

# Memorandum

Streets Department

**City of Philadelphia**

**To:** E. Mutch, ATS, Inc.  
**From:** S. Henderson, City of Philadelphia  
**Date:** May 11, 2006  
**Subject:** Project Charter

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Thank you for preparing a project charter for the City's Pole and Pole Attachment Geodatabase Project. I believe it is a useful first step to respond to our request for proposals. I have a few comments on the following sections of your charter:

- **Budget Information** – You provided a preliminary estimate for the project cost based on your company's experience with similar projects but did not include a preliminary estimate of expected training costs.
- **Project Objectives** – It might be useful to state in this section that the overall purpose of this project is to create a geodatabase that will streamline the City's business processes for poles and their attachments. This will serve to re-emphasize this business objective to all of the stakeholders.
- **Approach** – This section adequately describes the process for creating the geodatabase; however, more information on the management approach such as scheduling control, resource management, and scope control for this project would have been helpful. You should also mention the multiple design iterations and scoping meetings called for in the RFP to insure that the design process is coordinated with our staff.

- **Assumptions and Risk** – I agree with the importance of our providing updated and fully documented data that as you address in this section. One specific concern I have is how you plan to control scope “creep” during the development process that may affect the delivery schedule. Documentation of decisions made during the meetings could help to differentiate scope “creep” from the items that further define the details of the scope of work that is essential for the objectives of the system. I also want to emphasize in this section the need for all our staff to be actively involved in the development of this project and the importance of continuous communication between our staff and yours.
- **Return on Investment** – This section is excellent. It clearly lays the expected project payback based on your experience with similar projects. Any elaboration of which particular paybacks for our project compares to project benefits you have measured in the past would be interesting.
- **Roles and Responsibilities** – Although this section plainly describes the responsibilities of the various roles in the project, I believe that more than just one GIS Analyst will be among the stakeholders from your company. I would also list the name or names of the people serving in those roles either in this chart or in a separate list so that the responsibilities of each individual are clearly stated in the charter.

Thank you for the project charter; it should be helpful in evaluating your company’s response to our request for proposals that you will be submitting in the future.