

Date: February 9, 2017

To: Integrated Team

From: Fred Case, Project Manager, SDSU Interdisciplinary Engineering Building

Subject: Concern About Team Performance and Unresolved Issues

On November 1, 2016, this Project Team was formed to deliver the first project under an IFOA for the University. We have progressed to 100% Schematic Design and I have growing concerns about the ability of the team to deliver on its commitments. The latest estimate shows that the project design and work plan is above the Allowable Cost. Meanwhile, we are seeing the number and age of open issues in the Issue Resolution Log (IRL) reach unacceptable levels.

The President of the University has also expressed concern and has requested a meeting with the project team on the morning of Friday, February 10. In preparation for this meeting I am expecting the project team to develop a document of exhibits to address each of the open issues in the IRL, which we can then jointly review to chart a course forward. This document must be delivered to my office by no later than 11:45pm tonight.

Please recognize this e-mail as a call to action for the Project Team to come together and work to assure the success of the project. I am counting on you.

Yours Truly,

Fred