

OE Project Charter Template

Project Name:	Energy Management Policy
Prepared by:	Judy Chess
Date (MM/DD/YYYY):	July 21, 2011

Project Charter Version History:		
Version	Date (MM/DD/YYYY)	Comments (Draft, Signed, Revised - current status)
1	05/04/11	Draft
2	7/21/11	Revised draft
3	11/02/2011	proofed/edited

Document Purpose

The Project Charter documents the formal understanding between the Project Sponsor and the Project Manager/Team, including the definition of success for the project. Once approved, the Project Charter communicates the current agreement between the Project Sponsor and the Project Team throughout the lifecycle of a project. The Charter provides a high-level overview of the project, including the definition of project success and project resource (people and funds) requirements.

Requests and additions to the project scope are considered “out-of-scope” for the current project. When a scope addition or change is required, a scope change request will be prepared that includes an impact analysis of project cost, resources, schedule, and risk. The Project Sponsor will formally approve the scope change request, if appropriate.

The Project Manager will retain additional documents that provide detail on the management of the project, including a communications plan, an issues log, a risk log, a change management plan, a budget, and a work schedule.

Review & Approval		
<i>The Project Sponsor signature indicates approval of the Project Charter, and authorizes the Project Manager/Team to use identified resources to proceed with the detailed planning and execution of the project; using this charter as guide</i>		
Project Sponsor(s) Name	Signature	Date
Edward J. Denton		

A. Case for Change

With little central control over the use of energy resources (electrical power and steam) and robust research programs to support, energy use is based on many factors and decisions/activities by individuals across the campus community. To date, the lack of cohesive, comprehensive guidance on those areas that influence energy use has meant that decisions around building systems and procurement standards are guided by basic compliance and not performance.

Clear campus energy policies can support broader energy management efforts. Successful energy management programs at many other research universities are backed up by clear campus-wide energy policies, which outline specific energy-related guidelines, such as limits on reasonable thermostat settings. With active promotion by the leadership, these policies help to reinforce the priorities of the university to save energy while providing a framework of priorities for tackling energy waste over time.

The goal of the energy policy is to provide an administrative support for campus practices, systems and operations that prioritizes energy efficiency, within the context of teaching and research program needs. The policy will provide guidance for energy use in buildings operations, renovation and new construction projects, and equipment procurement. *[Pending discussion of team and sponsor: The policy will also articulate a campus goal for renewable power generation and/or procurement].*

B. Purpose

A campus energy policy is one of the four actions recommended by the design team.

C. Results

#	Success Measure
1	Policy draft reviewed by the campus Policy Advisory Group (PAG).
2	Policy input received from Procurement and IT teams
3	PAG recommends policy for Chancellor approval

D. Scope

The energy policy process will apply to all campus buildings. Key elements include:

- Set ambitious standards – beyond the UC Policy on Sustainable Practices – for energy efficient performance for new construction and renovation, equipment and procurement. Determine and implement practices that can decouple growth in research activities from increases in energy consumption.
 - a. Design new buildings to meet campus energy load and energy intensity standards and to exceed California energy code by a minimum of 30%. *[Pending discussion of team and sponsor: aiming to achieve conformance with the AIA Building Challenge: Zero Net Energy (ZNE) by 2030.]*
 - b. Building renovation projects should attempt to be ZNE increase.
 - c. Purchase only Energy Star equipment where available, and assure energy consumption criteria are included and assessed in equipment procurement, consistent with UCOP policy.
- Set a standard for energy intensity for campus buildings, by building type (MBTU and kW/sf) based on energy profile of existing spaces to assure effective operations and minimize waste.

a. Commit to continuous building commissioning, to minimize waste in building operations due to over/under heating and cooling. [pending discussion of team and sponsor]

b. Operate building systems only when buildings are occupied.

c. Establish and publicize regular building operation hours for each campus building by type and dependent on the occupant program needs.

- *Establish/confirm a goal for renewable power generation and/or procurement [pending discussion of team and sponsor]*

Related items that will be included in the effort to develop the energy use policy include:

- Limit use of air conditioning for non-lab, non-animal occupants/uses
- Establish a process for Energy Manager to review project's energy system design for compliance with code and beyond

E. Project Constraints & Assumptions

#	Name
1	Assumes establishment of Energy Office with Energy Manager.
2	Higher performing equipment and systems may require additional first cost to install/procure. New design practices that can ensure renovations and new construction projects add as little as possible to the campus energy footprint may be more costly than those that conform to code minimums.
3	Life cycle cost information may be required for effective decision-making.
4	Assumes decisions from Procurement and IT teams for equipment that affect the energy saving potential for Operating Units are coordinated and integrated with the energy policy.
5	Policy may not be able to address the issue of air conditioning. The cooling of computing equipment dispersed throughout the campus is highly decentralized and closely tied to the IT initiative.

F. Project Milestones & Deliverables

Milestone	Deliverables	Date
Advisory group established	Convene a stakeholder meeting to gather input on items to be addressed in policy	Summer 2011
Draft policy reviewed by Policy Advisor Group (PAG)	PAG review discussion and feedback results/comments	Fall 2011
Implementation procedures for project review (follows Energy Manager hire)	Process for assuring conformance with policy elements: <ul style="list-style-type: none"> • Design and construction • Procurement • Building operations • Energy procurement (purchased utilities) 	Winter 2012
Final review by PAG	policy recommended to Chancellor for approval	Spring 2012
Approval by Chancellor	Circulation of policy	Summer 2012

G. Impact Statement

1 – Low, 3 – Medium, 5 –High

Potential Impact	What and Who is Impacted	Rating (1-5)
Students	Minimal behaviors	1
Staff	<ul style="list-style-type: none"> ▪ Procurement decisions informed by energy 	

	<ul style="list-style-type: none"> performance <ul style="list-style-type: none"> ▪ Project designs include energy performance metrics and new review/approval process 	3
Faculty	<ul style="list-style-type: none"> ▪ Procurement decisions informed by energy performance 	3

H. Finance Description

The only expense for this initiative is staff time. There may be increased first costs associated with procurement of higher performing equipment and systems. Some of this cost would be recouped through the Incentive Program, some through utility rebates.

I. Risks

Risk	Mitigation Strategy
Risk that PM staff may not possess all the skills necessary to procure energy performance information for capital projects.	Provide professional development training.
Risk that policy is perceived as too restrictive and punitive, leading to undermine and lack of implementation.	Draft using positive language; align with social marketing campaign.
Risk that there will not be capacity to perform project energy reviews. (Energy manager position unfilled or oversubscribed)	Have project designers provide energy performance information.
Risk that equipment and performance first costs will be excessive.	Identify SEP or establish loan funding mechanism to offset increased first cost (incentives?). Conduct life cycle analysis for projects.
Risk that efforts cannot be coordinated with IT and Procurement teams, which will severely limit the scope and impact of the energy policy.	Since the recommendations of the Procurement and IT teams are not yet final, a coordination plan will be developed in implementation phase.

J. Communication

Highlight the communication requirements between the Sponsor, the Key Stakeholders and the Project Team, including the frequency of check-ins, project reviews, and status reports (in person and written).

Sponsor to review (1) Draft policy (2) stakeholder group (3) PAG comments

Appendix A - Project Roles & Responsibilities

Describe the roles and responsibilities of the project participants.

The **Project Sponsor** has ultimate authority over the project. The sponsor provides resources; helps resolve escalated issues, approves scope changes, approves major deliverables, and provides high-level direction.

Name: Edward Denton

The **Functional Owner** is responsible for managing the impact of the project within their functional area. Their responsibilities include ensuring agreed-upon project tasks and deliverables are completed, incorporating the views of their customers, providing functional expertise in a particular area, articulating requirements, and working to ensure that business needs are met.

Name: Chris Christofferson (Operations) Rob Gayle (Project Management)

The **Project Manager** leads the team in planning and implementing the project from initiation to closure. Their responsibilities include scope and change management, keeping the project plan current (deliverables, schedule, and resources), issue and risk management, maintaining project documents, reporting project status, and facilitating conflict resolutions within the project and between cross-functional teams.

Name Judy Chess

The **Project Steering Committee** includes key stakeholders and subject matter experts. The steering committee provides guidance on key issues.

Name TBD (will share with other two Energy Management projects)

The **Subject Matter Expert (SME)** provides expertise on project elements including business process and current or new technical solutions. Their responsibilities include maintaining up-to-date experience and knowledge on the subject matter, validating recommendations, and providing advice on what is critical to the performance of a project task.

Name AVC Christofferson, AVC Gayle, Patrick Mac Ardle (SEP), Sara Shirazi, Gilbert Escobar, David Sasai, John Zilber, others TBD

The **Team Members** responsibilities include understanding the work to be completed, completing the research, data gathering, analysis, and documentation. They inform the project manager and team members of issues, scope changes, risks, and quality concerns. They also proactively communicate status and manage expectations.

Name	Roles
Judy Chess	management
student TBD	research and support

Appendix B - Key Terms & Definitions for this Project Charter

Define key terms unique to this Project Charter.

1. PAG Policy Advisory Group: A committee chaired by the campus controller and consists of one representative from each control unit plus selected campus positions with extensive involvement in policy.

2. AIA (American Institute of Architects) Building Challenge: Zero Net Energy (ZNE) by 2030. The 2030 Challenge asking the global architecture and building community to adopt the following targets:

- All new buildings, developments and major renovations shall be designed to meet a fossil fuel, GHG-emitting, energy consumption performance standard of 60% below the regional (or country) average for that building type.
- At a minimum, an equal amount of existing building area shall be renovated annually to meet a fossil fuel, GHG-emitting, energy consumption performance standard of 60% of the regional (or country) average for that building type.
- The fossil fuel reduction standard for all new buildings and major renovations shall be increased to:
 - 70% in 2015
 - 80% in 2020
 - 90% in 2025
 - Carbon-neutral in 2030 (using no fossil fuel GHG emitting energy to operate).

These targets may be accomplished by implementing innovative sustainable design strategies, generating on-site renewable power and/or purchasing (20% maximum) renewable energy.

3. Energy Star: International standard for energy efficient consumer products originated in the United States of America. Devices carrying the Energy Star logo, such as computer products and peripherals, kitchen appliances, buildings and other products, generally use 20%–30% less energy than required by federal standards.

4. MBTU and kW/s:

- Unit measurements related to energy use. MBTU is one thousand BTUs, British thermal unit which is approximately the amount of energy needed to heat 1 pound (0.454 kg) of water (around 0.1198 US gallons) from 39 to 40 ° F (3.8 to 4.4° C) The unit is most often used in the power, steam generation, heating and air conditioning industries.
- The kilowatt hour, or *kilowatt-hour*, (symbol kW·h, kW h or kWh) is a unit of energy equal to 1000 watt hours.

5. Commissioning: a systematic process for improving the energy efficiency and operation of a building.