

Memo

To: Donald Rosco
From: Arnold Falsafe—Project Sponsor and Regional Director
Date: April 16
Re: Landon Hotel San Francisco/Conference Center Project

We have assigned Jennifer Vespes to manage the conference center project, an important project for Landon Hotel San Francisco. The goal for this project is to make the Landon Hotel and Conference Center the premier choice for high-tech conferences and technology-oriented business travelers. This project will increase the conference center's revenue by at least 15% and increase room occupancy to our target rate.

The conference center project can be viewed as two subprojects: a remodel and update of the conference center with state-of-the-art technology and update of hotel rooms with the latest technology.

The work for this project must minimally interfere with hotel and conference center operations. To reduce impact, work will be fast-tracked and scheduled from November through February, the least popular time for conferences. The project manager must monitor construction carefully to ensure that the schedule does not slip.

High-level project milestones:

RFPs complete September 1

Planning complete October 1

Conference center remodel and update complete January 31

Hotel room update complete March 1

The estimated budget for the project is \$3 million.

Employees in the audiovisual department will participate in the project to ensure that the AV features meet requirements while also maintaining consistency with existing technology.

Primary stakeholders include the conference center director, hotel general manager, AV department, IT department, marketing director, and contracted vendors.

I, as project sponsor, will fund this project, approve project deliverables, and confirm that it has been completed satisfactorily. The remodel and update will be confirmed as complete when all acceptance tests have passed. The final evaluation of project success will be based on trends in hotel reservations and conference center bookings three months after the project is complete.

As project manager, Jennifer Vespes is responsible for working with the initial project team to develop a project plan that describes the objectives, deliverables, and implementation plan for the project. She will work with the company's functional managers to assign the appropriate resources to the project. She will also coordinate with vendors to identify the remaining resources needed.

Jennifer will execute the project plan, monitor progress and performance, and take corrective action if necessary. She will communicate assignments to functional managers and the members of the project team. For the duration of the project, Jennifer will prepare and present status reports every two weeks to the Landon Hotel/Conference Center project steering committee.

To ensure the success of the project, Jennifer has authority to manage the project, assign resources, and make individual financial commitments up to \$250,000 on behalf of the company. Her authority for the project specifically includes

- Communicating directly with the steering committee regarding the project
- Making financial decisions relating to the project, including procurement, expenditures, and authorizing payments
- Delegating authority and responsibilities to resources with the approval of the resources' functional managers
- Negotiating with functional managers and customer contacts for resources
- Requesting assistance from any member of the steering committee to help resolve issues that arise

I have the utmost confidence in Jennifer and ask that you support her in achieving the objectives of this project. If you have any questions about her authority or responsibilities, please contact me.

Sincerely yours,

Arnold Falsafe

Project Sponsor and Landon Hotel Marketing Director, North America