

Baseline Project Plan Report: Digital Photographs Service 2.0

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Digital Photographs Service (DPS) 2.0
741PhotoProject (741PP)

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Introduction

Project Overview

The Digital Photograph Services (DPS) offered through the Archives Division (AD) of the Queens Central Library (QCL) is in great need of enhancement. The AD's digital repository is antiquated. The AD is lacking any protocol for handling digitized images which arise from the processing of patron requests. 741PP has been called upon to work within the resources of the AD to make the best of this situation. 741PP proposes that they can do far more than that. 741PP will design a system that works efficiently, to the satisfaction of the patron community and the QCL and AD staff as well, with no initial capital expenditure.

Problem description. The main problem with the image retrieval system at Queens Library is the inability to retrieve items from the collection in an efficient manner. The current system is manually intensive due to the following factors:

- Most of the collection has not been digitized

- Copyright status often needs to be researched prior to creating a copy of an image
- Images that are digitized are not filed within a uniform file naming protocol and therefore can't be identified or recalled efficiently for the filling of future requests

Client objectives description. The client would like to improve customer service within the DPS, including:

- Quicker turnaround time on image requests
- The ability to complete request forms online
- The ability to pay fees for image requests online

Project scope summary. 741PP will address these issues directly and fulfill the desires of the QCL AD to ensure the successful future of the DPS. 741PP will conduct a full-scale investigation and analysis of the current practices of the AD with regard to the DPS. Within the parameters specified by the QCL, 741PP will re-design the workflows that make up the DPS. 741PP will institute new protocols to ensure efficiency and consistency; and to prevent duplication, repetition, and redundancy while saving labor.

Proposed system summary description. 741PP's proposed system will provide new options for patrons. Patrons will be able to pay for images via credit card. Patrons will be able to request images in an online environment off-site. Patrons will be able to choose the format for their requested images, and receive them via electronic delivery regardless of whether they have access to an FTP site or service. Staff will follow simple workflows and be able to track the progress of requests. Staff will store images in a designated location with standardized file names for easy recall. Staff will be able to communicate meaningfully with patrons during and after the request process is complete.

Feasibility Assessment summary. Upon completion of the preliminary investigation, 741PP has found the proposed system design to be economically, technically, and operationally feasible. It is feasible in terms of legal and contractual obligations as well. There is no substantial economic cost to be sustained at any point of the implementation process. There is no need for the hiring of additional staff and it does not call for capital expenditure. The proposed system works within the scope of US copyright law and within the terms of all union and vendor contracts involved. Newly designed workflows do not significantly disturb current operational processes.

Team recommendation. 741PP's recommendation for the enhancement of the DPS offered by the QCL through the AD consists of small but meaningful changes and adjustments to the current practices of the AD. It calls for the launch of online request-intake capability and payment processing via the QCL AD webpage. It calls for new organizational processing surrounding the handling of digitized material. It calls for the utilization of a new delivery method, and finally - it calls for an increase in staff – patron communication, which will result in improved staff – patron relationships.

Project Proposal

741PP will improve the image processing procedures of the DPS offered by the AD of the QCL. 741PP will analyze DPS practices, and propose a streamlined system that accommodates image requests, allows for the continuity of existing digitization protocols, implements new handling processes, and re-designs delivery processes and methods. The following documentation within the scope of this project will be provided to QCL:

- Systems Description-Statement of project requirements, constraints, alternatives, and design recommendations.

- Feasibility Assessment-Analysis of economic, technical, operational, legal and contractual, political, and resource situations.
- Management Protocol-Team configuration, communication plan, and project standards and procedures.

In the event that the AD at QCL implements 741PP's system recommendations, patrons will readily benefit from the procedural improvements that will ensue. They will have easy, efficient access to high-resolution images that can be ordered online or in person. They will be able to receive images electronically without an FTP site or service, and they will be able to receive these images quickly – without having to wait for copyright clearance.

The simplified workflow improves daily operations of staff. The processing of image requests and delivery, and the handling of digitized versions of archival material will become consistent and user-friendly. Processing of future requests will be faster and simpler because digitized material will be stored in a designated location. These files can be checked against future requests. If the requested image has already been digitized it can be produced immediately for the patron. A uniform file-naming system will make this possible.

Schedules, Timeline, and Resources

Please see the following schedule, timeline, and resources tables for details. Note: Team member initials; Barbara J. Alonso (BA), Tabitha Johnson (TJ), Melanie Masserant (MM) Kevin Padawer (KP), Tanya Torniali (TT), Beth Wolpert (BW) and the Queens Public Library staff (QPL).

Resource/Task Summary:

Task Name	BA	KP	TT	TJ	MM	BW	QPL	
Project Initiation/Planning	x	x	x	x	x	x	x	x
Receive RFP	x	x	x	x	x	x		
Establish Project Team	x	x	x	x	x	x		
Establish Management Procedures						x		

Task Name	BA	KP	TT	TJ	MM	BW	QPL
Create Project Workbook – Wiki					x		
Create Project Workbook Binder			x		x		
Create a Communication Plan					x		
Establish Relationship with Client	x	x	x	x			
Define Project Standards and Procedures		x					
Divide Projects into Manageable Tasks	x						
Estimate resource and create plan	x						
Define the preliminary budget			x				
Create Alternative System descriptions		x				x	
Brief Summary of project requirements		x					
Brief Summary of constraints		x					
List of alternative system configurations		x				x	
Team design recommendation	x	x	x	x	x	x	
Create Baseline Project Plan						x	
Define Problem Statement	x						
Define Project Purpose	x						
Summary of project scope						x	
Summary of feasibility						x	
Summary of project proposal						x	
Description of chosen system			x				
Create Detailed Scope Statement					x		
Summary of resource plan	x						
Create Work Breakdown Structure (WBS)	x						
Create Development Schedule	x						
Perform Political Analysis				x			
Determine Operational Feasibility	x						
Perform Legal & Contractual Analysis				x			
Determine Technical Feasibility					x		
Determine Economic Feasibility			x				
Resource Analysis			x				
Acquire Approval of Base Project Plan						x	
Analysis							
Perform Current System Analysis	x	x	x	x	x		
Perform anonymous request						x	
Analyze Website and Library Document	x				x		
Gather requirements	x	x	x	x	x		
Define Process Requirements	x	x	x	x	x		
Define Data Flow	x	x	x	x	x	x	
Create Functional Requirements Document						x	
Design							
Create Interface & Dialogue specifications			x	x			
Create Form Specifications			x	x			

Task Name	BA	KP	TT	TJ	MM	BW	QPL	
Create Design Document						x		
Create Report Specifications					x			
Walkthrough Final Design Document	x	x	x	x	x	x		
Obtain Final Approval						x		

Work Breakdown Structure /Progress Calendar

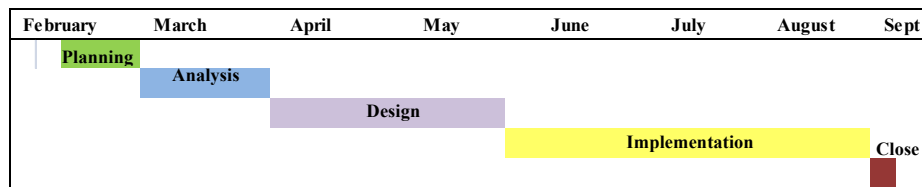
ID	Name	Start Date	Planned End Date	Actual End Date	Duration
1	Project Initiation/Planning	2/7/12	3/3/12	3/3/12	25
2	Receive RFP	2/7/12	2/8/12	2/8/12	1
3	Establish Project Team	2/8/12	2/9/12	2/9/12	1
4	Establish Management Procedures	2/11/12	2/15/12	2/15/12	4
5	Create Project Workbook – Wiki	2/9/12	2/12/12	2/12/12	3
6	Create Project Workbook Binder	2/12/12	2/16/12	2/16/12	4
7	Create a Communication Plan	2/20/12	2/21/12	2/21/12	1
8	Establish Relationship with Client	2/9/12	2/10/12	2/10/12	1
9	Define Project Standards and Procedures	2/28/12	3/2/12	3/2/12	3
10	Divide Projects into Manageable Tasks	2/28/12	2/29/12	2/29/12	1
11	Estimate resource and create plan	2/29/12	3/3/12	3/3/12	3
12	Define the preliminary budget	2/28/12	3/2/12	3/2/12	3
13	Create Alternative System descriptions	2/28/12	3/3/12	3/3/12	4
14	Brief Summary of project requirements	2/28/12	3/2/12	3/2/12	3
15	Brief Summary of constraints	2/28/12	3/2/12	3/2/12	3
16	List of alternative system configurations	3/1/12	3/2/12	3/2/12	1
17	Team design recommendation	3/2/12	3/3/12	3/3/12	1
18	Create Baseline Project Plan V.1	2/29/12	3/10/12	3/10/12	13
19	Define Problem Statement	2/28/12	3/2/12	3/2/12	3
20	Define Project Purpose	2/28/12	3/2/12	3/2/12	3
21	Summary of project scope	3/2/12	3/5/12	3/5/12	3
22	Summary of feasibility	3/6/12	3/10/12	3/10/12	4
23	Summary of project proposal	3/3/12	3/5/12	3/5/12	2
24	Description of chosen system	3/3/12	3/5/12	3/5/12	2
25	Create Detailed Scope Statement	2/28/12	3/2/12	3/2/12	3
26	Summary of resource plan	3/1/12	3/2/12	3/2/12	1
27	Create Work Breakdown Structure (WBS)	2/29/12	3/3/12	3/3/12	3
28	Create Development Schedule	2/29/12	3/2/12	3/2/12	2
29	Perform Political Analysis	3/3/12	3/4/12	3/4/12	1
30	Determine Operational Feasibility	3/3/12	3/5/12	3/5/12	2
31	Perform Legal & Contractual Analysis	3/3/12	3/4/12	3/4/12	1
32	Determine Technical Feasibility	3/3/12	3/5/12	3/5/12	2
33	Determine Economic Feasibility	3/3/12	3/6/12	3/6/12	3
34	Resource Analysis	3/3/12	3/6/12	3/6/12	3
35	Acquire Approval of Base Project Plan	3/10/12	3/27/12		17
36	Analysis	3/1/12	4/4/12		34
37	Perform Current System Analysis	3/6/12	3/11/12		5
38	Perform anonymous request	3/9/12	3/10/12		1
40	Gather requirements	3/1/12	3/14/12		13
41	Interview Staff	3/6/12	3/14/12		8
42	Observe patrons	3/6/12	3/14/12		8
43	Define Process Requirements	3/27/12	4/4/12		8

Barbara J Alonso 4/23/12 12:36 PM

Comment [1]: Summary sheet calls it the progress calendar, but I think he may have meant project calendar. Thoughts?

ID	Name	Start Date	Planned End Date	Actual End Date	Duration
44	Define Data Flow	3/14/12	3/15/12		1
45	Create Functional Requirements Document	3/14/12	4/4/12		21
46	Design	4/3/12	4/24/12		21
47	Create Database Specifications	4/3/12	4/11/12		8
48	Create Interface & Dialogue specifications	4/3/12	4/11/12		8
49	Create Form Specifications	4/17/12	4/25/12		8
50	Create Design Document	4/3/12	5/1/12		28
51	Create Report Specifications	4/17/12	5/1/12		14
52	Walkthrough Final Design Document	5/8/12	5/22/12		1

Project Schedule:



System Description

Alternatives

Project requirements. Below is a list of project requirements.

- Procedure for patron to submit requests for images online
- Procedure for patron to submit requests in person
- Option for patron to pay online
- Option for patron to pay in person
- Improvements that will decrease the amount of time necessary for image processing prior to patron delivery

Constraints. Below is a list of constraints.

- Must operate within the bounds of U.S. Copyright law
- Must be completely operable by a full-time staff of four

- Must be implemented and run without capital expenditure

Alternative system configurations. The following list comprises possible system configurations for this project:

Intake of Requests

- Requests made in person
- Requests made in person and by phone
- Requests made in person, by phone, and online

Method for Tracking Progress of Requests and Logging:

- Original request form signed and dated by every staff member who works with it
- Online document updated by staff when finished
- Staff member summarizes request status (patron name, image requested, in process, etc.)
- Series of boxes (To do; In process; Finished)

Delivery of requests

- On site pick up only
- On site pick up and delivery of CD via USPS
- On site pick up, CD via USPS, and FTP transmission
- On site pick up, CD via USPS, FTP, and non-FTP Internet delivery
- On site pick up, CD via USPS, FTP, Internet delivery, and e-mail

Payment

- Payment accepted in person only with cash
- Cash or check payment accepted in person and check by mail
- All of the above plus online payment option via an electronic payment service

Design recommendation. Our system recommendation is comprised of selected alternatives found within each section of the process. The components include:

- Requests made in person and online
- Online document updated by staff when finished
- Delivery options include Internet Delivery (ID) and CD via USPS (when ID not possible)
- Payment of cash in person, and online via credit card through our contracted electronic payment service provider

This system fulfills QCL's requirements, and increases the flexibility and user-friendliness of the DPS.

System Description

The system will be integrated into the current AD landing page on the Queens Library's website. Patrons wishing to order and pay for images here will have searched the in-house database and/or archive previously, and will know which items they want reproduced. Images ordered online must be paid for in advance in order to be processed. Payments can be made via credit card through a contracted payment services provider. A link to the payment services provider's secure site will appear on DPS section of the landing page as well. Patrons may click this link in order to safely and securely transmit their financial information to the payment service. Once their payment is approved, the service will assign and display a "paid code" which serves as verification of payment for the DPS service. The patron will be instructed to save this code, as they will need it in order to complete the request form. Once the patron has paid and received and saved their code, they may click the link to download the Image Request form and type in their information. When finished they can copy, paste, and send the completed form to the linked email address, which appears prominently in the DPS section of the AD landing page

as well. Patrons that visit the AD at the QCL in person may make image requests on an identical paper form that is available on-site. These requests may be paid for in cash. If a request is made in person and the patron can't pay in cash, they may make an online payment at any one of QCL's public-use computers, and copy their assigned paid code onto the paper form.

The request form will have required fields that must be populated in order for the request to be processed. These will include the patron's first name, last name, email address, image control number, and assigned paid code. For in-person submissions paid in cash, this field may be stamped and initialed by a staff member to indicate as such. The form will include a section of text informing the patron that there is a new DPS system in place. Patrons will receive a copy of the stamped and initialed form as their receipt for cash paid. The text will briefly explain the new standard method of image delivery and its benefits for the patron. It will also explain how and in which cases the delivery method may differ from the norm, and how that will affect processing time. After the section of informative text, there will be additional fields provided in which the patron may provide their mailing address if they so desire. This address would be used in those exceptional cases where the file-size of the digitized image exceeds 60 megabytes (MB), making it ineligible for the new standard method of ID. These exceptionally large images would have to be researched for any copyright restrictions that may pertain to them. This may increase the processing time significantly. Once the image receives copyright clearance, it will be burned to a CD for the patron. The CD will then be mailed to the patron at the mailing address provided. If no address was provided, the CD containing the image will be held for the patron. The patron will be notified by email that they may pick up the CD at the QCL, or contact the QCL if they need to make alternate arrangements. The final fields on the form will be checkboxes where the patron may indicate their preferred digital format. There will be a checkbox next to "TIFF" and a

checkbox next to “JPEG.” There will also be a checkbox where the patron can indicate whether JPEG is permissible when TIFF format is preferred but exceeds 60 MB, and JPEG format does not.

Upon receipt of a paid request, staff will use the data entered on the request form to create a new record of the request in the electronic request database. Staff will then print the new database record, which when printed, becomes an “order.” The order contains all information necessary to process the request from this point through completion. Staff will proceed to obtain the image data by referring to the control number indicated on the order print-out. Staff will check the digital archive first, checking the image file list for a matching control number. Files will be presented in list format and will be arranged by name in ascending numerical order in order to facilitate quick and easy searches. If a match is found, staff may begin the formatting process. If no match is found, staff will then search the print photo archive with that same control number. Once the desired print is found, the formatting process can begin. For print items, formatting includes digitization (scanning) in addition to other formatting procedures. For electronic images, formatting is limited to these other procedures which include saving copies of the digital image in all necessary and designated folders, and in the designated file format(s) for those folders. This also includes assigning accurate file-names for each copy saved, using the designated file-naming protocol for that copy/format/folder. When formatting is complete, print items must be returned to the print photo archive, and staff may begin the delivery process. With order in hand, staff will access a networked computer. They will access OCLC’s Article Exchange (AE) and browse the network drive for the pending images folder and choose the file indicated on the order print-out. They will then “drop” the file and wait for AE to provide the URL and password information. Staff will then copy and paste the AE retrieval information into

a new email message. They will refer to the order for the patron's email address, and populate the email address field. In the subject line they will type "Image," followed by the control number, and hit send. If AE does not drop the record and provide URL and password information, staff must check the image's file size. If the image is over 60 MB, and is in TIFF format, staff will refer to the order to see if JPEG was deemed permissible if TIFF ID should fail. If the box was checked by the patron, indicated by a "YES" in the "Morph" field on the order, staff will morph the file into JPEG format. Staff will check the file size of the morphed image, and if it is less than 60 MB will begin the ID process again and proceed as discussed above. If the morphed image is still larger than 60 MB, staff will burn the original TIFF image to a CD. Staff would also burn the TIFF to a CD if a "NO" appeared in the Morph field on the order. If the order contains a mailing address, images on CD will be packed in padded envelopes, addressed accordingly, and readied for USPS pick-up. If the order contains no mailing address, a label will be affixed to the CD case stating the patron name, control number, and creation date. Staff will email the patron a notification that an image on CD is ready for pick-up, and the CD will be placed in the hold area. At this point, the delivery process is complete. Staff will now refer to the order to access the correct database record and update it as "Finished." Once this is done, they place the order in the standing file. The request is now complete. Orders will remain in the standing file for approximately one month.

Feasibility Assessment

Economic Analysis

This section will identify both the financial benefits and costs associated with the recommended system. QL will experience tangible and intangible benefits from implementing the system.

Tangible benefits include:

- Faster completion of requests
- Increased usability
- Ability to serve an increased number of patrons
- Increase in DPS statistics
- Cost reduction of image delivery

Intangible benefits include:

- Increase awareness of the Archive and its holdings
- Increase system flexibility
- Increase customer satisfaction may potentially increase advocacy efforts
- Save time for patrons and staff
- Improve organizational planning

Improved work process may improve employee morale

Costs:

- Time allotted to Queens Library developers to create online request form (one-time, intangible)
- Three percent of service fees that are paid by credit card will be directed to the chosen payment services provider (recurring, tangible)

Technical Analysis

This section will identify risk factors associated with the recommended systems. The failure to evaluate risks may result in consequences such as inaccurate costs and schedule estimates, and failure to adequately integrate the new system's organizational procedures. The

selected system comprises the process of obtaining and fulfilling image requests, however, it presents the following risks:

- Obtaining electronic payments and providing electronic delivery-This will require QCL administration and technical infrastructure to determine if they will allow this payment method.
- Tracking requests-This will require additional oversight and time from the small staff, who already have additional responsibilities.

Operational Analysis

The recommended system involves minor and major changes to the daily operations for the staff of the AD at the QCL and its IT staff. The two most significant are the ability to make online requests and the ability to use new forms of payment. Removing the requirement for requests and payment to be made in person or by mail will likely increase overall the number of requests received requiring staff to check the online system more frequently for incoming requests. A shift to online requests may decrease the frustration experienced by staff and customer for several reasons. Customers will not be required to order their images while at the library, or during library hours by phone. This will decrease waiting time and potentially eliminate lines of patrons waiting for staff assistance. It will decrease the number of phone calls making for a less hectic work environment. It will give staff the ability to stay in touch with more customers throughout the process. The staff will be able to alert customers to obstacles encountered while fulfilling the orders as well as request additional information. These information exchanges will help to build customer relationships and subsequent loyalty to the library. Finally, it will allow for faster delivery of images by largely eliminating the need for

researching copyright restrictions by the utilization of OCLC's AE, which is wholly covered under the fair use clause.

While efficiencies may be gained by using more technology, it will also create new challenges. These challenges include the necessary staff training involved in the implementation of any new system. In this case, challenges are kept to a minimum due to the simplicity and ease of use of AE. The Archive staff will require training in in new workflows as well, and need time to adjust to the new processes. Processes will need to be developed to handle glitches such as network outages. The increased use of technology will require more intervention by the IT staff to troubleshoot potential issues.

Legal and Contractual Analysis

Queens Library is bound by a series of agreements with Local 1321 District Council 37 governing staff issues such as hiring, payment, and salary increases, etc. The current contract is out of date, having been last approved on September 30, 1999. The job titles below are taken from that document, but some do not align with the job titles of the employees currently working in the archives. The following included positions may be necessary to consider when planning workflow:

- Librarian
- Librarian Trainee
- Senior Librarian
- Senior Librarian II
- Supervising Librarian
- Information Assistant
- Computer Service Technician

- Office Machine Associate

The proposed system is able to be implemented without violating any of these contractual agreements and without exposing the library to copyright lawsuits.

Political Analysis

Key stakeholders in the proposed system change for the Digital Photographs Service of the Queens Central Library's Archives Division are:

- Current and future users of the Digital Photographs Service
- Employees of the Queens Central Library's Archives Division
 - Image Archivist (Erik)
 - Librarian/Archivist (Ian)
 - Manager of Digital Systems (John)
 - Imaging Technician (Grace)
 - Archive Manager (Juda Toddman)
- Other Employees of Queens Central Library
- Queens Library as a whole (61 additional branches)
- The community of the Borough of Queens, including non-library users

Resource Analysis

The time frame for completion of the project is 7 weeks from the submission of the Baseline Project Plan - planned for April 24, 2012. A baseline task and resource allocation schedule has been developed to facilitate meeting this goal. Please see the development schedule, resource summary, work breakdown structure, and high level schedule for details.

All tasks have been scheduled and assigned to best utilize the team members' time and skills. Tasks that may be identified as critical include: deliverables; tasks that depend on the

completion of previous tasks in order to begin; or tasks that, if delayed, will impact the timeline of the entire project. In order to ensure that the project meets its completion date, potential variations in project scheduling have been evaluated and strategies put in place. Please see the tables that follow.

Potential Variations:

Variation	Strategy
Change in project scope or requirements	<ul style="list-style-type: none"> • Project manager will notify team members immediately • System details will be re-assessed • All team members will work on new assessment, even if they were not assigned to the specific task
Change in due date	<ul style="list-style-type: none"> • Project manager and team members will re-assess project scope and requirements and make alterations to meet new project completion date • The project manager will make appropriate changes to schedule and task assignments
Critical tasks not completed on time	<ul style="list-style-type: none"> • Team members can be reassigned • The task can be split among several team members to ensure speedy completion
Illness of team member	<ul style="list-style-type: none"> • The team member will notify the project manager and project team as soon as possible • Tasks will be reassigned • Tasks can be split among several team members
Team member on vacation	<ul style="list-style-type: none"> • Team member will complete tasks due during time off before leaving • No critical tasks will be assigned to team member to be due during or immediately after return from vacation
Too aggressive of a schedule	<ul style="list-style-type: none"> • When assigning tasks, the PM will allow for slack time • Team members will not be over committed
No consensus among team members	<ul style="list-style-type: none"> • Clarify requirements with stakeholders • PM will make final decision and assign tasks
Technical difficulty found in development	<ul style="list-style-type: none"> • The project manager will notify team members immediately • Additional expertise will be acquired

Management Issues

Team Configuration and Management

Project manager rotation schedule. The project manager shall be in rotation as detailed in the table that follows.

Project Manager Rotation Schedule:

Time Period	Team Member
2/7 - 2/14	Tabitha Johnson
2/15 – 2/28	Beth Wolpert
2/29 – 3/4	Melanie Masserant
3/5 - 3/6	Beth Wolpert
3/7 – 3/13	Tabitha Johnson
3/14 – 3/20	Tanya Torniali
3/21 – 3/27	Melanie Masserant
3/28 – 4/3	Tabitha Johnson
4/4 – 4/10	Barbara J. Alonso
4/11 – 4/17	Tanya Torniali
4/18 – 4/24	Barbara J. Alonso
4/25 – 5/8	Kevin Padawer
5/9 – 5/22	Beth Wolpert

Duties of the project manager. The duties of the project manager shall be as follows:

- Plan and run project meetings, create agendas
- Ensure fair division of labor
- Ensure timeliness of team members work submissions
- Provide feedback for work submitted by team members

- Address member concerns (i.e.: project direction, organization, etc.)
- Mediate team member disputes

Duties of each team member. The duties of each team member are detailed in the table that follows.

Team Member Responsibilities:

Team Member	Responsibilities
Barbara J. Alonso	Creation and maintenance of Work Breakdown Structure Edit Final Deliverable Editing: Content BPP Project Overview: Descriptions BPP Schedules, Timeline, and Resources BPP Operational Analysis DFD Alternative Level 0 Future Logical DFD Level 0 Existing Logical Process Diagrams and Specifications: Process 3.0
Tabitha Johnson	Editing: Formatting and Presentation Edit BPP 1.5 BPP Legal and Contractual Analysis BPP Political Analysis BPP Team Configuration and Management Process Diagrams and Specifications: Process 5.0 Process Diagrams and Specifications: Process 8.0
Melanie Masserant	Maintenance of electronic Project Workbook (wiki) BPP Project Proposal BPP Technical Analysis DFD Level 0 Existing Physical Process Diagrams and Specifications: Process 2.0 Glossary
Kevin Padawer	BPP System Description: Summaries BPP System Description: Alternatives BPP Project Standards and Procedures DFD Level 0 Future Physical Process Diagrams and Specifications: Process 6.0

Team Member	Responsibilities
Tanya Torniali	Maintenance of physical Project Workbook Take meeting Notes BPP Communication Plan BPP System Description BPP Economic Analysis BPP Resource Analysis DFD Alternative Level 0 Future Logical Process Diagrams and Specifications: Process 1.0 Process Diagrams and Specifications: Process 7.0 Request Form
Beth Wolpert	Editing: Grammar and Style Edit BPP 1.0 Edit BPP 2.0 BPP Project Overview: Summaries BPP System Description: Alternatives DFD Context DFD Level 0 Future Logical Process Diagrams and Specifications: Process 4.0

Communication Plan

Team Member Contact Information

Team Member	Email	Phone
Barbara J Alonso	bjalonso1@gmail.com	631-698-6919
Tabitha Johnson	tabithajohnson08@gmail.com	631-334-5393
Kevin Padawer	ktpgraph@optonline.net	914-439-4541
Melanie Masserant	melanie.masserant@gmail.com	
Tanya Torniali	tctorniali@gmail.com	917-686-0749
Beth Wolpert	bethwolpert@me.com	516-655-9774

This communication plan is a framework for informing, involving, and obtaining a consensus from all team members throughout the duration of the project.

Objectives

- Ensure timely communication
- Ensure effective communication
- Ensure timely notification of meetings and requirements
- Measure results and revise plan as appropriate

There may be a variety of communication used throughout the project. In order to ensure that all parties remain informed and involved it is necessary to address all types of communication.

The following is a list of the types of communication and the parties involved:

Instructor

- Communication from instructor to class as a whole
- Communication from instructor to team member(s)
- Feedback and direction to the team from instructor

Project Manager

- Communication/feedback from the project manager to team member(s)

Project Team

- Internal project team communication
- Communication to instructor and project manager
- Meeting agendas and notes

Communication will not be limited to any one method. In order to work efficiently and cohesively team members will use different methods to keep communications clear and easy to

find. The following table shows various methods of communication and briefly explains how and for what purpose each can be used.

Methods and Uses:

Method	Uses
Wiki	The primary source of communication Boards will be used for discussion among team members Conversation threads will keep all discussions in one place All documents will be posted on the wiki Team members will add comments to the document page
Email	Team members will email to alert others to a document posted on the wiki Used for brief questions or emergency/last minute notification (i.e.: cancelled meeting)
Meetings	Meetings will be scheduled as needed for the whole team Meetings provide team members with the ability to divide tasks, provide updates, share ideas, etc... Team members working on the same task will schedule meetings for themselves as needed
Conference Calls	Will be used when team members are not able to meet in person Can include the use of Skype
Informal	Brief discussions between less than 4 team members

Semi-formal communication protocol will be followed in particular situations, and all communication that occurs in these instances will be documented. Non-regular meetings can be requested by all team members. If agreed upon, the project manager will send out the official meeting notice to the team. The notice will be posted on the wiki and emailed to all team

members. There will be at least a 3 day notice for non-regular meetings. Team members unable to attend in person will be able to participate in non-regular meeting through conference calls or Skype. Ideas generated during discussion among less than 4 team members must be brought to the full team to be decided upon.

Team members who participate in telephone correspondence, interviews with subject matter experts, or act as secret shoppers will take notes and/or transcribe a record of these conversations and upload these records to the project wiki. All communication generated during the week will be included in the Project Workbook.

All documents will be posted to the project wiki. Any team member comments will be made on the wiki page. All comments and discussions will be taken into consideration by the team editor when producing the final product. Deliverables will be included in the Project Workbook.

Project Standards and Procedures

All project work will meet the criteria of the highest industry standard. All work will adhere to the stringent standards and high level that is expected in a professional environment. All work will be original, and adhere to the citation rules of APA, 6th edition. Communication amongst team members will be courteous and professional.

The project—an information system design for Queens Library's digital photo archive—will follow an abbreviated SDLC (System Design Life Cycle). Before implementation there will be a "walk-through", which will include an analysis of the system design's usability. The Baseline Project Plan may be modified throughout the design process. All work up until the final deliverables will be "works in progress."

Project managers will exercise prudent and judicious executive power to bring each phase of the project to completion. Delays and impediments to the planned schedule must be brought to the project manager's attention immediately and resolved as soon as possible. All work will be collected in a comprehensive project binder and an abridged electronic workbook on Wikispaces (wiki).




The team member in charge of scheduling duties will communicate these duties to each affected team member in a timely manner with sufficient notice. This schedule will be posted on the wiki and updated on a regular basis. The project manager will ensure that all essential tasks are accounted for.

Appendix A**Glossary of Terms**

Term	Definition
Control Number	Serially based system of numbers the library staff will use to obtain image data by checking against the digital archive. Numbers are presented in list format and are arranged by name in ascending numerical order to facilitate searches.
Database	A structured set of data held in computer storage that makes software accessible in a variety of ways. It also is also intended to store, query, and retrieve information.
Desired Format	The physical layout of a data storage device or the logical structure or composition of a file.
Digital Archive	A secure and separate storage environment, which allow libraries to manage and monitor the condition of their master files and digital originals.
Digital Format	JPEG or TIFF
Digital Image	Electronic photograph scanned from an original document, made up of a set of pixels.
Digital Photograph Services (DPS)	Enhanced photo system designed and proposed by 741PP for the Archives Division (AD) of the Queens Central Library (QCL).
Fee	Payment for professional services required to process image orders.
Image	Visual representation of a work that exists in the following formats: Photomechanical, photographic, digital format or file, and slide.
Image Data	Refers to information such as control numbers that the staff will use to obtain information to complete the request process.
Image Format	The arrangement of data encoded in a file. For print items, formatting includes digitization (scanning). Other methods include CDs, PDF, JPEG, and TIFFS.
JPEG	An image file format that allows compression of a file but may result in loss of image detail.
Order	Data entered on the request form, such as the patron's contact information, preferred image format, and payment code and information.
Paid Code (code)	Verification of payment for the DPS patron. Required to complete the order.
Patron	Library user purchasing from AD or utilizing any division of QCL.
Payment Service	Third party vendor that processes payment for a percentage of the service fee charged.
Pixel	A minute area of illumination on a display screen, one of many from which an image is composed.

Term	Definition
TIFF (Tagged Image File Format)	An image file format that allows for compression without loss of image detail making it suitable for producing high resolution print images

Appendix B**Online/printed request format**

Image Request Form		
First Name: *	Last Name: *	
<input type="text"/>	<input type="text"/>	
Phone: *	Email Address: *	
<input type="text"/>	<input type="text"/>	
Address:	City:	
<input type="text"/>	<input type="text"/>	
Apt #:	State:	Zip:
<input type="text"/>	<input type="text"/>	<input type="text"/>
Image Query		
<small>Please provide as much information as possible. There is a fee per request. Once you select "Pay Online" you will be transferred to the payment services provider's secure site. Please retain the code provided after payment and enter it in the "Paid Code" box below. Requests will not be process without the code.</small>		
Creator:	Title:	Control Number:
<input type="text"/>	<input type="text"/>	<input type="text"/>
Description:		
<input type="text"/>		
Delivery *		
<small>The new standard method of delivery is through an online dropbox. This allows the Archive to fulfill requests quickly through internet delivery using OCLC's Article Exchange. Images burned to a CD will result in extra processing time to research copyright restrictions. Images that are over 60 MB will be burned to a CD and delivered via USPS to the address provided above or picked up at the Archive.</small>		
<input checked="" type="checkbox"/> Internet Delivery <input type="checkbox"/> CD		
Format: * <input type="checkbox"/> TIFF <input type="checkbox"/> JPEG		
<small>Please select one</small>		
Can we substitute a JPEG if the TIFF file is over 60MB		
<input type="checkbox"/> Yes <input type="checkbox"/> No		
		"Paid" Code: *
		<input type="text"/>
		

Appendix C**Online/printed form field definition and validation rules**

Field	Valid Entry	Required
First Name	At least 1 character	Yes
Last Name	At least 2 characters	Yes
Phone Number	(###) ###-####	Yes
Address	Character	No
City	Character	No
Apartment Number	Integer	No
State	From State List	No
Zip Code	#####	No
Email Address	(At least 1 character) @<domain name >	Yes
Control Number	6 integer	Yes
Delivery Type Online or CD	On line or CD	Yes
Image Format TIFF or JPEG	TIFF or JPEG	Yes