

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. Site prep: electrical, concrete, ductwork (4–5 weeks)
3. Install paint booth (2 weeks)
4. Install fire suppression/sprinklers (2–3 weeks)
5. Coordinate inspections: fire marshal, county air quality board (2–3 weeks)
6. Apply for relevant permits (2–4 weeks)
7. Submit change requests if unexpected permit issues arise (common!)

Milestones:

- Vendor secured within first month
- Site prep completed by Week 6
- Booth operational by Week 10
- Final inspections done by Week 12

Risks to Watch:

- Delays with permits or inspections
- Supply chain issues with specialty equipment
- Coordination gaps between contractors and our internal maintenance crew
- Changes in fire or building code mid-project

Other Stakeholders to Consult with:

- **Controller:** Tyler Cash
- **LAFD Fire Marshal:** John Storm

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

Best,
Ethan