

ESC/NPower Indiana
NAMI Indiana, Inc.
Information Technology Assessment

Project Team

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ESC/NPower Indiana

NAMI Indiana IT Assessment

Executive Summary

The mission and vision for information technology (IT) by NAMI Indiana were developed, and an external analysis and an internal analysis of strengths, weaknesses, opportunities, and threats were completed. An inventory of IT hardware, software, and staff training was created. Three critical issues were identified and strategic objectives established to

- Develop standard operating procedures
- Upgrade computer equipment and software
- Expand Internet web site to be more useful

The ESC/NPower Indiana assessment engagement with NAMI Indiana, Inc. (NAMI) established initial action plans, with responsibilities and timelines for each of these strategic IT objectives.

The major components of the assessment project were as follows:

Envision Assess Prioritize & Act

An Internet tool is available to capture data related to your existing use of information technology. When completed by NAMI Indiana staff, "Current state" IT information can be accessed on the NAMI online TechAtlas survey account at: <http://www.techatlas.org>. This can provide an insight to existing technology use at NAMI Indiana. We encourage the use of this account to record changes in your inventory, updates to staff training, label printing for equipment, and more.

Login Name	pmcconey@nami.org
Password	namitech

Study Methods and Procedures

Charlie Shoup, John Wilson, and Tony Brooks were the consultants representing both ESC and NPower on this engagement. Four meetings were held with the NAMI Indiana principals:

June 16, 2003: Meeting with Executive Director Pam McConey and Office Manager Leslie Gay to explain the assessment process and to plan the subsequent meetings (1 hour).

July 8, 2003: Meeting with Pam, Leslie, and Kellie Meyer, Program Director (3 hours). This session developed an information technology (IT) mission and vision for NAMI Indiana, an external analysis of the environment in which NAMI Indiana operates, and an internal S.W.O.T. analysis (Strengths, Weaknesses, Opportunities, and Threats).

ESC/NPower Indiana

NAMI Indiana IT Assessment

July 14, 2003: Meeting with Pam, Leslie, and Kellie (3 hours) to develop an inventory of IT assets (hardware and software) and priorities for each, as well as a list of prioritized critical issues. Objectives and action plans were initiated.

July 29, 2003: Meeting with Pam, Leslie, and Kellie (3 ¼ hours) to complete the development of initial action plans.

Envision

NAMI Indiana Background

The NAMI Indiana mission and vision from the *2003-2005 Strategic Plan* are as follows.

Mission:

State

NAMI Indiana is dedicated to the improvement of the quality of life for persons who are affected by mental illness, by providing education, support, advocacy and research. The state organization supports and develops local affiliates and represents the needs of the membership.

National

NAMI is dedicated to the eradication of mental illness and to the improvement of the quality of life of all whose lives are affected by these illnesses.

Vision:

NAMI Indiana is the foremost advocate at the state level for persons affected by severe and persistent mental illness and the leading proponent on consumer and family involvement in care, treatment and recovery. We do this by strengthening and empowering local affiliates through advocacy, education and support to their communities. NAMI Indiana links national resources with local affiliate passion and action. We coordinate family and consumer involvement in public policy at the state level.

Information Technology (IT) Mission and Vision Statements

An important task for the IT assessment team was to craft an information technology mission statement for NAMI, followed by a statement of NAMI's IT Vision.

IT Mission:

Use information technology to communicate with local affiliates, NAMI leadership, and the general public to achieve the NAMI mission, and to enhance office efficiency and effectiveness.

IT Vision:

To have and use state-of-the-art hardware and software to achieve our mission—

- Membership database on-line for all affiliates to use
- Program and other reports on-line, and archived electronically
- Downloadable educational materials from National to State and with affiliates
- Membership, conference registration, and fundraising on-line
- Expanded database functionality
- Standardized accessibility for all NAMI leadership
- Own LAN with wireless accessibility
- State-of-the-art hardware and software
- Extensive training

Assess

External Analysis

- Rapid changes in information technology
- Funding availability
- State linkage issues
- Systems incompatible with national systems
- Varying technical capabilities among board members and local affiliates
- State reporting requirements
- Issues with the national database
- Physical facilities availability
- Local offices are autonomous
- Local offices depend on volunteers

Internal (S.W.O.T.) Analysis

Strengths	Weaknesses
<ol style="list-style-type: none">1. Knowledgeable staff2. Board members all have Internet access and e-mail3. Willing to try new technologies4. Willing to experiment and learn5. Desire to use more information technology to improve efficiency and effectiveness6. NPower Indiana member7. Participating in IT training with NPower providers8. Web site (www.namiIndiana.org) with the ability to update information9. Dedicated volunteers, but not IT	<ol style="list-style-type: none">1. Differing skills and proficiencies among staff members and volunteers2. Lack of time to learn IT skills3. Lack of time to input data into database4. Lack of desired funding5. Many local affiliates have no IT assets6. Varying standards among local affiliates that use IT7. Old and not enough hardware8. Not all PCs have access to the

Strengths	Weaknesses
knowledgeable	Internet
10. Free web access through the state of Indiana	9. No LAN, but one PC has access to the hospital network server
11. Staff members proficient with MS Office 2000 Professional	10. Insufficient physical space
12. Developing and using MS Access 2000, with one staff member reasonably proficient	11. Key volunteers are geographically scattered
	12. No cross-training of staff
	13. No standard operating procedures
	14. Limited and irregular backups
	15. Not enough staff

Opportunities	Threats
1. Share resources and files on a local area network (use hospital network more effectively)	1. System downtime and PC crashes
2. Expand and populate the Access database	2. Insufficient, irregular backups
3. Wireless capability with laptops	3. Changing state funding priorities
4. Business-furnished cell phones and PDAs	4. Reduction in funding from other sources
5. Expand web site functionality and regularly update the site	5. Whims of federal funding (block grants)
6. Develop systems for confidential communications among staff	6. Underutilization of IT resources
7. Learn to use existing IT to the fullest	7. Competition from local affiliates for funding
8. Develop additional funding sources for IT and staff expansion	8. Competition from similar agencies for funding
9. Develop and implement IT standards with local affiliates	9. Inability of staff to do multiple key functions
10. Expand user base of IT among staff and volunteers	10. Aging and wellness of local affiliate volunteers
11. Better hardware, up-to-date software, and more training	11. Inability to keep up with rapidly changing IT
12. Have own server and LAN	
13. Fundraising on-line	
14. Better service to clients on-line	

Existing Inventory of IT Hardware, Software, and Staff Training status

Computer hardware, software, and the status of staff training are listed below with priority indicated, from high priority (1) to low priority (4), as determined by the three NAMI principals.

ESC/NPower Indiana

NAMI Indiana IT Assessment

Hardware and Software:

Computers (1)

Status: 1 new computer that is on line; 2 three years old computers that are on line; 1 four year old computer that is unstable; 1 "ancient" computer; 1 one year old notebook computer

Printers (2)

Status: 3 printers that are on the three newest computers

Server (3)

Status: None

Local Area Network (3)

Status: None; use the hospital network server

Database (4)

Status: Use Microsoft Access

Office Productivity Suite (4)

Status: Use Microsoft Office 2000

PC Operating Systems (2)

Status: 1 computer and the laptop have Windows XP; 3 computers have Windows 98; 1 computer has Windows 95

Accounting Function (1)

Status: Use QuickBooks 1999; Have QuickBooks 2003, but can't install due to hardware limitations; Want to change to QuickBooks for Not For Profits

Fund Raising Function – Record Keeping (4)

Status: Use Microsoft Access

Fund Raising Function – Contacts (3)

Status: Use Microsoft Mail Merge

Payroll Function (4)

Status: Use outside firm

Mass Printed Communications to Funders and Members (2)

Status: Use outside printer

Web Site (1)

Status: Use Yahoo; considering changing to IPower

ESC/NPower Indiana NAMI Indiana IT Assessment

Reporting Functions (4)

Status: Use current version of Quicken

Microsoft Publisher (4)

Status: Use current version

Calendar System (2)

Status: Each staff member has own system

Staff Training:

PC Operating System (1)

Status: Have no formal training in the updated features of the operating system, particularly Windows XP

Office Suite (1; 2)

Status: Staff not trained in all functions. Need training for PowerPoint (1) and Excel (2)

Microsoft Access (1)

Status: One staff member is trained, but other staff members need to be trained

QuickBooks (2)

Status: Additional training needed

Microsoft Publisher (3)

Status: 2 staff members trained, but other staff members need training

Planning – The NAMI Indiana Technology Team

In order to best serve your mission, while deploying technology effectively – ESC/NPower Indiana suggests that NAMI form a Technology Planning Team. You have made first steps in this by forming a group to work on the assessment. Contact NPower Indiana if you are interested in their participation in a NAMI technology team at their standard hourly fee.

For reference, see [Strategies for Building a Technology Team](#).

ESC/NPower Indiana

NAMI Indiana IT Assessment

Additional resources that you may wish to use for building your team:

1. [NPower Team Building Worksheet](#). A handout developed by NPower to help you explore the potential challenges your team will face, and some good strategies to work through them!
2. [Strategic Technology Fact Sheet: Team](#). This is a useful resource on building your team from Summit Collaborative.

Your team may consist of Board members with a technology background and understanding, staff members comfortable with technology, and senior management. NPower Indiana is open to assisting with this process. NPower Indiana can play strategic roles that would best fit the needs of organizations such as NAMI:

- A *strategic partner*, increasing the abilities of nonprofits to reach their own objectives.
- A *facilitator* of talent and resources from the for-profit, public and nonprofit sectors.
- A source of continuing *education* on technology as a strategic tool.
- A *clearinghouse* of best practices for nonprofit and community technology solutions.

Prioritize & Act

Critical Issues

The critical issues identified and prioritized by NAMI Indiana staff are listed below, together with the priority score for each issue (the lower the score, the higher the priority).

- Standard operating procedures (5)
- Upgrade computer equipment (5)
- Physical space (11)
- Expansion of web site to be more useful (12)
- Training (13)
- Getting affiliates to “buy in” on benefits of standardized technology (17)

- Finding more funding sources (Not scored)
- Time (Not scored)

The critical issues of funding sources and available time were not scored because, in the view of the three principals of NAMI Indiana, these two issues were not directly related to IT.

Although the limited physical space available was considered to be a serious issue for the organization, it was felt that IT improvements would not have a significant bearing on that issue. Therefore, no IT objectives were established that are directly related to the issue of physical space.

Time management appears to be the most critical issue facing NAMI Indiana. The small staff feel that additional staff is necessary in order to accomplish their mission. Doing the job right means that staff members must spend so much time networking with other organizations to the extent

ESC/NPower Indiana

NAMI Indiana IT Assessment

that they are away from the office for significant amounts of time, and therefore find it difficult keep up with existing office tasks. This networking is necessarily on a person-to-person basis, and cannot be done effectively through advanced technological means such as teleconferencing.

A considerable amount of time is required to enter the same data twice: Once into the rather difficult national database via the Internet, and again into the local more usable Access database. The most time-consuming part of staff activities while in the office, however, is responding to e-mail or telephone messages on a variety of sensitive and personal subjects. Because of the highly personal and sensitive nature of most of these telephone communications, a list of frequently asked questions, or "FAQs," on the NAMI Indiana web site would not reduce the time required in the office to respond to these telephone and e-mail calls.

Staff were unanimous in their view that because of networking and personal communications demands, there is insufficient time available for IT training, even though training is desired in PowerPoint, Excel, and Access, as well as cross-training for staff in various functions. When and if time is made available and appropriate staff personnel are identified, software training at ExecuTrain, New Horizons, or LANTech can be arranged at a discount through resources of NPower Indiana.

NAMI Indiana affiliates are all volunteers working from their homes, and many have no access to computers. Those volunteers who do have it available, however, tend to be not responsive to e-mail from the NAMI staff, and do not utilize their e-mail capabilities. The staff finds it to be very difficult and time consuming to obtain required reports from the volunteer affiliates, even those who do have e-mail availability. Those reports are almost always sent by snail mail, rather than e-mail, which means that they cannot easily be copied and pasted into the NAMI Indiana database or the national database.

There are office volunteers who refuse to learn to use computers for even the most basic functions, such as simple word processing. This situation would not be changed through improved or greater availability of IT assets. Although considered to be a critical issue, no IT objective was established to address it. It was recommended, however, that staff ensure that future office volunteers and staff members be advised in advance that they are expected to have basic word processing knowledge and be willing to learn additional skills on the office computers.

Because of the small size of the current staff of NAMI Indiana and the limited amount of time available to devote to enhancing their information technology assets and training, the strategic objectives are here limited to the three most pressing critical issues which can be most effectively addressed by information technology.

Strategic IT Objectives and Action Plans

Critical Issue – Develop standard operating procedures

Initial Action Steps:

Develop standards for manual preparation

Person responsible – Pam

Target date for completion – October 31, 2003

ESC/NPower Indiana

NAMI Indiana IT Assessment

- Gather the information for the manual
 - Persons responsible – Pam, Leslie, Kellie and Jean Ann
 - Target date for completion – November 30, 2003
- Develop the procedure manual
 - Person responsible – Pam
 - Target date for completion – December 31, 2003
- Review and update manual
 - Persons responsible – All key staff members
 - Target date for completion – Annually or sooner if needed.

Critical Issue – Upgrade computer equipment (and software)

Initial Action Steps:

- Develop a replacement schedule for computers to be replaced
 - Person responsible – Pam
 - Target date for completion – September 15, 2003
- Define the hardware and software specifications for new computers
 - Person responsible – Leslie
 - Target dates for completion – September 15, 2003, 2004, and 2005
- Replace two computers in 2003
 - Person responsible – Leslie
 - Target date for completion – September 15, 2003
- Replace two computers in 2004
 - Person responsible – Leslie
 - Target date for completion – September 15, 2004
- Replace two computers in 2005
 - Person responsible – Leslie
 - Target date for completion – September 15, 2005

Observations and Recommendations Regarding Computer Equipment and Software:

NPower Indiana may be able to obtain discounts on computer hardware from Dell or CDW, but margins are small so discounts are also small and NPower charges for its time. Free or heavily discounted software is available from Microsoft through NPower to qualified nonprofit organizations.

There is normally a limit of three Microsoft software titles (e.g., MS Office Professional, Front Page, and Publisher) available per year and a limited number of licenses (up to 20) for each software title. To obtain these discounts and software, contact Margaret Powe at NPower, 860.3266 X 556. (Check out the Dell, HP/Compaq, and CDW web sites; configure the computers; add items to the “shopping cart;” then “send to” Margaret Powe at Margaret@NPowerIN.org for pricing discounts.)

ESC/NPower Indiana

NAMI Indiana IT Assessment

The most critical issue affecting performance of modern personal computers is the amount of random access memory (RAM). Almost all new computers available today have more than sufficient processor speeds to handle the most demanding of NAMI Indiana's requirements. Computers using AMD processors are less expensive but comparable in performance to those using Intel processors. We recommend that new computers have 512 MB of RAM. If it is necessary to compromise, do so with processor speed, as long as it is approximately 2 GHz, rather than with RAM.

We recommend that NAMI Indiana continue to use Microsoft Office Professional as its office productivity suite. New staff members and volunteers are more likely to be familiar with the MS Office applications than others, thus minimizing training and increasing the probability of being able to share documents through e-mail attachments. An upgrade to MS Office is expected late this year. (It should be noted that MS Word documents can be saved as RTF – Rich Text Format – files that can be opened by any modern word processing software.)

Windows XP Professional is the recommended operating system, as it not only has numerous improvements over previous operating systems, but is the most stable operating system in Microsoft history. Although the operating system could be chosen as one of the three Microsoft software titles obtained at a discount through NPower, there are substantial advantages in having it pre-installed and configured in a new computer.

Although a local area network (LAN) was not considered to be a high priority with NAMI Indiana, the staff should explore with the IT professionals at the hospital regarding the possibility of configuring the new computers to be connected to the hospital server. There are many advantages of using a LAN, including sharing files, high speed Internet access, and routine daily backups. Backups to floppy disks, as performed now by the staff, is not a long term option as floppy disks are rapidly becoming obsolescent and many new computers do not even have floppy disk drives.

NPower can provide consulting expertise on Access (Joe Kelly, 860.3266 x 554). New computers will be able to use Intuit's most recent version of QuickBooks, including the nonprofit add-on. Joyce Lawson at Executive Service Corps is willing to assist with specific questions about QuickBooks (574-7266, X 229).

The staff does not consider the need for a local area network (LAN) or wide area network (WAN) to be important. One office computer hosting the Access database is connected to the Larue Carter Memorial Hospital server, so the database file is backed up daily. NAMI Indiana is independent of the hospital, however, and could be physically located almost anywhere.

As new computers are acquired, it may be possible to configure them to use the hospital server, but that will depend on assistance from the hospital IT professionals, which is only available on a volunteer basis as time permits. Because NAMI Indiana is not formally associated with the hospital, there is no official assistance available from the hospital IT professionals.

Critical Issue – Expand NAMI Indiana web site to be more useful

Initial Action Steps:

Arrange task group meeting with technical personnel on board of directors and ESC volunteers regarding the IT assessment and web needs, including possible shift from hosting by Yahoo! to IPower.

Person responsible – Pam

Target date for completion – October 31, 2003

Contact IUPUI to find a student or other volunteer to assist in improving web site functionality (e.g., conference and program registrations, membership payments, donations).

Person responsible – Leslie

Target date for completion – October 31, 2003

Schedule courses through NPower on HTML and Front Page

Person responsible – Leslie

Target date for completion – November 30

Observations and Recommendations on Expanding NAMI Indiana Web Site:

Consider contacting NPower Indiana regarding their proprietary database-centered web maintenance tool that they suggest could allow NAMI staff to maintain its web site content. For further information, contact Rajinder Heir at NPower, 396-2848, X553.)

Measuring Success

Action steps in implementing these IT recommendations could be summarized as follows:

- Review, accept, or reject the recommendations in this assessment.
- Develop additional and more detailed action plans with specific choices, providers, cost estimates, responsibilities, and time frames.
- Allocate (or seek) the funding to implement the specific plans.
- Prepare for implementation by training staff and/or retaining consultants or subcontractors.
- Order, receive, install, debug ... and “tune” new systems as required.
- Provide for ongoing maintenance and enhancement.

Critical Success Factors and metrics for progress:

- Completion of IT planning.
- Procurement of funding.
- Implementation (training, installation, ongoing support arrangements).
- Completion of a standard operating practices manual.
- Operational parameters, such as reduced “fishing expeditions” for missing information, efficient generation of management reports, reduced downtime and equipment failure.
- Feedback from staff and constituents – sense of increasing effectiveness and efficiency.
- Bottom-line impact on membership, fund-raising and service delivery.

Additional Observations, Recommendations, and Resources

Technical Documentation

Adequate documentation of the technology infrastructure would greatly ease administration of systems and save staff/consultant time when working on troubleshooting, maintenance and planning. Keep all of the documentation about all computers in one centralized, safe place – this includes original CD-ROMs. Additionally, a network diagram of systems can prove useful.

Read [Technical Documentation Tips](#)

Technology Planning

Developing and using an annual information technology plan is one of the most empowering things a non-profit can do as it seeks to use computer technology to its fullest. A technology plan will help NAMI maximize computer technology's potential by serving as the touchstone for all technology activities. It should be reviewed and updated at least annually.

The Tech Atlas tool can be used to build action steps and schedules for accomplishing technology goals.

Read [Technology Planning Tips](#)

IT recommendations may be prioritized according to the resources you are able to use most immediately to accomplish tasks. The SWOT analysis (strengths, weaknesses, opportunities, and threats) exercise can be used for other technology projects, for example designing a custom database application, or new web site. The strengths and weaknesses discussion can focus on those of the existing database, web site, etc. A team approach ensures that staff members have buy-in from day one.

Frequently Asked Questions:

1. [Which of our computers should we consider replacing?](#)
2. [How much do new personal computers cost?](#)
3. [Can NPower help us purchase PCs?](#)
4. [What about going above \\$1000 for a personal computer?](#)
5. [What is a general configuration for a solid computer today?](#)
6. [Are there any we have that we can upgrade?](#)
7. [What are the hardware requirements for browsing the web?](#)
8. [What about office productivity?](#)
9. [What should we know about re-doing our web site?](#)

Which of our computers should we consider replacing?

- Windows 98 machines (and even Win95 machines) are still usable, but they have their limitations. Random Access Memory (your working scratch pad) of say, 64MB, is small in comparison to today's machines that come with 256, or even 512MB. When budget allows – these machines should be replaced, as soon as possible.
- What do you intend to use the machine for? Is an administrative assistant expected to use it for email, word processing, and number crunching on a daily basis? If yes, the hardware capability of a machine this age would be a hindrance.
- How much hard drive space is there? How much software could you comfortably run on it without sluggish speed?

Replace the Windows 95 machine as soon as possible, and the 98 machines as quickly as financial resources permit. If this step is not possible – it is possible the random access memory in these desktops can be upgraded to 256MB at reasonable cost. This is not the best solution – only one that is cost effective if the machines are *not* going to be replaced in the near future. Installing the memory involves removing the CPU cover and slotting in the chips – be sure to follow instructions about being 'grounded' when handling chips. Remember that the hard drive space and processor speed would still be limited. It is possible to increase the hard drive but usually those dollars can be better used towards a new system later.

NPower is looking into pricing for extra RAM for Windows 98 machines. The Center may use state funding to pay for this.

[\[Question Index\]](#)

How much do new personal computers cost?

Generally, for a good business desktop that you expect to use for 3 years – allow at least \$1000. This includes a monitor, and 3 year warranty. You can go below this by ordering a lower end business model or one that is often targeted for home use. You can save money by not buying new monitors and using the old ones, and buy when extra dollars are available. Keyboard and mice are not too expensive. Buy an optical mouse with a middle scrolling button.

[\[Question Index\]](#)

Can NPower help us purchase PCs?

Yes. NPower Indiana can use its account with Dell, HP/Compaq, or CDW to order on your behalf. We have been able to order for other members of NPower and save them money. Note that our time is billable. To compare the price on an order that NPower can help with – place your selections into an online shopping cart with any of the above vendors. NPower will use this to get quotes. As of May 1, 2003, CDW also sells some Gateway brand computers.

[\[Question Index\]](#)

What about going above \$1000 for a personal computer?

You can easily spend over \$1000 on a computer. Where would you add the cash? Look at your needs. Consider adding a CD writable drive, better monitor, more memory (RAM), bigger hard drive, faster processor. Don't forget about shipping costs. Remember that not all of your new machines need the bells and whistles. For example, it may be appropriate to have a CD writable drive on one of four machines, if they are networked together. If not, each machine should have such a drive for backup purposes, if for no other reason, as many computers no longer have floppy disk drives.

[\[Question Index\]](#)

What is a general configuration for a solid computer today?

- Pentium 4 processor of 2.0GHz speed (or faster), 256 or preferably 512MB of random access memory (RAM), hard drive of at least 40 or 60GB, 24 or 48x speed CD-ROM, no need to get fancy with the sound and speakers, and 3 year on-site warranty.
- Flat panel monitors of 15" are tumbling down in price around \$300, or sometimes less. Watch the Sunday papers. A 'bundled system' can work out well for monitor price on flat panels too.
- A regular (CRT) monitor can be found for as little as \$150. This can be picked up at Best Buy or CompUSA to save shipping cost. Or use existing monitors for now.
- You will also need to include a Network Interface Card so that you can connect to a LAN and high speed Internet.
- You can choose to order a modem but this is becoming less common with high speed web – but with a modem, you could tie into a fax line to send and receive faxes on the computer. There is also software available for this so that you do not have to use a modem.
- Consider the peopleware – who would order, and set up new machines?
- Also consider (computer) furniture needs?

[\[Question Index\]](#)

Are there any we have that we can upgrade?

Possibly, as mentioned above, but there must be physical room for more memory chips to increase the RAM. This is inexpensive. It is possible to add an additional hard drive, too. This costs less than \$100 plus labor. The microprocessor speed (hub of the computer) will stay the same. Upgrading an old machine can become like putting leather seats in an old car – how much do you want to invest?

Upgrade the Windows 98 systems to a minimum of 128MB of RAM and preferably to 256MB if budget does not permit replacing these machines yet.

[\[Question Index\]](#)

What are the hardware requirements for browsing the web?

For the latest version of the most popular web browser, Internet Explorer 6 (with Service Pack 1 update), you need:

RAM requirements depend on the operating system used. Processor -- computer with a 486/66-MHz chip or higher (Pentium processor recommended)

Windows 98:

16 MB of RAM minimum
Full install size: 11.5 MB

Windows 98 Second Edition:

16 MB of RAM minimum
Full install size: 12.4 MB

Windows Me:

32 MB of RAM minimum
Full install size: 8.7 MB

Windows 2000:

32 MB of RAM minimum
Full install size: 12 MB

Windows XP:

32 MB of RAM minimum
Full install size: 12 MB

These are absolute minimum requirements, and will not lead to a satisfying experience. The requirements for Internet Explorer 5 – are not radically different from the above. Remember that these are minimums. Typically, users will run word processing and e-mail client. As a user runs applications concurrently on older hardware, expectations of the performance level have to be reasonable.

[\[Question Index\]](#)

What about office productivity?

When sharing files between different versions of Office, it is possible to 'Save As' to an earlier version. On occasion, users will run into features that are not supported in earlier versions. This can be a hindrance with Power Point presentations, for example.

NAMI is currently using MS Office 2000 Professional. A new version of Office XP Professional is expected to be available within the next few months.

[\[Question Index\]](#)

What about re-doing our web site?

NAMI plant to expand its web site to be more useful. Below are some basic ideas to keep in mind.

The use of the web site can be tied to goals in a strategic plan as well as the technology plan. It is a vehicle by which to share NAMI's story. Here are some general guidelines:

ESC/NPower Indiana

NAMI Indiana IT Assessment

- Full NAMI Indiana program details
- Constituent testimonials – words from individuals and families you serve
- Current Events & News, press releases, etc
- Showcase contribution levels from donors if applicable
- Online donations
- A series of rotating images on the main page to facilitate a different look each time a web visitor enters at that gateway.
- Look at the main page as the foyer for the Center – ‘what are the profiles of people who visit our site?’ Accommodate the needs based on this and your goals with using the web to promote mission.
- Contact information (locations) on every page, or a link to it
- Employment opportunities
- Possible volunteer opportunities (can Volunteer Works push this out to the web site?)
- Printed materials should refer to your web site address
- Frequently Asked Questions (this can help to deflect general phone enquiries)
- Board member profiles

Dynamic Web Site Content

Beyond static web sites, the next stage is a database-driven site. This allows an organization to easily update web content without specialized knowledge of web technologies or databases. Most non-profits that NPower Indiana has working knowledge of, have a static web site. This means that web pages are created once and updated by someone versed in HTML or via a web creation and maintenance tool such as FrontPage.

The former is often tasked to a contractor or even a volunteer. This can become a bottleneck because of one single point of contact, and then quite simply the site is not as ‘fresh’ as the organization intends. It becomes a stale and under-utilized marketing channel. Web visitors do not return to such sites!

Using a product such as Microsoft FrontPage alleviates the bottleneck issue, especially if the agency has direct access via such software, to the web server directory to upload changed files. However, this implies that a staff member would have some level of web savvy and this is not always possible given tight resources typical at non-profits.

Alternatively, the web site can be re-constructed so that a database is built into the framework. This enables staff to access a user-friendly database front-end to enter and update content without having to contact another party (webmaster) or learn a particular web product.

[\[Question Index\]](#)

Budget Issues

In order to successfully implement technology in your organization, you first need to understand the true cost of owning and operating this technology. Just like the cost of owning and operating a car goes beyond the money used to buy the car and includes gas, oil changes and insurance, the cost of owning and operating technology includes more than just buying the computers on people's desks.

The true cost of technology includes the costs of providing ongoing maintenance and support for the technology, the costs of training staff to use the technology as well as any "hidden" or indirect costs such as lost productivity due to computer troubles. After buying a computer, installing a network, or publishing a web site it is tempting to close your eyes to these ongoing costs. However these costs are real and do not go away. Identifying and planning for the total cost of technology ownership allows an organization to develop an appropriate budget and proactively anticipate and plan for covering these costs.

Total Cost of Ownership Calculator

The true cost of technology includes the costs of providing ongoing maintenance and support for the technology, the costs of your Internet connection, and costs of training staff to use the technology as well as any "hidden" or indirect costs such as lost productivity due to computer troubles. The total cost of computer ownership is different for each organization and includes all these direct and indirect costs. The total cost of technology ownership should be used only as a guide to help expose the most common costs of technology ownership at your organization so that you can better understand and budget for these costs.

Average, total annual cost of ownership for a single computer in your organization is: **\$X**
(Use the Tech Atlas Total Cost of Ownership calculator to determine this number. Also, the NPower Tech Strategies session discussed hidden costs of technology purchases in detail).

View a [technology budget worksheet](#) that you can use.

Technology Fundraising Resources

Fundraising for technology is similar to fundraising for any other project at your organization; you need to first start with a clear vision of how technology will support the work and mission of your organization, and then you develop a project plan and budget that corresponds to this vision. However, as we all know, fundraising in general can be challenging and fundraising for technology projects, without a doubt, increases this challenge.

View [five tips for a winning technology proposal](#).

Appendix A

For removal of older computer equipment in the future, NPower Indiana suggests the following:

J&S Computer Assistance

Rusty Johnson
550 E. Jefferson St.
Suite 104
Franklin, IN 46131
317-736-7876
317-736-0726: Home
jscomputerassistance@yahoo.com

Virtual Scavengers Project

John Crooks
754 N. Sherman Dr Suite 216
Indianapolis, IN 46201
(317) 917-9111
M-F 10-4. Sat 10:30-3:30
<http://www.vscavengers.org>

Appendix B

Glossary from TechAtlas.org

- **Back-up** -- When you back up data, you save a copy of it and store it in a safe location that is not on the same computer as the original. For example, you may back up individual files on floppy disks, back up entire system on a CD-ROM disc, or back up a network drive using a specific back-up device.
- **Client/Server** -- In a client/server network, a dedicated network server provides information, files, Web pages, and other resources to you when you log on to it from your computer. Usually, the server is a computer that nobody uses as a workstation and that remains on all the time. If you have a client/server network, you probably have a network administrator who monitors, updates, and troubleshoots the server.
- **CPU** -- The CPU (central processing unit) is the heart of your computer system. It's the processor, usually a single chip that everything else relies on. Many applications require that you use a processor of a particular type or speed. Often, the processor name and speed is written on the computer case. You may need to refer the documentation that came with the computer to be certain which processor it's using.
- **CPU Speed** -- CPU speed is quantified in megahertz (MHz). The faster the CPU, the higher the MHz number. For example, a 700 MHz CPU is over twice as fast as a 333 MHz CPU. The CPU speed indicates how fast your computer can process information.
- **Dial-up Phone Number** -- A dial-up phone number is the phone number your modem dials to connect with the Internet. Your ISP provides you with this phone number, and may provide you with alternate phone numbers.

If you are using ISDN, DSL, or another type of Internet service, you may not have a dial-up number.

- **Hard Disk Space** -- You store data on your hard disk, and some programs use space on your hard disk to store data temporarily. The amount of hard disk space you have available determines what programs you can successfully install or run, how efficiently applications will run, and whether you can upgrade to a different operating system.

To find out how much hard disk space is available in **Windows**:

1. Double-click the My Computer icon on the desktop.
2. Select a disk drive and choose File > Properties.

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3. Select the General tab in the Properties dialog box and note the values listed for Free Space and Capacity. The Capacity value tells you how much space is on the entire drive, and the Free Space value tells you how much of that space does not contain data.

- **Internet Access** -- As used here, Internet access describes how a particular computer connects to the Internet.

If the computer doesn't have Internet access, choose none. Otherwise, choose the appropriate method: through a modem, the agency's network, or some other device.

If you have an Internet connection over a phone line (modem, ISDN, or DSL) the phone company provides the line. In the case of ISDN and DSL, there are additional services that are set up on the phone line for the service to work. If you have problems with the Internet connection that are not related to your ISP, you may have to contact the company that set up the phone line.

- **Internet Speed / Bandwidth** -- The Internet speed or bandwidth describes how quickly you can transfer data from the Internet to your computer. Most computer modems are 56K, meaning that if conditions are optimal, they can download 56,000 bytes of information each second. Older modems may have speeds of 14.4 - 28.8 Kbps (Kilobytes per second).
 - If you are using a dial-up modem, choose the rate that corresponds with your modem speed.
 - ISDN provides data transfer rates of 64Kbps - 128 Kbps, depending on the way it's configured. If you are using ISDN, choose 57K-128K.
 - Cable modems often have transfer rates up to 2.0 megabytes per second. ADSL lets you receive data at speeds from 1.5 to 9.0 megabytes per second. (A megabyte is just over a million bytes.) If you are using a cable or DSL connection, choose 512Kbps - 1.54 Mbps
- **IP Address** -- An IP address is the set of numbers that identifies a specific computer for the Internet. Most individual computers use different IP addresses each time they log on to the Internet. However, your Web site needs to have a single IP address so that Web browsers can locate it. Record this IP address in Tech Surveyor. <--I believe you'd need to check with your ISP to get this. Is there any easier way, without having to write and run scripts?
- **ISP** -- ISP stands for Internet Service Provider. Your ISP provides you with access to the Internet, in exchange for a monthly or annual fee. Your ISP may also host your Web page.
- **Mailbox Types** -- There are different protocols that e-mail applications use to retrieve e-mail from mail servers. Most e-mail applications use the POP protocol, but some use the newer IMAP protocol.

- **Network cabling** -- The network cables connect computers to each other, to peripherals, to servers (in a client/server network) and to hubs. The kind of cabling used can affect the cost, reliability, and speed of the network.
 - **Coax copper** cabling uses a type of wire that consists of a center wire surrounded by insulation and then a grounded shield of braided wire. Coax cabling looks like the cable that connects to your TV set.
 - **Twisted pair copper** cables have two independently insulated wires twisted around one another. Twisted-pair cables usually connect using the same modular plug you use with a phone jack.
 - **Fiber optic** cabling uses glass or plastic fibers to transmit data. Fiber optic cabling carries more data, but it's also more expensive and more fragile.
 - **Wireless** networks provide service without cables at all. Instead, devices transmit data using high-frequency radio signals.

- **Network Operating System** -- A network operating system makes access to network resources, like shares and printers, possible. In a client/server network, the network operating system would be the operating system of the server. In a peer-to-peer network, the network operating system would be the operating system of the peers. In the case where all peers do not have the same operating system, use the least powerful operating system.

- **Network protocols** -- A network protocol is a standard format for transmitting data between two devices. To learn which protocol you're using, check with your network administrator or open the Network control panel in Windows
 - TCP/IP is primarily used to connect sites on the Internet. Network operating system also support TCP/IP.
 - IPX/SPX is a protocol used by some Novell Netware networks.
 - Netbeui/NetBIOS is a protocol used primarily by networkable operating systems, such as Windows 95, Windows 98, and LAN Manager.

- **Network sharing** -- When you share resources over a network, the resources will only be available if the device they're connected to is on and sharing is enabled.

Knowing which devices you share over a network helps you plan for outages and maintenance.

- **Network Topology** -- In an **Ethernet** network, each computer is connected to a hub. The most common form of Ethernet is 10BaseT. Ethernet is the most common protocol used for local area networks.

In a **token ring** network, computers are connected to each other in a closed series, so that data passes from one computer to another. This protocol uses a token-passing scheme in order to prevent the collision of data between two computers that want to send message at the same time. (Think of it as a talking stick; only the computer that has the token gets to send data.)

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- **Network Type** -- There are two basic kinds of networks: client/server and peer-to-peer.

If you're using a client/server network, you have at least one dedicated server. A server is a computer that provides resources to other computers.

If you're using a peer-to-peer network, people can share resources from each other's workstations.

It's possible to use both client/server and peer-to-peer networks. Because a client/server network provides greater efficiency, and requires more maintenance and resources, select Client/Server if you use both.

- **Operating System** -- An operating system is the software that manages all the other programs on your computer. Applications are written for specific operating systems and will be incompatible with others. Even though Windows 95 and Windows 98 may look a lot alike, some programs will run on one and not the other. The same is true of different Mac OS versions.
 - To find out which Windows operating system you're using, right-click My Computer and choose Properties.
 - To find out which Mac OS version you're using, choose About This Computer or About This Macintosh from the Apple menu.
- **Partner** -- A Partner is a group or individual that can be given permission to review and edit an organization's Tech Surveyor data. Non-profits may desire a Partner's help completing an inventory, need a Partner's assessment of what they have, or want to participate in a survey of their sector or group in order to plan for or leverage more technology resources. Groups can add and remove Partners in the Agency Info section.
- **Peer-to-peer** -- A peer-to-peer network exists when two or more computers can share files or resources such as printers with each other. A peer-to-peer network may be as simple as a cable from one computer to another, using Windows Networking or AppleTalk; it may also be set up with a hub that holds a cable from each computer in the peer-to-peer network. There is no network server in a peer-to-peer network.
- **Peripherals** -- Peripherals are devices you attach to your main computer. Peripherals include monitors, printers, scanners, digital cameras, keyboards, speakers, Zip drives, and any other devices you attach to your main computer.
- **Price Paid** -- You may need to know the price you paid for equipment for financial reporting purposes. If you don't need to record the exact amount, you can estimate it. This data is not used by Tech Surveyor; it is for your convenience only.

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NAMI Indiana IT Assessment

- **RAM** -- RAM stands for random access memory. This is the memory that your computer is using while you are working in it; when you shut off the computer, everything that was stored in RAM is erased. Applications use RAM to store information temporarily while you are working in them; if you don't have enough RAM for an application, it may act unpredictably, crash, or not start at all.

To check how much RAM you have in Windows:

0. From the Start menu, choose Settings and then Control Panel.
1. Double-click the System icon.
2. Note the amount of RAM:
 - If you are using Windows 95 or Windows 98, click the Performance tab and note the amount of RAM listed to the right of the word "Memory."
 - If you are using Windows NT 4.0, click the General tab and note the amount of RAM listed on the last line of the screen.
3. Click OK to close each dialog box.

To check how much RAM you have on a Macintosh, choose About This Computer from the Apple menu and note the RAM value.

- **Removable Media** -- Media is a general term used to describe anything on which data can be stored. Removable Media is any such media that allows you to take data out of a computer such as 3 1/2" diskettes, 5 1/4" floppy disks, magnetic tape, CDs (compact discs), and Zip disks.
- **Security** -- All pages are protected by a script which screens out all users without permissions.
- **Serial Number** -- Each piece of computer equipment (including monitors, printers, and scanners) has a unique serial number, assigned by its manufacturer. You'll usually find the serial number on a label on the back or bottom of the device. Because each serial number is unique, you can use serial numbers to track your equipment efficiently. It's good to keep track of these numbers, too, because you may need to provide them when you contact manufacturers for support with the equipment.
- **Sharing** -- Sharing something over the network means that people sitting at other computers can use resources that are connected to or installed on your computer. For example, if a printer is connected to Joe's computer, he can share it over the network so that Sue can use it from her computer.

It's important to know what resources are shared over the network, because those resources won't be available if the computer they're connected to is turned off or if sharing is disabled.

- **URL** -- A URL (Uniform Resource Locator) is the unique address for a Web site. For example, the URL for NPower's home page is <http://www.npowerIN.org>.

- **Virus Definitions** -- Virus definitions contain the information an anti-virus application needs to recognize and remove a virus. Therefore, anti-virus software cannot recognize a virus if it does not have a definition for it. Because new viruses are being created and distributed all the time, new virus definitions are also being created frequently.

Running virus detection software is not enough; to protect your agency, you must also frequently update the virus definitions the software is using. For information about updating the definitions, see the documentation that came with your virus detection software, or visit the Web site for software manufacturer's Web site.

- **Web Editing Tools** -- Web editing tools are any applications or computer languages you use to create, upload, and maintain your agency's Web site. Type in the names of the tools you use. Examples of common Web-editing tools are Microsoft FrontPage, HTML 4.0, JavaScript, Macromedia DreamWeaver, Adobe GoLive, CuteFTP, Netscape Composer, and XML
- **Web Host** -- The files you use for your Web site reside on a Web server owned by the host of your Web site. Your ISP or another organization may have the physical computer that holds the files for your Web site. If so, your Web site is hosted by an outside Web host provider. If your Web site files are actually stored - and accessible from the Internet - on computers in your agency, your Web site is hosted by your agency. (Note: Even if your site is hosted by an outside provider, you probably have back-up or working copies of the Web site files on your agency computer. This does not mean that you are hosting the Web site.)
- **Web Site Domain Name** -- The domain name is the part of the URL that is common to all pages on your Web site, and that identifies your organization. For example, NPower's domain name is npower.org.

You may not have your own domain name if your Web site is hosted outside your agency. For example, if your ISP hosts your Web site and you don't have a domain name, your site's address would begin with your ISP's domain name.

- **Wireless** -- Wireless connections allow you to connect to the Internet without using any cables. Instead, computers or handheld devices like cell phones communicates with the Internet using radio frequencies