

Memo 2 – Plant Manager

Subject: Lessons from Our Last Paint Booth Project

From: Ethan Beets, Plant Manager

This project is a big one, but we've done it before. Years ago, I led the previous paint booth installation in our Riverside plant, so here's what I learned:

Typical Execution Process:

1. Procure booth and supporting equipment (4 weeks RFP + shipping time)
2. Coordinate inspections: fire marshal, county air quality board (2–3 weeks)
3. Apply for relevant permits (2–4 weeks)
4. Site prep: electrical, concrete, ductwork (4–5 weeks)
5. Install paint booth (5 days)
6. Install fire suppression/sprinklers (5 days)
7. Submit change requests if unexpected permit issues arise (very common)

Milestones:

- Vendor secured and order placed - Week 4
- Permits approved and site prep complete - Week 10
- Booth installed with fire suppression - Week 12
- Final testing, training, and approvals complete - Week 13

Risks to Watch:

- Delays with permits or inspections, *medium probability*
- Underestimated HVAC/electrical needs, *low probability*
- Worksite delays, problems with equipment rentals *medium probability*
- Complications with installation, additional modifications needed *high probability*
- A few more I might have forgotten about, feel free to add your own including estimates.

Other Stakeholders to Consult with:

- **Controller:** Tyler Cash, Financial Stakeholder
- **LA Fire Department Fire Marshal:** John Storm, Regulatory Stakeholder
- **Air Quality Management District Inspector:** Wendy Gale, Regulatory Stakeholder

A solid project charter will help prevent scope creep and keep everyone aligned.

Best,
Ethan