BOSTON MAIN STREET PROJECT
Technology Assessment and Acquisition

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Faisal Alyahya
Kyle Laird
Samantha Vinciguerra

Fall 2009
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Boston Main Streets is a program with one goal in mind, to improve its neighborhoods’ quality of life. The program is designed to revitalize the neighborhoods’ business district in order to stimulate economic growth and increase the overall health of each neighborhood. There are many individual main streets organizations all over the country, and there are 19 alone in the Greater Boston Area. The Boston Main Streets program was created by Mayor Menino in 1995, combining the 19 existing Main Streets programs around Boston under one umbrella that is funded by the city of Boston through federal and state money. The organization revitalizes Boston's neighborhood commercial districts through design, technical, and financial support. Boston Main Streets is testing strategies that can benefit all other main street organizations in the country.

Each individual Main Streets operation has an organizational lay out that dictates their day to day operations. The organizations activities are lead by a board of trustees that direct the activities of committees who carry out the organizations tasks. The design committee, economic restructuring committee, organization committee, and promotion committee are all managed by one Executive director.

Our project is working with the Upham’s Corner Main Street in Dorchester, MA and Hyde Jackson Square in Jamaica Plain, MA.

For more information about Boston Main street: www.cityofboston.gov
Up ham’s Corner Main Street web site: www.uphamscorner.org
Hyde Jackson Square web site: www.hydejacksonsquare.org
BUSINESS NEED

- **Context**
  Boston Main Streets Organizations has four committees that run under the direction of a Board of Trustees. These four committees work on projects to enhance Boston Main Streets in hopes of making the historic commercial center capable of competing in today’s market. The four committees develop their projects and once a month at board meetings each committee reveals their project and its progress to the other committees.

- **Business Need**
  Need to have effective communication throughout the four committees in order to increase project awareness and to lower committee domination and confusion.

- **Supporting Facts**
  Outside of the board meetings the committees develop projects individually without paying attention to any other committees. This results in committees overlapping at times as well as the project funding to be limited since more than one committee is taking on a large task.

- **Assumptions**
  We expect to increase the amount of projects that get completed in a year more than in the previous year.

- **Approvals**

  Cindy Stevens  
  Project Sponsor  
  [Signature]  
  [Date]

  Sean Bender  
  Board Member/ Center for Community and Learning  
  [Signature]  
  [Date]
PROJECT CHARTER

- **Group Members:** Ali Albinessa, Faisal Alyahya, Kyle Laird, Sam Vinciguerra

- **Executive Summary**

There is a need to increase productivity amongst committees at Main Streets organizations. The four committees run under the direction of a Board of Trustees and are operating inefficiently and have work beyond their capacity. Our project is tasked with finding a solution to this problem to make committees more effective and efficient with their limited numbers and limited time.

- **Business Need**

Need to have effective communication throughout the four committees in order to increase project awareness and to lower committee domination and confusion.

- **Project objective**

To find a technology solution to develop the organization communication which will help the four committees work together more efficiently and timely, while increasing committee cohesion.

- **Impact Assessment**

The Main Streets organizations will see increased productivity from their committees, as well as better cohesion and communication between the groups. The gold's of their projects should not overlap and result in wasted resources.

- **Measurement of Success**

This project will be considered successful if we can increase productivity and cohesion while minimizing duplication of efforts and overextension or resources.
Scope

This project is targeting specifically the issue of overextended committees; the ways in which the committees operate needs to be looked at as well as the organization of their operations, and prioritization.

Time Constraints

- This project must be completed prior to November 18, 2009.
- Project Stakeholder and Sponsor Approvals
PROJECT PLAN

- **Project Management Plan**

Our group has a minimum of at least a weekly meeting where work is distributed evenly. Tasks and phases are completed one after the other in sequence. Group evaluation on our current state will help us reach goals we have set for ourselves.

![Project Management Plan Diagram]

Figure 2: Research Plan

A detailed schedule is attached to the appendix of this document.

- **Risk Management Plan**

Communication amongst the team and between the team and the stakeholders will minimize mistakes made during course of the project. It is required for members to attend meeting times so that risks of completing the project and deadlines on time will be minimized. If someone is absent from a team meeting we will continue working on the project so that we minimize the risk of falling behind in work. We always have multiple copies of our work so that if some is lost, we have a backup.

- **Issue Management Plan**

Weekly set goals are to be met as well as the delegation of work during that week. Our stakeholders and project sponsor use deadlines for use which we gauge our work around.
- **Change Management Plan**

Any alterations in our plans will be communicated and discussed on a needed basis to change the entire team’s focus in the new direction. Potential changes will be review weekly.

- **Quality Management Plan**

During our project, our work will be reviewed by the project sponsor and by project stakeholders to determine if we are working in the right direction and will give us the opportunity to improve the quality of our work. A higher understanding of the project will improve the quality of our work.

- **Product Management Plan**

Communication with the project stakeholder will set guidelines for our group when finding a solution of their business need.

- **Presentation Management Plan**

Our findings will be submitted to the stakeholders and the implementation of the solution as well as its’ operation will be left up to them.

- **Human Resources Management Plan**

During our weekly meetings our group tracks each other’s individual progress to determine if we are staying on task and see where we need to increase our efforts.

Cindy Stevens: Project Sponsor  
- Keep team on task  
- Set deadlines for the team

Sam Vinciguerra: Project Manager  
- Keep group on task  
- Lead planning for the team  
- Manages project activities  
- Keeps track of project schedule  
- Works on individual and team work  
- Main point of contact with project stakeholders

Faisal Alyahya: Project Team Member  
- Works on individual and team work
- Keep group on task
- Help manage project activities

Ali Albinessa: Project Team Member
- Works on individual and team work
- Keep group on task
- Help manage project activities

Kyle Laird: Project Team Member
- Works on individual and team work
- Keep group on task
- Help manage project activities

- **Cost Management Plan**

  We will ensure that the project will not cost us any money other than possible transportation costs, and we will also make sure that our solution is affordable for our stakeholders.
**SOLUTIONS OVERVIEW**

**Procore** construction task management suit is a MAC or PC program that can be easily accessed by group members on a construction company or crew that helps them organize, plan, keep track of inventory and expenses, as well as keep records of job bids and other functions. Cost is based on each job you use the program for.

**VIP task management software** is a PC computer program that enables group members to connect together using this program and gives them the ability to plan, email, keep track of progress, set goals, and leave areas to compile projects using collaborative management techniques. Ten licenses cost $1000.

**Wrike task management software** is a monthly-payment PC computer program that enables group members to connect together using this program and gives them the ability to plan, email, keep track of progress, set goals, and leave areas to compile projects using collaborative management techniques.

**Google doc** is a free online based word processor program and database. It enables on or multiple users to connect to one account and post word documents in one easily accessible area and will work on any computer with an internet connection.

**SunGard Luminous** Web portal is a self made online based program that is purchased from SunGard Education IT Company. It enables users to connect using the internet to access its organizations internal website. There users will be able to make their own features desired to their easily accessible site. It is intended for academic facilities, and is very expensive.

**Clarizen task management software** is an expensive online based program that is easily connected to by anyone with a computer. It is a program that enables users to connect together using this program and gives them the ability to plan, email, keep track of progress, set goals, and leave areas to compile projects using collaborative management techniques.
### DECISION SCORING MATRIX

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Figure 3: Decision Scoring Matrix
REQUEST FOR PROPOSAL

Letter of Transmittal

November 11, 2009

Dear prospective vendors,

Boston Main Streets is a program with one goal in mind, to improve its neighborhoods quality of life. Boson Main Streets revitalizes Boston’s neighborhood commercial districts through design, technical, and financial support. We feel that by improving communication within this non-profit organization, there will be a significant increase in the amount of projects Boston Main Streets are able to complete successfully each year.

Through use of your product, Boston Main Streets anticipate to increase communication significantly which ill in turn decrease the amount of time spent on each project. Decreasing time will allow more projects to be completed successfully each year, making a positive impact on the community.

This RFP is mean to define and document out functional needs and also establish a consistent basis on which communication vendor proposals can be judged. Boston Main Streets and its designees will evaluate all proposals. This RFP is to be kept strictly confidential. Please carefully review all guidelines within the RFP.

We appreciate your consideration and assistance in the matter. We look forward to receiving your proposal.

Sincerely,

Samantha Vinciguerra

Project Manager

Boston Main Streets Representative
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1. General Information

1.1 Purpose of the RFP

The purpose of this Request for Proposal is to establish the requirements of a communication tool that best meets the Boston Main Street organization.

1.2 RFP Communications

Please direct all communications/ correspondence regarding this RFP to:

Samantha Vinciguerra  
550 Huntington Ave  
Boston, MA 02115

Anyone failing to do so will be eliminated from the finale evaluation.

1.3 RFP Preparation

In the event of any modifications to the RFP, prospective vendors are to be notified in writing. Any materials acquired by Boston Main Streets during the RFP will become property of Boston Main Streets.

1.4 Vendor Responses

Prospective vendors are to submit four copies of their proposals. All copies must be submitted to Samantha Vinciguerra no later than November 16, 2009. Include all documents and other materials supporting proposals with initial package.

1.5 Effective Dates of Pricing

Prospective vendors are to state in written documentation all information, including pricing, will remain valid and applicable for a minimum of 160 days from the date their proposal is received.

1.6 Vendor Site Visits

Boston Main Streets has the right to inspect all vendor facilities that could be used to support the proposed communication solution.
1.7 Evaluation Criteria

Prospective vendor proposals will be evaluated using the following general criteria

- Ability to satisfy functional business requirements
- Ability to satisfy technical and integration requirements
- Strategic partnering potential
- Cost

1.8 Right to Project

Boston Main Street reserves the right to reject or accept any or all submitted proposals as well as request any additional information from all prospective vendors. Any contract that is accepted will be made to the organization who was evaluated to be the best qualified in providing the solution and support laid out in this RFP.

2. Vendor Guidelines

2.1 RFP Response Format

Prospective vendors should provide their proposal in the following format:

- Letter of Transmittal
- Table of Contents
- Product Overview
- Functional Requirements
- Technical Requirements
- Strategic Partnership Potential
- Cost Requirements
- Appendix
2.2 Exceptions to the RFP

Prospective vendors must submit a document with any exceptions to portions of the RFP. Exceptions should be identified clearly.

2.3 Confidentiality

This RFP and all other materials submitted must be confidential. Boston Main Streets requests that this RFP not be copied or forwarded or any third party without Boston Main Street’s written consent. When submitting confidential material to Boston Main Street, the material must be marked as confidential. Failure to do this will allow Boston Main Street to have the opportunity share unmarked material with a third party.

3. Product Information

Prospective vendors are to include an outline of their communication solution. Each aspect of the product is to be explained in detail its role in the total communication solution. Diagrams and examples are welcome.

4. Functionality Requirements

4.1 Instructions

Boston Main Street will be honest when identifying the solutions. When a proposed solution does not meet the requirements, it will be shown clearly. Please rate each of your requirements using the following:

- 0 = solution does not include this
- 1 = solution does not include this but will in future modifications
- 2 = solution includes this but is going through current modifications
- 3 = requirement is not offered by perspective vendor, but can be used through a third party
• 4= the current requirement is met and can be used immediately upon installation of proposed solution

4.2 Technology Requirements

It is expected that all perspective vendor’s technology will work well with technology previously acquired.

Rating:

Comments:

4.3 Works with hardware previously acquired

Any technology perspective vendor’s use for the solution must work with the hardware previously acquired.

Rating:

Comments:

4.4 Works with software previously acquired

Any technology perspective vendor’s use for the solution must work with the software previously acquired.

Rating:

Comments:

4.5 Tailor fit for needs

All solutions must be tailor fit for Boston Main Streets. Any software designed specifically for project communication.

Rating:

Comments:

4.6 Internet Connectivity

Must connect to the internet
4.7 Email Communication

Should have proper email communication built into solution

Rating:
Comments:

4.8 Group Planner

A Group planner accessible to all project members must be included in solution.

Rating:
Comments:

4.9 Selective Sharing

There must be an opportunity for any project members using the solution to decide which documents and current projects will be shared among all users and which ones will be kept confidential.

Rating:
Comments:

4.10 Cross Project Reports

The solution must have capabilities of conducting cross-project reports.

Rating:
Comments:

4.11 Reminders

The perspective solution must have the opportunity to set reminders, making it less likely deadlines are missed.

Rating:
4.12 Group Discussions

It is important that the perspective solution allow platforms for group discussions to take place.

Rating:

Comments:

4.13 Forum Posting

Perspective solutions must have an area for forum posting.

Rating:

Comments:

4.14 File Uploading

Perspective solutions must be able to upload files.

Rating:

Comments:

5. Strategic Partnership Potential

5.1 Vendor Profile

Perspective vendors are to provide the following information:

- Company background
- Future plans
- Annual reports and financial statements from the past three years
- Possible legal issues that could affect a relationship with Boston Main Street
- Special relationships with any other companies

5.2 Training

Prospective vendors must provide the following information:
• How has your company gone about training in the past?
• Have there been problems with past training programs and how have your training programs changed since experiencing these problems?
• Is there additional training offered after the initial training?
• Does your company have any certifications that help with the training?

5.3 Support

Perspective vendors must provide the following information:

• Describe any system warranties in place or available
• Are there any maintenance plans available with your technology solution?
• Is there a helpdesk, if so are what hours are they available and how is it operated?
• Is there a disaster recovery plan in place? If so please explain.
• Has your company had any complaints about its support plans in the past? If so what did your company do to improve its support to prevent these complaints from happening in the future?

5.4 Experience

Briefly describe a few successful and unsuccessful installations to date. Include why the installation was successful, and why and unsuccessful installations failed.

5.5 Implementation Plan

Prospective vendors must provide the following information:

• Describe your technology implementation process.
• What is the typical implementation procedure?
• What are the risks associated with the time frame?
• What would your role be in the implementation?
5.6 Security

State all security plans in place for prospective technology.

6. Costs

6.1 Initial Costs

The initial proposal should outline a price quote as well as include all pricing options available. Quotes should support the use of 20 accounts.

6.2 Long-term costs

Please state all costs for the next five years if there are any costs besides the initial costs incurred. This should include support costs and long-term costs associated with maintaining this technology for the next five years. Please state all costs in dollars only.

6.3 Payment options

Please provide payment option information if there are any available.
**NEGOTIATION STRATEGY**

1. **Summary**
   
The project team has selected Wrike as the vendor of choice. Clarizen came in second, and Boston Main Streets believes either vendor would make a significant difference in allowing communication occur more successfully.

2. **Initial Terms**
   
The initial terms of the deal from the vendor proposals are listed below:

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<th><strong>Wrike</strong></th>
<th><strong>Clarizen</strong></th>
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<tr>
<td>Ongoing Cost</td>
<td>$1500 yr</td>
<td>$6000 yr</td>
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3. **Agendas**

   **Boston Main Street Agenda:**
   
   Negotiate the best financial package

   **Vendor Agenda:**
   
   Maximize revenue
   
   Gain relationship with the Boston Main Street organization so it is the first to be notified in the future.

4. **Leverage**

   **Boston Main Street:**
   
   Timing
   
   First to a market
   
   Strategic Custom

   **Vendor:**
   
   Boston Main Street’s aren’t critical to the vendor’s success.
5. Objectives
   Negotiate the best financial package with either of the two remaining vendors.

6. Strategy
   Make vendor’s aware they are the two finalists and allow them to know that the best 
   financial package will be the ultimate decision maker on who gets they deal.

7. Potential Tactics
   Allow vendors one more chance to make their financial package better for the Boston 
   Main Street budget.

8. Negotiation Team and Roles
   Purchasing Lead: Act aggressively to achieve the best package
   Project Manager: Facilitate positive communication throughout all parties
   Business Lead: Make vendors aware of the future business potential with the company
   Contract Administrator: Manage all legal documentation
Our team chose Wrike as our choice to be the final solution for Main Street’s business need. It was the best overall solution to the problem because the software provided would easily connect all committees in the Main Streets organization so that they can more effectively communicate amongst each other and not overlap tasks. The increased connectivity and organization would make it easier for committee members to find time each month to contribute to the overall goal of the organization. Because all Main Streets projects will be in one area, the committees will work more effectively as a whole. This technology solution’s advantages will outweigh its cost and will repay Main Streets in dividends as a result of the increased efficiency while completing projects. Wrike software is also very easy for users to implement because it is an online based application and can be used on any operating system and on any computer.
The following table represents the Wrike’s initial bid, Main Streets’ minimum acceptable terms, and Main Streets’ goals.

<table>
<thead>
<tr>
<th>Term</th>
<th>Initial</th>
<th>Minimum</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Software</td>
<td>$1750</td>
<td>$1500</td>
<td>$1000</td>
</tr>
<tr>
<td>Annual Support Costs</td>
<td>$500</td>
<td>$500</td>
<td>$200</td>
</tr>
<tr>
<td>Implementation Date</td>
<td>01 Dec 2009</td>
<td>06 Jun 2010</td>
<td>01 Jan 2010</td>
</tr>
</tbody>
</table>

Figure 3
IMPLEMENTATION PROCESS

-Design

The Wrike collaborative management software solution comes from the vendor in a finished state and will require the users to implement and train themselves.

-Development

Using vendor supplied learning resources such as tutorials and live chat, users will be able to easily teach themselves how to use the new program.

- Testing

It may be recommended to have all potential users try the demo version on this solution and do the training prior to making a decision to whether or not the solution should be purchased. There should be a scheduled meeting one a predetermined month set aside for everyone to try this software and become familiar with it as a group.

- Deployment

Once a decision has been made about whether or not to purchase this software, and it has been purchased, all the users should connect to one another and practice using the program together before implementing it.
OPERATION

If any problems occur with the program they will be brought up on an individual basis and be addressed by the user or by a more knowledgeable group member. Assessments of the program will be conducted at meetings to determine if the program is working effectively. The program should be used for a year and after the year is over it will be determined whether or not to continue using this vendor’s solution.

The Executive officer will be the one to implement this solution and will be in charge of its operation during the duration of its use by the Main Streets’ organization, including maintenance and support, as well as become the liaison to the Wrike support organization.
APPENDICES SECTION