task lists, status reports) as needed.

8.2. Computer Services Coordinator role

The Task Force assumes the NSCS Board is in general agreement that in the long term the Computer Services role is a “behind the scenes” one – performing system/design changes or creating interim files, rather than performing data entry tasks or creating final output such as membership reports, patron Thank You letters, or mailing labels. Training materials will be created based on this assumption.



However, Computer Services will use CiviCRM in a “parallel test” (along with dBase on NSCS01) to ensure that the system functions as expected. This testing period will take place before the end users are trained on the use of the new system.

In terms of CiviCRM, on an ongoing basis, Computer Services will develop/configure any additional reports needed, implement, and establish/maintain users and permissions.

Computer Services will be involved in implementing new functions using CiviCRM, but such activities will require a new task force and an iteration of the development methodology similar to the one used for this project.

8.3. *New Coordinator positions*

May be needed

8.4. *Succession planning and job rotation*

The Task Force assumes that NSCS should avoid dependence on the same people doing the same jobs year after year. We assume that training in use of CiviCRM will be an ongoing Computer Services responsibility.

8.5. *Minimizing tailoring and unique terminology*

The default approach to how to do something will be generally accepted methods and procedures. We should minimize the tailoring of CiviCRM, and use standard terminology whenever possible.

8.6. *Individual accountability*

Because we are dealing with financial and personal information, we need to track who is able to enter/change data. This requires that individuals be uniquely identified via username when logging into CiviCRM, as opposed to using a generic member ID, such as is currently allowed with the production NSCS website. Roles (aka user groups) will be established so that individuals accessing CiviCRM will be able to perform specific functions based on their responsibilities. The number of “super users” will be limited.

9. Milestones

The following outlines milestones of the project:

9.1. *LTS version of Content Management System (CMS) installed*

Long Term Support Joomla! 2.5.8 was installed in the northshorechoral.org/nscscrm environment on [date].

9.2. *CiviCRM installed*

CiviCRM version 4.2.6 was installed in the northshorechoral.org/nscscrm environment on [date].

9.3. *First batch of dBase data imported into CiviCRM successfully*

Contact data for organizations who gave the NSCS grants or matching gifts in 2012 was successfully imported using the CiviCRM import function on [date].

10. Additional Documentation

The following are additional documents used to explain, manage, and report on this project:

10.1. *North Shore Choral Society IT Task Force status as of September 1, 2012*

This PowerPoint presentation was presented to the NSCS Board on September 8, 2012 to explain the changes being implemented to migrate the NSCS master database from



Anthony Green's personal computer, and the separation of "end user" tasks from "computer services" tasks. File name: "Board presentation 9-2012.pdf"

10.2. Evanston Community Foundation Grant Request January 28, 2013

The NSCS submitted an ECF grant application to fund anticipated fees associated with this project. The forms submitted described various aspects of the project. Project-related file names: "561North Sh-212503.pdf", "NSCS_ECF_2013ProjectBudget.xls"

10.3. Information Management (IM) Mailing List Activity March 7, 2013

The Information Management Task Force set up a separate activity to address creation of the mailing files for the NSCS 2013-14 Season brochure. This may or may not be done using CiviCRM. File name: "IMTF Mailing List Activities.docx"

[These documents should be added to the nscscrm website.]

11. Suggestions for Future Projects

The following are some thoughts which are outside the scope of this project:

11.1. Placeholder 1

It seems likely that the Task Force Members or others may come up with good ideas that fall outside of the scope of this project. This is a place to document them so they aren't forgotten.

11.2. Placeholder 2

It seems likely that the Task Force Members or others may come up with good ideas that fall outside of the scope of this project. This is a place to document them so they aren't forgotten.