

Graded Case Study 1, Part IV

The Project Charter

As the project sponsor, Janice Scott proceeded to write the project charter to authorize the lighting retrofit project and define high level details:

Project Title	Industrial Lighting Retrofit
Date	October 8, 2013
Project purpose	Replace existing interior and exterior lighting in all Fabricant workspaces, warehouses, and break rooms with new technologies
Project objectives	Fabricant's strategic objectives are the following: create shareholder value and demonstrate corporate social responsibility by continuing to be a leader in energy conservation, research, and development of advanced technologies.
Project deliverables	See list in project scope statement
Project personnel	<ul style="list-style-type: none">• Project Manager• Sam Massoni, American Grid Program Manager• Trudy Noble, Environmental Manager• Paul Callahan, Distribution Logistics Manager• Elwood Vaughn, Systems/IT Director• Perry Silverman, Finance Analyst• Jeff Salvatore, PR/Communications Manager• Emmitt McAuley, OSHA liaison• Matt Stevens, Strategic Planning Assistant

Required skill sets: industrial lighting expertise ‐ understanding of appropriate lighting conditions for various workspaces and factory floor activity; expertise in lighting technologies and electrical wiring; financial modeling; understanding of public incentive programs; environmental impact assessment; hazardous material expertise; safety regulations; public relations communication; wireless sensor technology, tools and implementation; programming; stakeholder communication, including unions

Risks	<ul style="list-style-type: none">• Costs will exceed estimates and ROI will be less than expected• Team members do not possess all necessary skills to carry out necessary project activities• Replacement work will disrupt production activities and delay output• New technologies will fail to deliver expected energy efficiencies• Removal and disposal of hazardous materials in old lighting systems
-------	---

Schedule summary Three months from kickoff

Budget summary Project cost estimate of \$310,000, with expected offsets of \$245,000

Measurable success criteria

- Demonstrated reduction in energy consumption, as measured in comparison to baseline audit
- Improved lighting conditions

Other project limitations TBD

As you complete this last section of the case study, identify the problems and/or issues that you'll need to include in your analysis. Document this information, and consider how you will integrate it into your evaluation of the project.