GLSEN

Website Redesign S&P

Business Requirements Document (BRD)

V.0.3

December 13, 2012

**Document Information**

**Document History**

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| --- | --- | --- | --- |
| **Date** | **Version** | **Description** | **Author** |
| 11/01/12 | 0.1 | Initial Draft | Andrea |
| 12/6/12 | 0.2 | Working Draft | Meghan |
| 12/13/12 | 0.3 | Working Draft | Meghan |
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**Definitions, Acronyms and Abbreviations**

| **Term** | **Explanation** |
| --- | --- |
| Domain | A group of web pages defined by a common address, or URL |
| URL | Web address, such as www.glsen.org |
| BRD | Business Requirements Document (this document) |
| Wireframe | Layout and functional blueprint for key pages |
| Def6 or D6 | Refers to the company Definition 6 |
| S&P | Strategy and Planning |
| KPI | Key Performance Indicators |
| UX | User Experience |
| CTA | Call to Action |
| ROI | Return on Investment |
| CTR | Critical to ROI |
| GLSEN | Gay, Lesbian & Straight Education Network strives |

**References**

| **Name** | **Description/Path** |
| --- | --- |
| Shared Extranet Site | Shared repository for key documents, deliverables, and action items: <https://extranet.def6.com/GLSEN/default.aspx> |
| Non Functional Specifications | Document outlining technical requirements and quality attributes.  Z:\GLSEN\Website Redesign\Account Services Docs |
| Platform Recommendations | Document outlining CMS considerations and recommendations.  Z:\GLSEN\Website Redesign\Account Services Docs |
|  |  |

**Introduction**

**What This Is**

The purpose of the Business Requirements Document (BRD) is to express the requirements of the customers and stakeholders to be served by the deliverables of the project—the perceived customer wants and needs for a product, system, or service.

The primary audience for the document is the project team, and specifically the functional groups that must determine how to implement the application, system, service, etc. to meet the customers’ requirements. The team is responsible for determining how to develop what the Business has requested.

The BRD distinguishes between the business solution and the technical solution. When examining the business solution the BRD should answer the question, “What does the business want to do?” For example, the business wants to serve 100 bottles of red wine each night during a three-day conference and the wine must be 57 degrees Fahrenheit when poured. The technical solution should support the business solution. For example, the company would need a wine grotto or refrigeration storage unit capable of holding 300+ bottles operating between 48 and 52 degrees Fahrenheit.

**Why it’s Useful**

A good Business Requirements Document ensures that the project is driven by true customer needs and a sound return on investment for the company. The BRD outline includes introductory sections for setting the company’s “environmental” context—why is this application, system, or service needed, what business and user groups is it targeting? And what is most important to each target group? A good BRD will also make relative priorities of features or functionality clear.

**Requirements**

**Executive Summary**

GLSEN currently faces several challenges that are impeding their connection and engagement with their audience in the digital space. These challenges include Content Organization/Ease of Access, GLSEN Brand Awareness/Recognition, Standardization of Chapter Tools and Compliances, and On Site Engagement. Definition 6 will work with GLSEN to prioritize and implement solutions to address these concerns and improve the connection and experience with the Students, Educators and Supporters that make up the GLSEN audience.

* Site Organization – The first opportunity Definition 6 will assist GLSEN with the re-organization of the [GLSEN.org](http://www.glsen.org) site to create focused user paths to allow the content desired by the different audience segments to be found in an intuitive manner. By laying out where the content itself should live on the site will also speed maintenance and updating performed by the GLSEN team.
* GLSEN.org / Microsite Relationship – The goal is for all programs, over time, to be migrated into a common platform – this will help increase the awareness of the GLSEN brand amongst the individual programs, and in turn streamline content management by the GLSEN team. A phased approach and evaluation of programs on an individual basis will ensure all programs will have a level of content and presence on the GLSEN.org website. Definition 6 will work with GLSEN to prioritize the migration of existing programs and put in place the evaluation process for future programs.
* Improved Tools and Plugins – CMS selection, migration and redesign of GLSEN.org will center around ease of use and flexibility. Enabling a wide group of content creators and editors to work within the common tool and have access to a robust library of approved templates and plugins will significantly support adoption and content maintenance at all levels. This will also allow chapters to take ownership of their sub site to ensure it works for their members specifically while conforming to GLSEN approved standards and design.
* Site Conversation – Definition 6 will help GLSEN leverage the opportunity to incorporate social conversation into the GLSEN.org website. Enabling commenting and discussion on GLSEN.org will move the site from a one way dialog and research repository to a conversation portal where students, educators, and other visitors can interact with one another and the GLSEN team. By extending conversation and the sense of community to the web site itself repeat visits and engagement will increase in addition to expanding the value that GLSEN delivers.

**Background and Environmental Context**

The redesign and reorganization of the GLSEN.org website and associated program microsites will benefit both the GLSEN team as the distributors of content and the audience of students, educators and supporters who are seeking the information and resources provided by the organization.

Understanding current site challenges and structure, and organizing the site content in a way that allows users to find what they need easily, the future state of GLSEN.org will offer users features and functionality that will drive engagement, donations and actions.

To help GLSEN achieve the following goals, Definition 6 will help rethink, restructure and redesign the GLSEN.org website, as well as microsite integration with the main site, from both a user and maintenance perspective:

1. Increase public brand awareness of GLSEN and associate existing programs to the GLSEN name
2. Create a website that engages with educators, students and supporters alike
3. Create consistent GLSEN brand look, feel and voice
4. Increase donations and make giving experience simple and easy
5. Better integrate social engagement
6. Improve navigation & search
7. Create analytic benchmarks and dashboard; monitor more effectively
8. Improve and streamline CMS functionality so all departments and chapters can update their portions appropriately

**Timing**

The GLSEN digital redesign will consist of four phases. Each phase will build upon learnings from the previous phase to deliver specific items that are essential to the success of the redesign project as a whole.

**Phase I – Strategy and Planning: Find and Define (Timeline: 3-4 Weeks)**

We will begin Phase I in October 2012, six months prior to the desired launch timing of Spring 2013.

The Strategy and Planning phase will include joint exploratory sessions to explore the various components that help define the right solution for the business processes and needs, user needs, and market opportunities, including:

* Brand and campaign positioning
* Define target audience and various persona segments
* Identify donation process and needs
* Understand user goals
* Develop and prioritize business objectives and functional requirements
* Refine definition of success and how it will be measured post launch

The information defined in Phase I will allow Definition 6 to develop a strategic approach for the GLSEN digital redesign that can engage and connect with the audience on an emotional level, while building and maintaining relationships with the targeted user through value-added interactions.

Phase I Milestones:

* Client Kick-Off Meeting / JAD Session 1
* Technical Discovery Meeting
* JAD Session 2
* Strategy Documents

**Phase II – Design: Engage and Connect (Timeline: 10-12 Weeks)**

Insights gathered in Phase I will allow Phase II to begin immediately after. Phase II includes the Information Architecture and Design phases. Identification of the back end technology and content management / platform system(s) that will be implemented based off the functional requirements and needs of the site administrator will happen in Phase II to:

* Create an online experience that is easy to intuitive, high-performing, and scalable over time;
* Define key segments and personas of your audience and help ensure delivered content is contextual and relevant;
* Establish the organizational structure of the web site content to engage and connect with your audience;
* Set precedents today to ensure future data integrity.

Definition 6 recommends leveraging either WordPress or Drupal for the backend technology to base the GLSEN.org platform. Definition 6 has extensive experience in both systems and initial reviews against the needs of GLSEN find them very comparable.

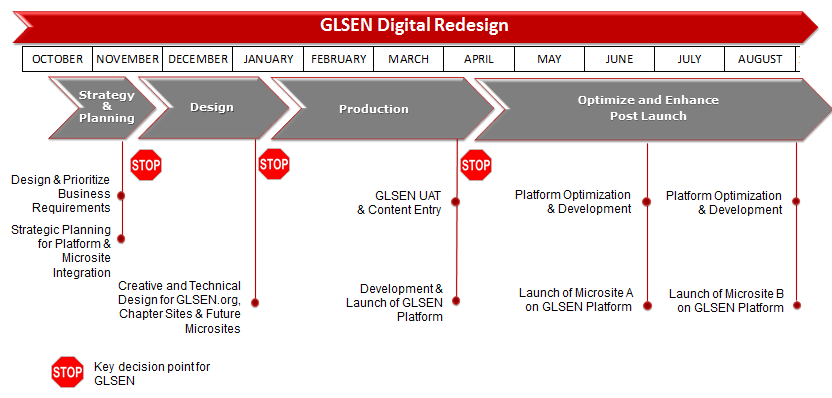
Design deliverables in Phase II include:

* **Site Map:** Blueprint for site, defines navigation, and key areas of content
* **Four to Six (4-6) Wireframes**: Structural wireframes of pages and listing of content and dynamic elements in each page. Establish key functions and tactics to be annotated on each wireframe.
* **Two Homepage Comps:** Set the look and feel of the website
* **Three to Five (3-5) Subpage Page Comps**: Define the look and visual elements of the additional templates
* **Functional Requirements:** Finalize details of the GLSEN site functionality, how it will work, and what the application will be able to do. Document all the necessary functional requirements required to build the website
* **Production (Phase III) Planning and Timeline**

The Design process is designed to setup all stakeholders for success during **Phase III – Production: Build and Maintain (Timeline: 10-12 Weeks)**, which will then be followed by **Phase IV – Optimization: Analyze**.

Phase II and III Milestones:

* Locked/Client Approved Sitemap
* JAD Session 3
* Functional Analysis Documentation
* Locked/Client Approved Wire Frames & Annotations
* Locked/Client Approved Homepage and Subpage Comps
* Approved Production Plan and Timeline/Phase III Contract



**Strategic Requirements**

* The primary function of the website is to educate and inspire users to take action. Our goal is to use the website to raise community awareness and involvement in GLSEN programs and resources.
  + GLSEN Information
  + GLSEN Resources
  + Information about Chapters
  + Resources for Chapters
  + Community connections
  + Community Resources (policy)
* Programs (some programs can be viewed as “sub-brands” and may have an individual digital presence)
  + Ally Week
  + Day of Silence
  + Safe Space kit
  + Thikb4youspeak
  + No Name Calling Week
  + Changing the Game
  + GSA
  + Donations/Fundraising
* GLSEN is looking to engage their audiences through communicaty building and involvement. The website should portray the following to visitors:
* Trusted source for real information, support and resources
* In depth information, backed up with data
* Usable resources to help their initiatives
* Support on a national level
* Community
* GLSEN requires this website update because they have gone 10+ years without a significant redesign.
* Changes in technology, they way users interact and share content, and connect with the organization has changed tremendously since the last website overhaul.
* Key features to develop include:
  + Content Management System
  + Search tool
  + Research/Resources Depository
  + Login Function (3 access levels)
  + Store integration
  + Donate page
  + Chapter microsites

**Impact on Current Environment**

* No other organizations will be impacted by this project, but individual Chapters will be impacted. GLSEN will need to internally address Chapter responsibility and process for updating their websites, content and distribution of materials.
* Processes and services that may be impacted and need to be considered are:
  + CapWiz – users need to be able to complete a lesgilative action through the website using a tool that provides contact information for government officials. Users need to have quick accessibility to emailing these legislators.
  + BSD – current email service provider
  + Store – contract ending with the current storefront provider; figuring out next steps on their end. eCommerce may be a Phase 2 project for D6.
* The following current systems will change:
  + CMS

**Competitive Environment**

The following sites and organizations offer similar support and resources for LGBT youth, competing with GLSEN.org for attention and financial support.

LGBT

* [www.hrc.org](http://www.hrc.org)
  + Largest LGBT organization (by far)
  + Starting to move into GLSEN’s space
* [www.glaad.org](http://www.glaad.org)
  + LGBT media organization but loves to talk about bullying
  + Runs Spirit Day.
* [www.trevorproject.org](http://www.trevorproject.org)
  + Competitor in the space focused on youth crisis prevention.
  + Biggest threat to fundraising
  + Brand awareness exists in general population, as opposed to Education focus of GLSEN brand.
  + Run something called Trevor’s Space, which is an LGBT youth(ish) social media site.
* [www.gsanetwork.org](http://www.gsanetwork.org)
  + CA-based organization (has national components)
  + Trying to duplicate much of GLSEN’s work, especially around student clubs called Gay-Straight Alliances.
* [www.pflag.org](http://www.pflag.org)
  + Broad LGBT friends and family support organization
  + Some safe shools work, but primarily focused on Mothers
* [www.wegiveadamn.org](http://www.wegiveadamn.org)
  + Cyndi Lauper’s organization

Bullying Prevention

* [www.pacer.org](http://www.pacer.org)
  + General bullying prevention with a focus on children with disabilities
* [www.bornthiswayfoundation.org](http://www.bornthiswayfoundation.org)
  + Lady Gaga’s Foundation
* [www.stopbullying.gov](http://www.stopbullying.gov)
  + Government sponsored bullying prevention site

Youth

* [www.dosomething.org](http://www.dosomething.org)
  + youth activism organization
  + Occasionally works with GLSEN.

Some questions to consider when laying out requirements for the GLSEN.org redesign include:

* + Do these requirements relate to the business’ external competition?
  + Do we need to implement these things to help the company stay competitive in its external markets, either through enabling new products or channels etc. or by supporting desired product cost reductions?
  + Do we need to implement them to help the company pull ahead and differentiate its products and services more strongly?
  + NOTE: If individual requirements are key to competitive advantage, those should be flagged below in the detailed requirements.

**Current Technology Environment**

* What technologies do we need to be considering as part of this initiative?
  + CMS
  + Social Sharing
* Will we be required to perform data or system integrations with client or vendor systems?
  + BSD – email vendor
  + CapWiz – Legislator contact vendor
* What infrastructure considerations do we need to be aware of?
  + We need to flexibly match the current infrastructure in place.
* Will we need to be considering eCommerce functionality?
  + Yes, in future state. This may be a Phase 2 project
* What technology stack is the client using now, or desire to be using? (ie: .NET, Java)

**Systems Impacts**

The website will be maintained by GLSEN staff with varying roles. General staff should be able to create new content and edit existing content in a ‘pending’ state until reviewed and approved by communications. An internal workflow is desired to move content through stages of creation and maintenance (draft, layout, editing, etc.). GLSEN chapter websites are maintained by local chapter leaders. GLSEN’s national staff will control portions of the website and assist chapter leaders when necessary.

*Available/Existing Technology & Resources*

GLSEN currently uses Blue State Digital for digital constituent relationship management (CRM) solution. This includes email signup/marketing, fundraising and simple actions.

Their development department uses Raiser’s Edge to manage donor information.

CapWiz is the political advocacy tool.

They have a merchant account with Authorize.net.

The online store is located at shop.glsen.org, and is maintained by Resource One International and their subcontractors. Transactions are processed through their merchant account and funds are deposited into GLSEN’s accounts.

**Business Case**

The ultimate goal of the GLSEN.org redesign is to promote the GLSEN organization and the work they do. GLSEN has a long history of promoting education on LGBT issues for students, both gay and straight, and it is important that we leverage the deep knowledge and experience of the organization by communicating to users in a way the raises engagement and empowers them to take action. GLSEN is a thought leader in this space and the redesign will help to connect users with those resources at the level that will maximize engagement.

**Cost Benefit Summary:**

As a non-profit organization, GLSEN is focused on educating the public on their mission and raising funds to support their programs. With over 422,000 Facebook fans and 36 national chapters there are many individuals that believe and support GLSEN.

One of our main goals of the new website, improved online presence of GLSEN and overall appearance of organizational growth and evolution is inceased monetary donations.

**System Application Life:**

The new GLSEN online presence will serve GLSEN’s main constituent groups: students, educators, and supporters/donors. Secondary constituent groups include parents, policymakers, corporate sponsors, potential donors, other education organizations, other LGBT organizations and activists, and press.

The website will engage the various demographics through their desired user experience and lead them through the site by action. Unlike the existing website which has gone through many revisions since it was originally created nearly 10 years ago and is limited in technical abilities, the new website will have a much longer shelf life and will evolve with the organization.

The new web presence will harness existing and emerging technologies to educate the public, engage and empower constituents to take actions, attract and retain new supporters, and convert visitors/constituents to mission-related goals (petitions, pledges, contacting policymakers, donations, etc.). Usability and intuitive navigation are important, as is creating a micro-site template for the 36 chapters whose websites function independent of glsen.org but retain the look, tone and feel.

**Deployment Target:**

The targeted website launch date is May 1, in time for the annual Board of Directors meeting. GLSEN would like to reveal the new website to its key stakeholders and promote the revitalized online presence of the organization.

**Budgetary Goals:**

The S&P phase of the engagement totals $51,000 with production costs to be estimated after sitemap, wireframes and comps are approved by the client. As GLSEN has a limited budget, we are currently estimating production costs to be in the $80,000 range for Phase 1. We’ve identified additional functionality and website features that can be implemented in additional phases as more funds become available.

**Existing Policies, Standards and Guidelines**

**Applicable Standards**

Client cannot currently think of any applicable standards that will effect this project.

**System Requirements**

###### Browser Compatibility

1. The CMS should be able to display the website with full functionality in the following browsers. Display details may vary.
   1. Internet Explorer 8.0 and 9.0 (Windows)
   2. Firefox (Windows, Mac)
   3. Chrome (Windows, Mac)
   4. Safari (Mac)
   5. Mobile Browsers (iOS Safari and Android Browsers) on current devices

###### Cookies

1. Site must be able to attach and read first party cookies to a user’s computer for purposes including site analytics, user recognition and personalization and cross-site handoffs. The site must also be able to function when users have cookies blocked, disabled or deleted.

###### Content Management

1. The Content Management System will permit users to view, update and publish content through a secure administrative interface.
2. The Content Managment System must support multiple users with per-user permissions controlling their access to areas of content.
3. The Content Management System will be an independently supported system, with support and development generally available from external sources.
4. The Content Management System will support multiple content types and content attributes and the ability to search through content in a structured manner.
5. The Content Management System will provide the ability to publish content unattended on a previously scheduled basis.
6. The Content Management System will provide the ability to add modules or extensions at a later time.
7. The Content Management System will provide the ability to manage subsites with different administrator permissions.
8. The Content Management System should not introduce infrastructure platform constraints that create conflicts with integration with other GlSEN systems.

###### Scaling

1. Load balancing will occur multiple servers to handle 250,000 unique visitors a month right now and later handle 500,000 unique visitors a month once all the partners are brought online.

###### Error Handling

1. Special error handling will be provided for at least the following HTTP errors: 404, 403 and 500
2. The CMS should have error pages that match the site’s branding and theme including customized, editable content.
3. Each error page should have analytic tracking codes so the webmaster can track errors occuring on the site.
4. CMS support for HTTP redirects
5. The CMS should include an interface that allows the web master to redirect inactive URLs or vanity URLs to an existing page on the site, for example using HTTP 301/302/307 redirect responses.

###### Search Engine Optimization

1. Each page should have the following meta tags fields available to the content writer.
2. Title
3. Meta description
4. Keywords (currently being used to guide content authors on keywords when write new copy or when optimizing new images)
5. Search engine access
6. Image alt tags
7. Ability to add new or custom metatags like the ones needed to validate a site’s owner using Google Webmaster tools.
8. Ability to manage robots.txt details from the CMS to control search engine access.

###### URL Structure

1. URLs should be able to be customized or be generated with human readable, keywords separated by hyphens, SEO-friendly text

###### CMS Content Library

1. The CMS will provide a Content Library supporting multiple content types:
   1. Images (different sizes and levels of quality)
   2. Videos (different lengths and levels of quality)
   3. Logos (different lengths, colors and levels of quality)
   4. Buttons (different wording, colors, sizes, orientation)
   5. Research materials and publications of various file types

###### A/B and Multivariate Testing

1. The system will not provide structured tools or support for A/B or multivariate testing, although these capabilities will not be prevented. These may be introduced at a later time

###### Analytics

1. The CMS will support adding analytics tracking code to every page
   * 1. ability to apply a tracking code globally from site footer
     2. ability to apply a tracking code to an entire section of the site
     3. ability to apply a tracking code to individual pages by having a specific section for
2. Easy way to add retargeting tracking code to every page
   * 1. globally in footer and individually or by site section

###### Infrastructure Robustness

1. The system should be able to run on an operating system and infrastructure platform that interoperates readily with other aspects of the GLSEN digital infrastructure.
2. The system should not require any custom or proprietary infrastructure components.
3. Production hosting environment and servers should be able to have the necessary redundancies for nearly 99.9% uptime
4. Production hosting provider should mitigate the risk of a system outage or web service outage that may cause data loss.

###### Pre-Production or “Preview” Environment

1. The solution should provide staging or preview capability to test new content, categories or other site changes.

###### Workflow

1. The CMS should support approval and scheduled publication workflows, although only simple workflows are expected to be implemented in the first phase.

###### Ecommerce

1. The solution does not include shopping or other eCommerce capabilities.

###### Security and PCI, HIPAA Compliance

1. The solution will include reasonable application and review of industry standard security measures appropriate for a site of this nature.
2. The solution does not include auditable conformance with industry security standards including PCI or HIPAA.

###### Web Accessibility Requirements

1. The site is expected to consider reasonable support for accessibility standards and the solution will not preclude or constrain the ability to meet accessibility standards.
2. The site will not be audited or guaranteed to conform with accessibility standards
   1. Section 508 (<http://www.w3.org/WAI/Policy/>)
   2. Canadian Handicap Accessibility

**Performance Requirements**

**[SEE ABOVE]**

**Documentation Requirements**

* Styleguides and training guides for other/future employees
* Admin and user level documentation

**Precedence and Priority of Features**

| **ID** | **Requirement Summary** | **High** | **Med** | **Low** |
| --- | --- | --- | --- | --- |
|  | *Users need to be able to search and email legislators in their aread* | ***x*** |  |  |
|  | *Action and donate pages need to load quickly on mobile devices* | ***x*** |  |  |
|  | *Training* |  |  | ***x*** |
|  | *Research depository* | ***x*** |  |  |
|  | *Login function (3 access levels)* |  | ***x*** |  |
|  | *Guided Search* | ***x*** |  |  |
|  | *Donate now* |  | ***x*** |  |
|  | *Chapter sites* |  | ***X*** |  |
|  | *Social sharing and engagement* | ***x*** |  |  |
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**Sign Off**

GLSEN Communications Director, Daryl Presgraves Date

Definition 6 Account Director, Jeremy Bromwell Date