



71 Main Street, Suite 202
Canton, NY 13617
Tel: (315) 262-0823
Fax: (315) 262-0832
E: bill@hcomtech.com
W: <http://www.hcomtech.com>

A STRATEGIC PLAN FOR THE CREATION OF WEBRESOURCES.ORG

Prepared for: Mark Fuerst
Executive Director, Integrated Media Association

Prepared by: Bill Haenel
Project Consultant, Haenel Communication Technologies

DESCRIPTION



The Integrated Media Association hopes to turn their website into a true community resource.

A key barrier to the progress of public broadcasters as they venture into the online endeavors that are necessary to their survival in today's increasingly web-based media environment is a lack of technical, marketing and financial resources. Without an abundance of any one of these elements, how can a pubcasting organization expect to compete with the myriad of other online venues that invite a media consumer's attention each moment? And yet, there is no simple method of creating or maintaining such abundance.

The answer is as it has always been. Just as public broadcasting has existed from the very start for the purpose of serving the community, so should pubcasters build a community to serve themselves. One hypothetical community member begins by offering advice, a second offers tools, a third provides structure. The three come to both depend upon and also empower one another. Extend this concept out to hundreds of members and create the vision of a self-sustaining community, built by and for its own population.

But how could such a community exist? Where would it exist? How would it communicate? And who would pay for its establishment and maintenance? We believe that a community established online could and will provide the vehicle for sharing and communication that is necessary to support future efforts by public broadcasters to become the trendsetters in New Media now and in the future.

The primary purpose of this document is to offer possible answers to these questions:

- Why are we doing this?
- Who will it benefit?
- What will we do?
- When will this happen?
- How will it sustain itself?

TABLE OF CONTENTS

Initial Summary

Executive Summary	3
Cost Summary	8
Project Summary	9

Needs Assessment

Opportunities	15
Market and Audience	17
Competitive Analysis	19

Expected Results

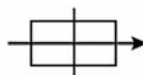
Features	21
Benefits	23
Storyboard	24
Samples	25

Methodology

System Integration	28
Quality Control	30
Maintenance Plan	31

Final Summary

Risk Analysis	32
Recommendations	34



EXECUTIVE SUMMARY

(Taken from the initial project scope, "Rethinking the IMA Web Presence", as it was published at <http://www.integratedmedia.org>)

IMA hopes to become a true community resource.

IMA's existing web presence is of the sort normally associated with a "Web 1.0" label. It is a one-dimensional service created by a single organization from a single perspective. While it has served its purpose to some extent, it has some limitations. For both technical and strategic reasons, it cannot possibly expand to meet the changing needs of the audience it is intended to serve.

A single organization with limited resources is completely dependant upon itself only, and its strengths and capabilities are based on the work done by a limited number of hands. A community-based operation has the advantage of building exponentially, on itself, in a broadly focused, needs-based manner by using the strengths, capabilities and hands of its entire membership.

Although IMA has been mostly built by the efforts of a small group of individuals, its existence has facilitated cooperation amongst an entire community. That community has grown significantly and for a number of reasons. IMA may in fact have been the very reason that the web community surrounding public broadcasting has become as tightly knit as it has. Without IMA, groups may not have had a venue within which to congregate, or a forum within which to debate.

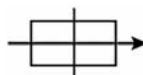
The annual IMA Conference has become the spark which has ignited many other significant initiatives. It is a meeting place, training center, board room and social club all at once. It provides opportunities for discovery, investigation and cooperation. The combination of presentations, discussions, workshops, and lectures makes it possible for participants at all levels in the web knowledge/experience spectrum to benefit in some significant manner. A community of individuals and organizations has formed around the idea that the internet is something that pubcasters "should be doing". That community has grown stronger, and as this has happened, its needs have expanded and diversified.

It is now time for IMA to become a part of that community which it has helped to create.

We believe that by taking the concept of the IMA Conference and expanding it, enhancing it, improving it, and finally moving it online, we can put IMA in the center of this community on a year-round basis. Feedback has been provided by IMA members and other conference participants that would indicate that there is room for improvement in the conference itself. By following these leads and using them as the basis for a needs assessment, we can further understand what members truly want and need to get from IMA. We will then create a scalable web model based on those needs that can grow and change as necessary over time. This model will be "created" by and for its own members by utilizing social networking concepts and tools.

What is the IMA community?

IMA's own community can be defined as pubcasters who have taken or would like to take their broadcasting operation online. Other communities with a connection or possible connection to IMA include the Open Source community and communities of other non-commercial media (not including traditional "public" broadcasters).



What are the elements of the “resource”?

In light of the ideas notated here, a “true community resource” might serve multiple audience types, and might do so by providing not only a library of tools and information, but also a place for gathering, sharing and communicating, wherein the community members can experience needs fulfillment by way of interdependence between other members.

Project Needs, as stated by IMA:

- ◆ User-centric architecture, design and content
- ◆ Knowledge base for Tech, Design/Architecture and Marketing
- ◆ Tech support for stations in need
- ◆ Interaction between and within multiple communities
- ◆ Stronger community bonds among “web-tech” oriented pubcasting staff
- ◆ More opportunities for peer networking
- ◆ More opportunities for shared learning
- ◆ Decentralization of information exchange
- ◆ Expanded input into policy and practice development
- ◆ Expanded IMA membership
- ◆ Increased IMA membership value

If one were to ask most pubcasting web staff, one would not be surprised to find that a great deal of what is actually needed is simply “help”. When staff is limited and budgets are tight, finding solutions to common problems is not always easy. Small and mid-sized stations are most sensitive to these issues. Tools and resources that are easy to use and easy to find are a treasure when time and money are available in limited quantities.

These greatly needed tools and resources should be complimented with forums for sharing information. Blogs, RSS feeds (in and out), bulletin boards and possibly a wiki can all be used for sharing information, articles, assistance and leads to other online sources of information at other sites.

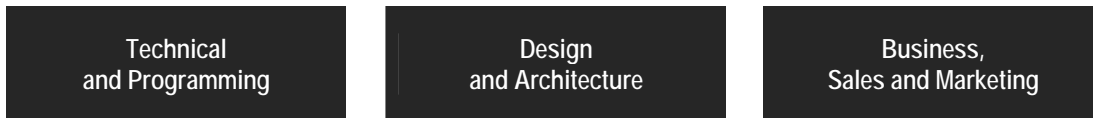


Service Structure

Although our following thoughts can only be considered preliminary and incomplete at this point, our initial concept is to structure the new IMA web service starting with the website itself, then Email contact, following with a system of web conferences, live online technical support, and finally direct tech support service via telephone. We propose a six-tier structure. Keep in mind these are structural tiers for the purpose of conceptualization, not navigational levels.

Tier One

The top tier of the service structure would be based on what might be familiar to some as the classic, "Propeller-head, Ponytail, Suit" technique of Website Management. This concept divides the service into three basic segments:

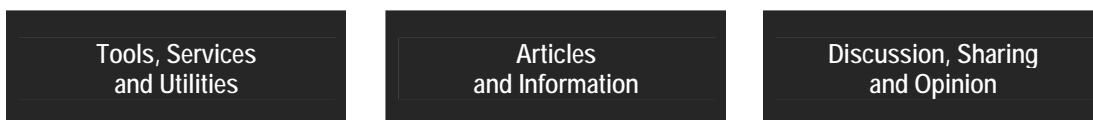


This gives the web service a simple, easy to understand, almost brandable theme. Web veterans may be familiar with the services and communities that formed in the late 90's around websites such as Webmonkey.com, Evolt.org and Digitalweb.com. These sites were and still are widely known as key resources for web professionals of all calibers. Their success could easily be attributed to their simple site structures, which broke discussion topics and articles into the basic elements of website design and development, making it easy for those with either limited knowledge or time to find what they needed quickly, return to it easily, and refer colleagues to it in simple language.

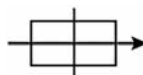
As we are attempting to provide a similar, albeit more current and somewhat more industry-specific service, it makes sense to observe these tested models, following their leads in hopes of becoming even slightly as essential as they were at one time.

Tier Two

At the second tier below this, we see a division of service types. For each of the Tier One elements, there will be the three sub elements of Tier Two.



Once again, returning to proven models from history, good web design and development information sites have provided one or all of the above types of resources to visitors. Some site visitors will be most interested in getting immediate satisfaction: "I need an RSS parser." Some visitors, inclined to take a do-it-yourself approach to their own site, will seek information for researching whatever their current project might be. They'll want tutorials, the latest industry news, trends and techniques, as well as case studies and whitepapers. Lastly, most all visitors will be interested in sharing information, tools, and ideas. This encourages the sense of community and also serves to decentralize the process of disseminating information to that community.



Tier Three

The third tier is the level at which we provide actual content and services. For each of the Tier Two elements, there will be the following possible content/service types.

- | | | |
|---|--|--|
| <ul style="list-style-type: none">▪ Code downloads including visitor-submitted procedural code and complete applications▪ Web service references, such as recommendations for streaming services, membership ASP's, etc. | <ul style="list-style-type: none">▪ Tutorials and other instructional materials▪ Industry News▪ RSS Feeds from outside IMA▪ Case studies▪ Whitepapers and similar tech docs▪ IMA Conference presentations and media | <ul style="list-style-type: none">▪ Topical discussion forums▪ IMA Member blogs▪ IMA Guest Contrib. blogs▪ Project/Employment listings▪ Content offerings▪ Polls & Surveys▪ Contests & Awards▪ Public Knowledge Base (wiki) |
|---|--|--|

Tier Four

Tier four is about direct contact. From the various content and service elements for each of the various site segments we will automatically generate regular Email updates for use in maintaining contact with visitors who have expressed an interest in those subjects. In addition, editors and/or contributors should be elected to write more personalized, content-rich messages to go out on a less frequent, but just as regular basis. A fantastic example of this communication strategy can be found at Sitepoint.com.

Tier Five

At tier five, we coordinate live events. Web conferences, presentations and live discussion will be scheduled and promoted via the website. While a web presence is certainly a helpful tool in creating community, it is our belief that a true community exists when real people have real interactions.

Topics will be determined based on actual discussion occurring in online forums, as well as on visitor suggestion. In addition, we plan to invite guest speakers and presenters from within the pubcasting sector and also from adjacent sectors (such as the Open Source and commercial web development communities, as well as other commercial and non-commercial print and broadcast media if possible).

Among other, more obvious benefits, these discussions will undoubtedly serve to feed into larger sessions at the annual IMA Conference.

Tier Six

Although it is a narrower tier, it is quite significant. At tier six we will provide support options for site visitors who need help. From time to time, visitors will use the resources provided within the website and find them very useful, but will still need additional help from a human being.



We suggest that it would be effective to offer volunteer positions to IMA members, wherein they could elect to become part of the live online support network.

Free live support software can be used to establish a network of community members who are willing to help other community members. If a volunteer is available and is at his or her PC, the client software connects to the server software to establish availability as a support person. In this way, it will be possible to meet the support requirements of a large community without putting an excess burden on paid IMA staff, as it would not be otherwise feasible.

In addition, technical support for community members will be available by phone, but this will likely be a paid service, as it will require IMA to maintain a qualified position on staff.

Technical and Business Considerations

At this time, it is not possible to create the web presence described here within the existing IMA web space. The content management system used to manage the site is not equipped to handle the multitude of services we intend to provide as part of this new service.

Furthermore, many of the types of applications we plan to utilize are already in widespread use around the internet, and are available with open source. Since most of these applications are designed to be used on a UNIX type web server, it will be necessary to host the new service on such a machine. We have numerous possibilities for hosting.

For these reasons, we suggest that the new IMA web presence be located under a new domain name, one which has already been registered, webresources.org. The existing IMA website would be scaled down slightly and used primarily as an institutional marketing space, promoting and publicizing the annual conference and highlighting key information about IMA activities. integratedmedia.org would be focused on the organization; webresources.org would be focused on the community.



PROJECT SUMMARY

Mission...

We will create and maintain a true community resource for the pubcaster community by enabling and encouraging:

- Discussion/Communication
- Information Sharing
- Mutual and Comprehensive Support

Objectives...

- ◆ Broaden capabilities
- ◆ Fulfill support and guidance needs
- ◆ Increase communication
- ◆ Increase information
- ◆ Improve efficiency
- ◆ Ensure sustainability

Strategies ...

- ◆ Objective: Broaden capabilities
 - Establish a robust hosting environment
 - Install additional application support
 - Identify & address current strengths, weaknesses
- ◆ Objective: Fulfill support and guidance needs
 - Determine who needs support
 - Determine basic support needs
 - Devise an appropriate support structure based on those needs
- ◆ Objective: Increase communication
 - Provide space and tools for communicating via web
 - Develop proactive plan for reaching out to community members
 - Encourage discussion and debate
- ◆ Objective: Increase information
 - Assemble logical structure for organizing information
 - Provide tools for aggregating information
 - Encourage growth of information base



- ◆ Objective: Improve efficiency
 - Implement community-maintained/supported systems where possible
 - Implement automated systems for information aggregation & display
- ◆ Objective: Ensure sustainability
 - Provide means to generate revenue
 - Plan to spend portion of revenue on maintenance
 - Plan to spend portion of revenue on growth and change

Tactics...

- ◆ Objective: Broaden capabilities
 - Strategy: Establish a robust hosting environment
 - Install site on a Linux-based Apache web server running most recent web libraries; PHP, Perl, MySQL, GD, ImageMagick, SSL, cURL, etc.
 - Plan for scaling and upgrading as necessary in future. Checks should be made monthly to observe current site and server health compared to traffic and usage trends.
 - Plan for security checks, patches, etc. All applications which provide a means for notification of security and bug fixes should be configured for automatic notification. A qualified administrator should evaluate each patch and determine its applicability to the installation of each respective application.
 - Strategy: Install additional application support
 - Based on applications specified for operation of site, install additional libraries necessary for proper function. See suggested applications below.
 - Evaluate and take action regarding security issues presented by installation and operation of site applications. Many applications, especially established applications in common use, have become targets for hacking and spamming. This is a problem that must be addressed at site inception and on an ongoing basis.
 - Strategy: Identify & address current strengths, weaknesses
 - Strengths of current site capabilities:
 - Content Management System enables editing and creation of content without the need for professional web development skills
 - Content is fairly well organized into logical category headings
 - Homepage layout provides ample space for aggregation of current information and site highlights
 - Variety of content found on homepage invites further reading
 - Weaknesses of current site capabilities:
 - Although information is logically categorized, the primary site navigation is limited in its scope, creating a reverse funnel effect. The result is key information buried under several sub-levels of navigation
 - Content Management System is somewhat complex in its operation, making some activities difficult to accomplish



- Lacks applications and functions necessary to build a community presence
 - Steps to address current site weaknesses:
 - Information Architecture will be developed using careful organization and open-ended categories, providing room for future growth and change.
 - Install Content Management System that is simple in its operation, making the process of inserting and editing content very easy
 - Specify and install applications needed for establishing and building an online community. These applications will include blogging software, media file management, discussion boards, a wiki and an article publishing system
 - Steps to integrate current site strengths with new site:
 - Install Content Management System that is capable and robust in its features
 - Utilize examples of content organization from existing site during preparation of new information architecture. Specifically, we may emulate the structure found under the “Web Marketing Toolkit” section of the current IMA site.
 - Without directly copying the layout of the current IMA website homepage, we will study the use of space found there in order to understand how best to organize elements for clean aggregation.
 - Place a variety of differing content types and purposes in the homepage, with obvious links and teasers encouraging visitors to follow through and read more. We will, as intended, use the three-tiered topic approach to organization of information (tech, design/IA, marketing).
- ◆ Objective: Fulfill support and guidance needs
- Strategy: Determine who needs support
 - Although the market for which the IMA will provide services through this new operation is quite broad, the community requiring support through the new IMA operation is relatively small. This group could easily be identified as IMA members. However, due to our ability to provide automated support, this group will actually expand to include podcasters in general.
 - Strategy: Determine basic support needs
 - We know that it is very common for small podcasters to seek assistance with basic operational issues involved in expanding and initiating services online. Tools are commonly needed as well as instruction on how to use these tools.
 - We know that more advanced and sophisticated podcasters most often seek input from peers regarding trends and future plans for expansion of services to their markets.
 - “How do I do this, what tools will I need, and where do I begin” is a typical inquiry when podcasters are attempting to discover how to build and maintain their own online presence.



should be sent to site users containing article excerpts and discussion topics. We should expect that these newsletters, especially if they actually contain messages directly suggesting to readers that they should “pass it on”, may be one of the most powerful tools for increasing traffic to the site

- Strategy: Encourage discussion and debate
 - By strategically placing content excerpts and hot topic headlines at various points around the site, we will create cross marketing from section to section. Interested visitors will spot topics that appeal to them and follow through to view and participate in discussion topics. In addition, articles submitted by community members may be discussed and rated, providing opportunity for visitors to engage with the community. Lastly, web conferences and planned discussion events will be hosted by the site which will draw participants at specific times. This type of organized communication will lend to the spirit of live, real-time interaction, which is key to conveying a feeling of true community.

- ◆ Objective: Increase information
 - Strategy: Assemble logical structure for organizing information
 - Devise an information architecture plan based on the details and needs found in this document. The plan should allow for growth and change of information over time and should also be clear and easy to follow.
 - Strategy: Provide tools for aggregating information
 - Implement RSS feeds from other sites which are relevant to the interests of the community.
 - Place summary elements on the site home page which indicate the most recent activity within the site. Collect elements according to similarity and follow the unified organizational plan developed as part of the Information Architecture plan.
 - Strategy: Encourage growth of information base
 - Site visitors should be invited to contribute their experience and knowledge by submitting articles, white papers, and technical how-tos. In addition, visitors should be informed that their contribution to the knowledge base wiki is welcome and needed.

- ◆ Objective: Improve efficiency
 - Strategy: Implement community-maintained/supported systems where possible
 - As noted previously, most site content will be provided and developed by the users of this resource, via the communication mechanisms outlined above. In addition, technical support for community members in need of assistance with their own station's projects will be made available by utilizing the contributions of users, as well as by volunteer support services. This technique will distribute the burden of providing information and assistance among the entire community, rather than just a small staff.
 - Strategy: Implement automated systems for information aggregation & display
 - Common site elements will be fixed permanently on the site home page and will draw data from the site content management systems and other applications automatically, eliminating the need for manual updating of content which appears at the site's front page. In addition, other automated elements which display content stored in the site's database may be placed in various locations



of the site to accomplish the same effect elsewhere. All of these elements are self updating.

- ◆ Objective: Ensure sustainability
 - Strategy: Provide means to generate revenue
 - Highlight opportunities for visitors to become IMA members if they are not already
 - Offer premium support services to site users who are IMA members
 - Provide space within popular site sections that can be offered to underwriters who may wish to support the IMA web presence
 - Strategy: Plan to spend portion of revenue on maintenance
 - We expect site maintenance requirement will be comparatively minimal. However, if we do not plan to spend some of our resources on maintenance, the site will become stagnant. We expect that maintenance costs will vary from \$100 to \$1000 in any given month. However this maintenance will be well worth the expense as it will certainly ensure the future health of the site.
 - Strategy: Plan to spend portion of revenue on growth and change
 - Planning to grow will result in growth. Not planning to grow will result in a lack of growth. It will be important to continuously monitor not only site usage, but also the community's spirit and discussion in order to become aware of changing community needs that may need to be addressed.
 - Based on changing needs, update and increase site features and capabilities to accommodate the community it serves. An ongoing annual investment in development of approximately \$10,000 should be sufficient for ensuring healthy growth of the service.



OPPORTUNITIES

A Brief Needs Analysis...

The current IMA website does not provide a rich enough user experience to generate the traffic necessary to deem their site useful to its members. The site does not speak clearly to its audience, and it does not allow the audience to speak back or to itself. These problems are due to issues of organization, style, content, interactivity, technology, maintenance and finance.

- ◆ **Need #1** : A website that can host a community
- ◆ **Need #2** : A website that delivers its content within a structure organized to make sense to its community members
- ◆ **Need #3** : A website whose design environment does not compete with its content, but which does communicate an atmosphere of hospitality and technical savvy
- ◆ **Need #4** : A website with content that is in demand by the members of the community
- ◆ **Need #5** : A website that enables sharing of ideas, content and data, and which both permits and encourages participation and contribution
- ◆ **Need #6** : A website hosted in a server environment that is unlikely to inhibit growth and development as technology changes over time
- ◆ **Need #7** : A website that, after an initial investment in development, can become nearly 100% self-sustaining

Integrated Media Association has a number of opportunities to benefit from this project and Haenel Communication Technologies has the capabilities to exploit these opportunities.

In order to meet the needs outlined above, we must first recognize the opportunity created by defining these needs. That opportunity can be used to further define our goals for this project.

- ◆ **Opportunity #1 : We Can Build a Community** - Build a new web presence with the infrastructure necessary to establish and support a self-actualizing community of users.
- ◆ **Opportunity #2 : We Can Organize Information** - Develop a member-centric architecture of information which addresses the expectations of the community for whom the site exists.
- ◆ **Opportunity #3 : We Can Create an Appealing Visual Environment** - Create and implement a design for the new web presence based on the nature of the community for whom the site exists, which is at once comfortable and stimulating for its expected audience.
- ◆ **Opportunity #4 : We Can Build A Content Library** - Establish and maintain a library of content that focuses on helping the members of the community succeed in their own projects. In addition,



we will strive to become a support destination for the community, providing information and assistance to those in need.

- ◆ **Opportunity #5 : We Can Encourage Cooperation** - Integrate systems within the website which are specifically designed to enable communication, sharing and interaction between visitors and members of the community. We will also build specific features into the site which will suggest to visitors that contribution to the site is a necessary part of using the site.
- ◆ **Opportunity #6 : We Can Prepare for the Future** - New trends in web technology create new usage habits. Define a website hosting specification that is likely to grow with the site and with changing technology.
- ◆ **Opportunity #7 : We Can Survive** - Build and maintain a website that is necessary to its visitors. The new site must be essential to those who use it, as well as to those who should use it, in order to be the true community resource we envision. As it becomes more necessary, it also becomes more valuable.



MARKET AND AUDIENCE

The following describes the target market and audience.

Who is the target market niche?

IMA's market consists of its own community. This community can be defined as public broadcasters who have taken or would like to take their broadcasting operation online. Other communities (markets) with a connection or possible connection to IMA include the Open Source community and communities of other non-commercial media (not including traditional "public" broadcasters).

What is the size of the target market?

We estimate that initially the potential number of stations that would likely be assisted by the new service is approximately 1,000, consisting of radio, television and joint-licensee stations. This number represents both IMA members and non-members.

Where can they be reached?

The IMA is currently active in maintaining contact with existing member relationships as well as initiating new relationships. This project will make use of existing IMA communication channels to inform our target that the new service has been developed.

What is the target market demographic?

Station staff members within our target market are both technically and non-technically oriented, web-professional and non-web-professional. Those with the greatest need for the new service will tend to be stations serving small to mid-sized markets, with limited budgets and web staff.

However, our target does not exclude large-market stations with more available web staff and resources. In a typical marketing plan one might describe the target as only those who would receive benefits from the product or service. As we are building a community, we must also consider those who will provide benefits through the service.

Why are they the target market?

Small pubcasters with limited budgets typically have less than one full time person dedicated to building and/or maintaining the station's web presence, and perhaps less than a few thousand dollars to spend on web services. Operating a site with such limited resources requires efficiency in order to perform any kind of service to the community at all. Without reliable, easy to find sources of information and assistance it may be impossible for many stations to even consider having the web presence that may very well create the need for that station within the community they serve.

Larger pubcasters will use the new service to communicate with other stations, providing a common ground that doesn't normally exist among our target. They will share information with one another, thereby benefiting themselves, but also providing a benefit to others.



What will cause the target market to respond to the new service?

Our target market will most likely find appeal in clearly organized, easy-to-access information, combined with a clean design and simple presentation. These elements, combined with relevant, aggregated content, tools and materials, and an opportunity to participate and assist, will cause our audience to understand the benefits of becoming members of this new online community.

How will this project benefit the target market?

Making use of the new IMA web service will enable stations to provide a more effective new media service to their own market, while increasing the efficiency of doing so. In turn, they stand to reduce the burden of creating and maintaining their service, and to increase membership and membership revenue by providing more of their valuable programming to the public in the manner in which the public expects to receive it. People pay for that which they believe is valuable. Therefore, if we can make it easier for stations to provide something of greater value to people, more people will be willing to provide greater support to the stations.



COMPETITIVE ANALYSIS

The following is our preliminary research based on information obtained from publicly available resources regarding competitive elements of the new Integrated Media Association web presence. Our analysis compares IMA's strengths and weaknesses relative to competing entities and how we may address any problem areas.

A trip to Google and a quick search for the key phrase, "web developer resources", will fetch 1.5 billion results. The resources available to those interested in pursuing web work are very, very many. So when we consider "competition" while discussing the new IMA web presence, we are not necessarily considering any specific organizations or entities. In fact, the reality is just the opposite. We are considering *so many organizations and entities* that we are considering one, overwhelming, aggregated presence as the entirety of our competition.

Some key examples of "web developer resources" are...

- Wired News (news.lycos.com)
- Webmonkey.com
- Developer.com
- Webdeveloper.com
- Sitepoint.com
- Hwg.com
- Webreference.com
- Pageresource.com
- Developers.net

These sites are offered by huge corporate entities with huge resources. Many have been online and widely used by web professionals for nearly a decade or more. Topics available for research within these spaces spans from programming to sales and marketing. It is even possible to discover how one may create and provide podcasts of one's radio program.

So why are people going to use our new service? How can we divert the flow of attention from these 1.5 billion other established resources into our one brand new resource? Why would any podcaster seeking information about how to create an RSS feed or how to get their audio stream online visit our new site?

If we are to create a presence that provides resources for internet professionals in public broadcasting the information contained and delivered by that presence must be specifically targeted at the group that uses these resources. We intend to accomplish this key objective by opening the doors of content creation and editing to our community members, those who actually use the resource. An information source developed by podcasters is much more likely to be of specific value to other podcasters. The exchange of information provided by our new web presence will be much more effective for its target audience than other sources of information, simply because it is an exchange rather than a mere delivery mechanism, as is the case with most other website development resources available.



In addition, we intend to provide an actual service via the new IMA web presence that cannot be found in other similar resource sites. A visitor can turn to any of these many great resources for information, and they may find it. But they will not get direct support. We intend to not only offer blogs, RSS feeds, bulletin boards, a knowledge base and informational articles, but we also intend to offer *assistance*. Support by and for community members will be available at all times, in one form or another. In the end, the primary differentiating factor between other website development resources and the new IMA web presence will be the community factor created by people helping other people.

At this time, the IMA has garnered support from key radio and television stations around the nation. The community that we intend to build is in a sense already established and waiting for a space in which to gather. So the initiation of the community has already begun, making it that much easier to move its efforts online. However, we should not use this fact as an excuse for falling into the "if we build it, they will come" syndrome.

We are not just building a web presence; we are building a *true community resource*. Not just a web developer's resource, but also a media producer's resource, a copywriter's resource, a general manager's resource, an engineer's resource. Every bit of conversation and information taking place within the space, while it will be targeted at this diverse group of public broadcasting professionals, is focused on traditional media in the new media environment. This is something that to our knowledge does not currently exist on a widespread, widely used basis on the internet today.



FEATURES

The products and services provided by Haenel Communication Technologies to be used in this project include many useful and innovative features. Following is a brief synopsis of the major features that will benefit the Integrated Media Association:

A. Website Content Management System (*MySiteWorx!*)

- ◆ Add & remove sections & pages of site with a few button clicks
- ◆ Publish blog-style "news" entries & Email notification of availability to registered users automatically (ideal for newsletter distribution)
- ◆ Upload & organize documents & media files such as MS Word documents, PDF's, MP3 files and more for downloading by visitors
- ◆ Security control of nearly every site element, enabling access limitations according to visitor type, i.e. public vs. private content
- ◆ Include headlines from other sites by adding RSS feeds to any site page or section
- ◆ Output RSS feeds of site updates

B. Online Discussion Board (*phpBB*)

- ◆ Create discussion forums and topics
- ◆ Manage membership and security
- ◆ Achieve cross-promotion within site by publishing hot topics on other site pages

C. Wiki Knowledge Base

- ◆ Members can build their own library of helpful information and documentation
- ◆ Grows organically with the needs of the community it supports
- ◆ Provides "1st level" technical support at minimal cost to site owner
- ◆ Encourages mutual support amongst community members

D. Web Conference Connections

- ◆ Publish web conference event schedules and invitations online
- ◆ Archive conference audio or text for future reference
- ◆ Actual conferences will be conducted using a third-party service
- ◆ Create conference events based on discussion topics found within other sections of the site

E. Downloadable Code, Applications and Documents

- ◆ Community members may upload code they've authored in compressed archives for others to use
- ◆ Builds common library of tools in use by community



- ◆ Community members may create and share white papers, how-tos and other technical or non-technical documents online by uploading into public space

F. Classified Ads Listing

- ◆ Site users can add listings to the site via standard web forms for others to view
- ◆ Enhances level of practical support found within site at no additional ongoing cost to site owner
- ◆ Community builds, community uses

G. IMA Member Blogs

- ◆ Members publish blog notes to site using popular blogging tools
- ◆ Readers publish comments in response to blog notes
- ◆ Enhances sense of community by providing further means of sharing and discussion
- ◆ Guest blogs may also increase interest from other adjacent industries wishing to join the community, thereby increasing resources for users

H. Polls & Surveys

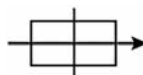
- ◆ Collect site user opinions
- ◆ Gather data for use in IMA events and activities
- ◆ Use as spring board for discussion topics or web conference agendas
- ◆ Enhances sense of community by adding yet another opportunity to share ideas and opinions

I. Email Support Forms

- ◆ Members in need of support may Email their requests via web forms after logging in
- ◆ Support requests are received and distributed either to pre-scheduled support volunteers from the community or hired third party
- ◆ Support is provided directly to members who might not otherwise find it

J. Live Support Application

- ◆ IMA assembles list of volunteers who are willing and able to provide support for technical or non-technical challenges
- ◆ Volunteer support team installs client software on their desktop
- ◆ When support volunteers are available, client software flags site software, causing Live Support icons to display "support available" notice
- ◆ Members in need of support log into site, see Live Support notice, request and receive assistance with their needs at minimal or no ongoing cost to IMA
- ◆ Telephone support option is offered to members who cannot find solutions to their problems within the site



BENEFITS

Integrated Media Association will realize the following benefits provided by this project:

- ◆ **Greater involvement in public broadcasting efforts and endeavors** – As IMA is the initial builder of this new community, they will be positioned squarely at the center of whatever communication and activity is initiated as a result of its inception.

Without being obtrusive we will make it clear to users of the service that the IMA is the hub on which the community turns. In addition, by providing the actual support services that are distributed through the site, IMA will become the satisfier of needs, intrinsically involved in whatever projects and efforts for which they offer assistance.

- ◆ **Greater ability to serve IMA members** – The new web service will include a number of tools that are not currently available to the IMA. These tools are specifically designed to be used for the community's benefit.

At present, the IMA has no means of aggregating information that might be used as a guide for best web practices. They have no way to directly offer advice on a technical issue that an IMA member might encounter. There is no mechanism for delivering commonly used web code or applications within the existing IMA website. However, all of these things will be possible with the new web service, making the IMA more essential to its members.

- ◆ **Opportunity to convert non-members to members** – Portions of the site will be open to general visitors. So it is very likely that pubcasters who are not current members of the IMA will use these portions as well as members.

We can safely assume that when non-members realize the benefits of the IMA's establishment, and the further benefits that they may realize with a fairly priced membership, they will desire to become members. We will couple this desire with direct language offering IMA membership, opening the door to conversion.

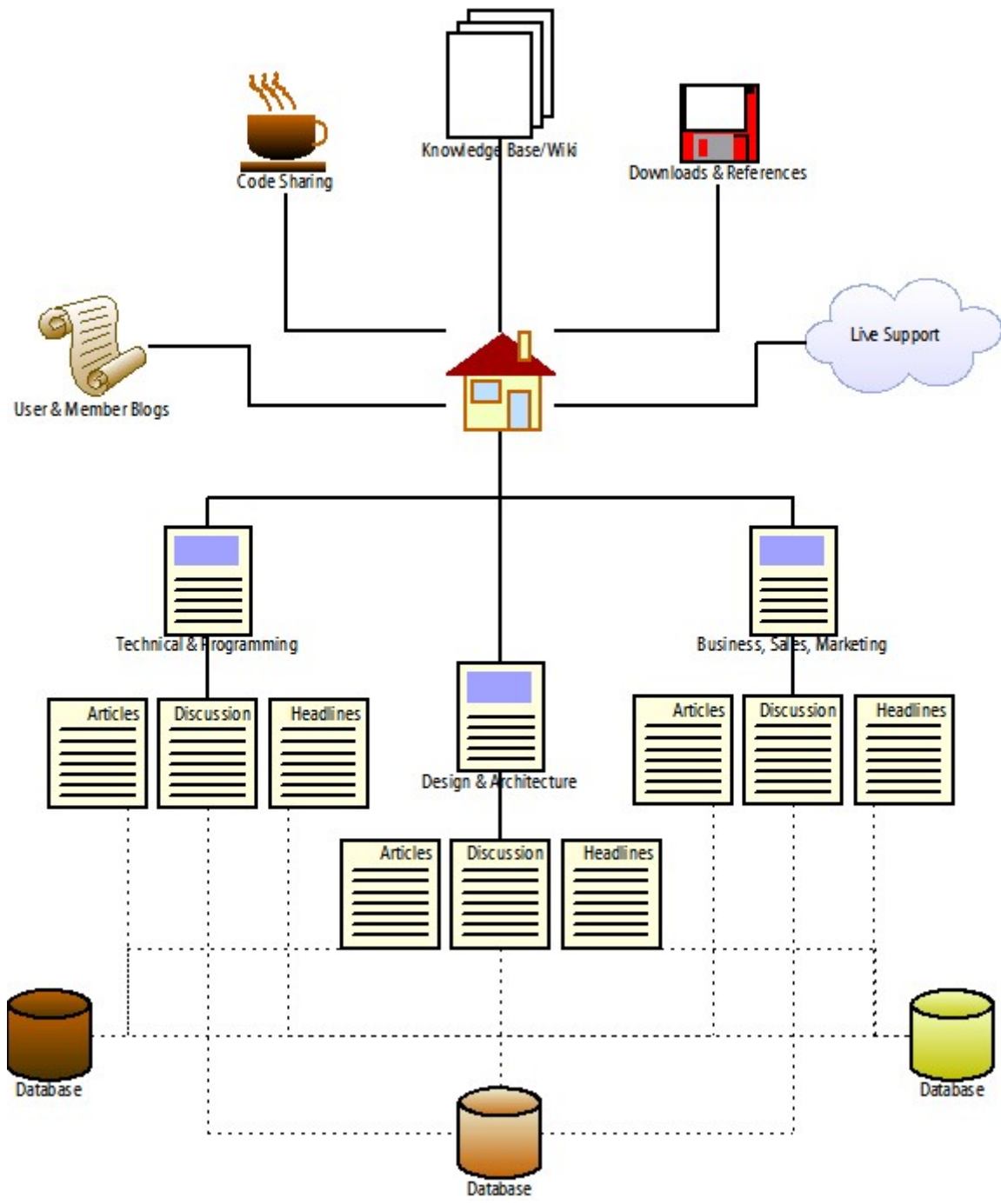
- ◆ **Increased revenue** – The enhanced opportunity to convert members comes with an enhanced opportunity to generate membership revenue.

The IMA can expect that their new web service will put their organization in a greater position of effectiveness as a service organization. As the IMA's mission is "to harness the power of the Internet and other new media for the benefit of public broadcasters", it is clear that an enhanced service that utilizes the internet for the purpose of providing greater benefits to public broadcasters greatly improves the IMA's ability to fulfill their organizational goals and objectives.



STORYBOARD

The attached storyboard diagram provides a basic, high-level project walk-through.



SAMPLES

We have included sample mockups based on our understanding of the project. These mockups are for illustration purposes only and are not intended to be final choices. We will work closely with you to finalize all design concepts before production.

Concept #1 - Homepage:

Demonstrates Organization of Information.



Concept #2 – Second-level Page:

Demonstrates Organization of Applications.



webresources.org *Pubcasters helping pubcasters do pubcasting online*

Tech & Code

At the forum

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Duis enim ante, commodo ac, placerat id, varius ac, orci. Nam eget turpis vel erat lacinia pretium. Nullam sit amet sem sit amet sapien dignissim ullamcorper.

Curabitur magna. Fusce gravida quam malesuada turpis. Fusce vel est eu velit dapibus porttitor. Morbi nisi sapien, pharetra ut, hendrerit id, tincidunt et, mi. Mauris mauris lacus, placerat eu, mattis vitae, aliquam nec, erat.

Cras nisl ante, gravida id, bibendum at, dapibus non, nisl. Nam purus erat, elementum ut, laoreet nec, hendrerit sit amet, orci. Donec iaculis tortor a nisi.

[MORE...](#)

[Join the Discussion Now!](#)

Latest Articles for Geeks

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Duis enim ante, commodo ac, placerat id, varius ac, orci. Nam eget turpis vel erat lacinia pretium. Nullam sit amet sem sit amet sapien dignissim ullamcorper.

Curabitur magna. Fusce gravida quam malesuada turpis. Fusce vel est eu velit dapibus porttitor. Morbi nisi sapien, pharetra ut, hendrerit id, tincidunt et, mi. Mauris mauris lacus, placerat eu, mattis vitae, aliquam nec, erat.

Cras nisl ante, gravida id, bibendum at, dapibus non, nisl. Nam purus erat, elementum ut, laoreet nec, hendrerit sit amet, orci. Donec iaculis tortor a nisi.

[MORE...](#)

[Submit Your Article](#)

Geek News

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Duis enim ante, commodo ac, placerat id, varius ac, orci. Nam eget turpis vel erat lacinia pretium. Nullam sit amet sem sit amet sapien dignissim ullamcorper.

Curabitur magna. Fusce gravida quam malesuada turpis. Fusce vel est eu velit dapibus porttitor. Morbi nisi sapien, pharetra ut, hendrerit id, tincidunt et, mi. Mauris mauris lacus, placerat eu, mattis vitae, aliquam nec, erat.

Cras nisl ante, gravida id, bibendum at, dapibus non, nisl. Nam purus erat, elementum ut, laoreet nec, hendrerit sit amet, orci. Donec iaculis tortor a nisi.

[MORE...](#)

[Suggest a Feed](#)

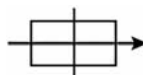


Concept #2 – Third-level Page:

Demonstrates Organization of Elements.



The screenshot shows the website webresources.org with the tagline "Pubcasters helping pubcasters do pubcasting online". The page features a navigation bar with two buttons: "Design & Architecture" and "Biz, Sales & Marketing". The main content area is titled "Tech & Code" and contains a section for "Latest Articles for Geeks". This section lists several articles, including "HOWTO - Using RSS In Your Website" by Bill Haeneel, "Content Management Systems - What You Need to Know, and What You Don't", "Streaming 101", "Streaming 201", "Web Contact Forms - To Email or Not to Email", "Just In Case You Haven't Heard Enough About Streaming...", and "Implementing PHP on a Windows". Each article entry includes a brief description and a "MORE..." link.



This project will require the integration of multiple systems.

As discussed previously in this document, the function of the new IMA web presence will be to provide several utilities for communication and sharing, emulating an "IMA Conference Online". To accomplish this objective, we must provide at once a virtual Meeting Place, Training Center, Board Room and Social Club.

Haenel Communication Technologies will be responsible for implementing all integrations as outlined below.

◆ **Integration Requirement #1: Legacy Content**

Description: Some content currently found with the existing IMA website must be moved into the new webresources.org space.

Item #1: All content found within the section titled, "Web Marketing Toolkit"

◆ **Integration Requirement #2: phpBB Discussion Board**

Description: We intend to utilize a discussion board application for the purpose of community discussion. This system is already in place within the webresources.org web space. As part of project completion it must be integrated with other systems that will be used in the site.

Item #1: Integration with the site Content Management System (CMS) for display of board elements within regular site pages

Item #2: Integration with authentication functions for site CMS and other backend applications for the purpose of unified visitor login

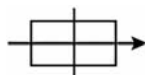
◆ **Integration Requirement #3: Wiki/Knowledge Base**

Description: We intend to utilize a Wiki application, most probably the system used at wikipedia.org, for the purpose of assembling a Knowledge Base (KB) of technical and non-technical information.

Item #1: This system should be integrated with the site CMS for display of KB highlights within regular site pages

Item #2: It may be necessary (if possible) to integrate the Wiki with an additional, auto-generated Knowledge Base which may be part of a support chat application used elsewhere in the site.

Item #3: Integration with authentication functions for site CMS and other backend applications for the purpose of unified visitor login



◆ **Integration Requirement #4: Blogging Engine**

Description: In addition to the blogging system built into the site CMS for use by site administrators in publishing IMA info, a guest blogging facility will be provided for the use of guest contributors who agree to publish permanently or temporarily within webresources.org.

Item #1: This system should be integrated with the site CMS for display of blog highlights within regular site pages

Item #2: Integration with authentication functions for site CMS and other backend applications for the purpose of unified visitor login

◆ **Integration Requirement #5: Classified Listing Engine**

Description: At this time, our tentative plan is to include a distinct application for managing classified listings. As the project progresses it may become apparent that such listings are better managed by the Discussion Board. However, we will plan for the additional integration of the separate engine.

Item #1: This system should be integrated with the site CMS for display of listing highlights within regular site pages

Item #2: Integration with authentication functions for site CMS and other backend applications for the purpose of unified visitor login



QUALITY CONTROL

A quality control plan will be used to ensure that this project meets or exceeds its goals. This plan ensures the project will proceed with minimal unforeseen problems and eliminates the costly trial and error approaches used in projects that do not integrate quality control into the overall plan from start to finish.

This process begins with an assessment of project requirements and follows with planning. We believe strongly that somewhere around 25% of the total project schedule should be spent on planning. Experience and research have proven that this time prevents uncertainty from becoming an unmanageable risk. Checkpoints at each stage of the process will insure that quality standards meet our objectives.

Information Gathering:

- ◆ Gather Organization and Visitor Needs
- ◆ Prepare Needs Assessment
- ◆ Review Needs Assessment/Strategic Plan for Approval

Structure & Design:

- ◆ Devise Information Architecture Plan
- ◆ Review Information Architecture Plan for Approval
- ◆ Develop Color Scheme
- ◆ Review Color Scheme for Approval
- ◆ Create Wire Frame Diagrams
- ◆ Review Wire Frames for Approval
- ◆ Apply Design Elements to Structure
- ◆ Review Design Template for Approval

Content Management and Backend Applications:

- ◆ Integrate Content Management System and Backend Applications
- ◆ Test Application Features and Functions
- ◆ Prepare Content Analysis
- ◆ Review Content Analysis for Approval
- ◆ Devise Content Management Plan
- ◆ Review CM Plan for Approval
- ◆ Review CMS and Associated Functions for Approval

Front-end Functionality

- ◆ Test Site Features and Functions
- ◆ Correct Errors
- ◆ Test Site Features and Functions
- ◆ Beta/User Testing
- ◆ Final Review of Site for Approval



MAINTENANCE PLAN

This project does **not** include a maintenance program. However, ongoing maintenance will be required as follows (costs are calculated based on an hourly rate of \$50):

◆ **General Website Content Maintenance**

From time to time, it is likely that the IMA will wish to edit, add or remove sections and pages of the website. This is a task easily managed using the tools that will be developed and implemented in this project.

- Estimated frequency of maintenance: Weekly to Monthly
- Estimated Cost for maintenance: \$50-\$100/Month
- Party Responsible for maintenance: IMA Staff OR third party

◆ **Publishing News and Articles**

Publishing News and Events is a task done best on a daily basis if it is possible to do so. This is the most valuable content in the website and visitors expect it to be fresh. Adding news content includes adding text, any relevant images and uploading audio files. It also requires keeping abreast of industry related information and events, a task that is already being done by the IMA as part of their existing web site maintenance. Although a great deal of content will be provided by site users, it will still be necessary to occasionally edit and add to this content.

- Estimated frequency of maintenance: Daily to Weekly
- Estimated Cost of maintenance: \$250 - \$500/Month
- Party Responsible for maintenance: IMA Staff OR third party

◆ **System Backups**

The website content and database will be backed up periodically as part of regular server maintenance by HCT's web server administrator. However, a separate and specific backup routine should be executed manually, making sure to archive site data off-site on optical or hard disk. This additional layer of redundancy helps to protect data that is most exposed to public influence.

- Estimated frequency of maintenance: Weekly
- Estimated Cost of maintenance: \$50/Month
- Party Responsible for maintenance: third party

◆ **Public Area Moderation**

This task requires monitoring and administering the community applications whereby the general public is able to contribute content. Such content may need to be filtered, edited and/or removed.

- Estimated frequency of maintenance: Daily to Weekly
- Estimated Cost of maintenance: \$500/Month
- Party Responsible for maintenance: IMA Staff OR third party



RISK ANALYSIS

Our analysis of the requirements for this project may result in certain risks. Analysis of potential risks is outlined below. This list of risks is not necessarily a complete list of all possible risks. No guarantee is made that all possible risks have been determined or if determined that the analysis is completely accurate.

◆ **Risk 1: Maintenance Budget**

Description: Limited ongoing finances for site maintenance

Effect: A site that is not able to be maintained on a regular basis will become stale and undesirable to its visitors, resulting in limited usage and reduced overall site value.

Mitigation: We intend to establish a site that is cultivated by its visitors. This strategy will not only result in loyalty from those who use the site, but it will also keep site content as fresh as its visits. However, this strategy does not address general maintenance.

All websites require human intervention for upgrades, bug fixes, refinements, etc. Every software package needs to be administered by a human in the end. Therefore, we must incorporate a means for the site to generate its own revenue, enough to sustain itself financially over time. We recommend that the IMA should solicit financial support in the form of site underwriters. We will facilitate this recommendation by providing a means to manage space for these underwriters within the site. We anticipate that an underwriting program could perhaps generate as much as \$25,000/year or more in gross revenue.

Contingency: Regardless of whether underwriting support will be attainable, it is almost certain that support in the form of additional membership fees will be. It is likely that current IMA members will be willing to increase their membership fees slightly in order to support the increased benefit to the community provided by the new website, providing incremental revenue sources. In addition, it is likely that new members who did not previously find a specific benefit to IMA membership will find that the new website provides what they once sought but did not find, providing new revenue sources.

◆ **Risk 2: Maintenance Staffing**

Description: Limited available staff for site maintenance

Effect: While we may possibly generate enough revenue to pay for site maintenance over time, this revenue is of no use without personnel to perform the maintenance. The site, without proper management, will again become stale or even broken if it is allowed to exist without regular maintenance.

Mitigation: A maintenance schedule must be created as part of the site development project. Staff or third party assistance must be arranged to fill this schedule in order to insure proper site management.



Contingency: In the event that a regular, staffed maintenance plan is not able to be established, it is likely that an as-needed plan can be set. In this case, the IMA could self-maintain the site as much as possible, while hiring assistance from a third party as problems and needs arise. This plan is less favorable, as it addresses concerns on a crisis basis, rather than a preventative one, creating urgency where there need not be any.

◆ **Risk 3: Project Release Deadline**

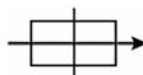
Description: Need for rapid release

Effect: It will be impractical to consider completing the entire project in less than 3-6 months. Attempting to do so will most likely result in not meeting all of our stated project goals.

Mitigation: Staged release: We recommend that the site be developed in stages that can be released a step at a time. In this way, not only will we meet an earlier deadline for release of a live, usable site, but we will also have the opportunity to entice new site visitors with an initial opening, followed by gradually increasing features and benefits.

This strategy will encourage visitors to continue returning to the site for future visits. A changing site is an interesting and well-traveled site.

Contingency: If the site must be release in its entirety at once, either a scaled-down version of the site should be released, or more resources will be required in order to release a full version in a short time frame.



RECOMMENDATIONS

The Solution...

Based on our analysis of this project we recommend these specific actions be taken:

◆ **Recommendation #1**

Secure the funding necessary to complete this project. Without proper funding, this vision of cooperation among Public Broadcasters in the New Media environment will not materialize. Past efforts made on the part of individual broadcasting organizations to establish working communities and accomplish some of the objectives identified here have not been successful. This was primarily due to a lack of the kind of organization and momentum that can only come from a properly funded effort.

◆ **Recommendation #2**

Identify and understand the community of visitors who will be served by the new site. This may include user testing and/or market research where necessary, and will enable us to build the member-centric site that we have described in this document. (Some of this step has been completed as part of this planning document.)

◆ **Recommendation #3**

Devise an information architecture plan which encompasses not only the structure and organization of the site's navigation, but also the nature of the tools to be used to enable interactivity.

◆ **Recommendation #4**

Specify file sharing software, content management and publishing software, maintenance software and communications software that will be needed to operate the site. Identify which of these tools must be acquired, which must be authored, and which may be hosted elsewhere as third-party ASP-type services. (Some of this step will be completed as part of this planning document.)

◆ **Recommendation #5**

Develop color palette and wireframe diagrams for an appropriate site design. Work with data from user tests where possible to understand the aesthetic preferences of our audience.

◆ **Recommendation #6**

Create a basic site design template based on information assembled in IA plan, color palette, wireframes. Integrate elements of interactivity as part of the site's design plan wherever possible.



◆ **Recommendation #7**

Install, integrate and customize tools identified as part of Recommendation #3 above.

◆ **Recommendation #8**

Announce the pending availability of the new site as soon as possible and begin soliciting content in preparation for site opening. A site with some initial rich content will be more likely to attract return visitors.

◆ **Recommendation #9**

Involve members of adjacent online groups, sectors and communities in the process of contributing content and discussion. This step alone will greatly enhance the value of the service by expanding the market it serves and diversifying the nature of the information contained by the site. Community members will find that some of the most illuminating assistance may come from people outside the arena normally defined as pubcasting.

◆ **Recommendation #10**

Implement tools for supporting members in need of assistance. Such tools should include live chat with community members willing to give their assistance, Email listserv for discussion among groups, a knowledge base of technical FAQ's and articles, and perhaps telephone support.

◆ **Recommendation #11**

Specify a tool for managing ad space. This tool should have the ability to manage space within the site which is available for underwriting, as well as track views and clicks for reporting to supporters.

◆ **Recommendation #12**

Install all backend management tools, front end interfaces and content into appropriate, specification-based web server space.

◆ **Recommendation #13**

Open the site following a pre-opening announcement highlighting the site's new features and benefits.

◆ **Recommendation #14**

Continue to monitor and understand the needs of the site users and community members to further enhance and expand the service over time. Site traffic should be analyzed periodically to clarify the site's strengths, weaknesses and opportunities. As the site value increases, the likelihood of increased IMA membership also increases.

Haenel Communication Technologies looks forward to working with you and we guarantee your satisfaction in all phases of this project.

