

Charter for Frankenmuth Mutual Insurance

1. Mission

1. Our mission is to work together in a trustworthy and professional manner to produce a quality project completed within budget, safely, and on time.

2. Objectives - to accomplish our mission we recognize a need to work to the following goals and objectives:

1. Maintain lines of effective communications

- 1. Hold regular team progress meetings and prepare and publish minutes
- 2. Prepare and publish organizational chain of command (with phone and fax numbers)
- 3. Continually communicate a spirit of cooperation through actions
- 4. Prepare and implement a partnering evaluation system
- 5. Prepare and publish progress schedule and update regularly

2. Paper and Administrative work

- 1. Prepare and submit complete and accurate submittals and shop drawings in a timely manner
- 2. Prepare and publish standard procedures for payment, changes, questions and other documentation
- 3. Prepare and publish close out procedures for all trades
- 4. Prepare and publish submittal processing procedures

3. Prepare and Implement an Effective Alternative Dispute Resolution System

- 1. General contractor to appoint resolution task force

4. Cost Management

- 1. Encourage value engineering
- 2. Identify and resolve cost growth problems early
- 3. Hold changes to a minimum

5. Good Worksite

- 1. Plan, organize and publish site layout and organization
- 2. Keep disruptions to owner's operations at a minimum
- 3. Maintain a clean, safe, secure site and surrounding area
- 4. Hold regular safety meetings to be attended by all workers

6. Job Morale & Attitude

- 1. Stress and encourage pride and workmanship
- 2. Respect other trades
- 3. Address the problem not the person
- 4. All construction employees maintain professional relationship with Frankenmuth Mutual employees and the public

7. Quality Control

- 1. Prepare and publish program to regularly monitor and report on job quality
- 2. Use qualified personnel
- 3. Treat this project as if you were the owner

8. Payment

- 1. Pay promptly
- 2. Prepare and publish accurate schedule of value of subcontracts
- 3. Make timely release of retainage

9. Legal matters

- 1. Avoid litigation

*Tom H. Smith*  
*Leppy Stanton*  
*Dave D.*  
*Randall Truitt*  
*Kenneth E. [unclear]*  
*James Smith*

*Harvey E. Kern*  
*William [unclear]*  
*Don W. Kuth*  
*Kurt [unclear]*  
*Mark [unclear]*  
*W. [unclear]*  
*Ron [unclear]*  
*Brian F. Storm*

*Jim [unclear]*  
*Mutual [unclear]*  
*Yund. Dochnell*  
*Paul [unclear]*  
*Ronell [unclear]*  
*James [unclear]*  
*William [unclear]*  
*John [unclear]*  
*W. T. [unclear]*

January 28, 1993

*Bob [unclear]*  
*Edm [unclear]*  
*Stens R. [unclear]*  
*Daniel [unclear]*  
*Mark [unclear]*  
*Ronald W. [unclear]*  
*Jack [unclear]*  
*John [unclear]*  
*Michael [unclear]*  
*John [unclear]*  
*Robert [unclear]*

Ralph J. Stephenson, P. E., P. C.  
Consulting Engineer  
323 Hiawatha Drive  
Mt. Pleasant, Michigan 48858  
ph 517 772 2537  
January 31, 1993

Mr. Jay Hendrick  
H. C. Hendricks & Sons  
427 Atwater Street  
p. o. Box 1886  
Saginaw, Michigan 48605

Dear Mr. Hendrick:

*Re:* Frankenmuth partnering charter notes & sample charter, issue resolution and partnering evaluation

Dear Mr. Hendrick:

Enclosed is a copy of the Frankenmuth partnering notes as edited and sent to you previously. There is slight difference from the original page layout due to format revisions made subsequent to the original copy. This resulted in a packet of 23 instead of 24 pages. However I believe the numbering system on the notes remains the same.

Also enclosed is a sample charter, a sample issue resolution policy and procedure, and a brief description and rating sheet showing one method of making regular partnering evaluations.

You can gain some idea of how the charter, the issue resolution policy, and the partnering evaluation each depend on the other from the example. If I can be of further assistance in setting up the Frankenmuth issue and evaluation procedures, I would be pleased to help you.

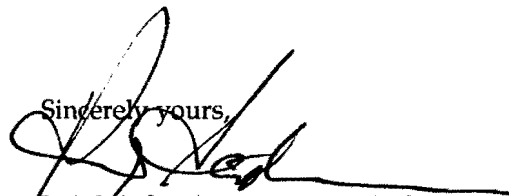
The session on CPM and project planning we had the other day was well timed, and it seems you have some promising talent in Roger and Colleen. Your software has a good reputation although I do not have a full knowledge of its capabilities.

I recommended to Roger and Colleen that they transfer the diagrams we did at the Kibbee office into their program format. Then I suggest we meet in another working session to complete planning work to a point where they are confident they have their network model properly prepared. This meeting should be a working session, concentrated on the actual planning work.

It was a pleasure working with you and the Kibbee staff last week. I think the joint effort of your firms has much potential, and can result in benefits to both companies. Although I'm not totally familiar with the arrangement, it seems to have operational, marketing, and technical merit.

If you have any questions, please don't hesitate to call. I've also told Colleen to call if she needs any assistance in translating the plans of work. Thank you for your help and interest.

Sincerely yours,



Ralph J. Stephenson, P. E., P. C.

### **Frankenmuth Partnering Charter Meeting - edited notes - disk 337**

These edited notes are from original notes taken at the Frankenmuth Mutual Life Insurance material prepared at the partnering meeting held on January 28, 1993. Editing consists of minor typographical corrections, and some rearrangement of the meeting note material to provide ease of reference and reading. The original notes are retained in the data file of the project on disk 337.

- I. **Date of charter meeting - Thursday, January 28, 1993**
- II. **Time of meeting - 8:00 A. M. to 5:15 P. M. (actual 8:05 A. M. to 5:40 P. M. )**
- III. **Location - Bavarian Inn, Frankenmuth, Michigan**
- IV. **Material provided**
  - A. **Letter, partnering notes and agenda from Mr. Harvey E. Kern**
  - B. **Mailing list of those sent partnering meeting packets**
  - C. **Partnering Charter Work Book - prepared by Ralph J, Stephenson**
  - D. **Example of charter, issue resolution procedure statement, and partnering evaluation worksheet.**
- V. **Attendance**
  - A. **Those attending - listed alphabetically from attendance sheet & personal observation**
    1. **Ken Beal, Computer Support Technology**
    2. **Mike Bergman, Bergman Lawn Sprinklers Inc. - Owner, President**
    3. **Ron Bierlein, Bierlein Companies**
    4. **Ed Boettcher, Edgar Boettcher Mason Contractor Inc.**
    5. **John Braun, Ittner-Wiechman**
    6. **John Bolzman, Applied Handling - Vice President**
    7. **Dick Brunvand, Michigan Chapter AGC, observer - Staff**
    8. **Dennis Calvin, Koertz Glass & Paint - Executive Vice President**
    9. **Ron Capp, Wolverine Stone Co. - Owner**
    10. **Warren Claramunt, Frankenmuth Mutual - Executive Vice President**
    11. **Bill Coberle, Soil & Materials Engineers - Regional Manager**
    12. **Dan Emmencker, Heineman & Sons**
    13. **Tom Erdman, Tri-City Controls - Vice President**
    14. **Steve Fornier, Edgar Boettcher Mason Contractor Inc.**
    15. **Randy Frump, Dover Elevator Company - Sales representative**
    16. **Stephen Heddy, All Star Painting - President**
    17. **Bill Hendrick, R.C. Hendrick, President**
    18. **Jay Hendrick, R.C. Hendrick**
    19. **Marla Janness, Institute for Construction Management, CAM, recorder & support role**
    20. **Brent Karius, Mobile Waterproofing**
    21. **Richard D. Katz, Remer Plumbing & Heating - President**
    22. **Mark J. Katz, Remer Plumbing & Heating**
    23. **Judy Zehnder Keller, Bavarian Inn Lodge, observer - President**
    24. **Harvey E. Kern, Frankenmuth Mutual - Chairman and CEO**
    25. **Bill Kibbe, Kibbe & Assoc.**
    26. **Doug Kueffner, Wigen Tincknell Meyer & Assoc.**
    27. **Mike Lamb, Tri-City Accoustical Company**
    28. **Ken LeCureux, Bierlein Companies**
    29. **Dan Lutes, DiClemente Siegel Engineers, Inc. - Electrical engineer**
    30. **Ron Moore, Zimmer Flooring**

31. Bill Nelson, Jr., Wm. F. Nelson Electric - President
  32. Kathy Neville, recorder & support role
  33. Paul Novak, DiClemente Siegel Engineers, Inc. - Mechanical Engineer
  34. Tom Rhule, R R Redi Mix - Salesman
  35. Mark Robinson, Mark Robinson Assoc.
  36. Frank Sample, Assemblers, Inc. - Owner
  37. Jim Smith, Computer Support Technology
  38. Ralph J. Stephenson, PE, meeting chairman
  39. Chris Stockwell, U. S. Sheet Metal - Project Manager
  40. Brian Storm, Terrascaping Inc. - President & CEO
  41. Dave Symon, Symon Building Specialties
  42. Randy Trinklein, Administrative Manager, Frankenmuth Mutual
  43. Kurt Vogelsonger, Wigen, Tincknell, & Meyer
  44. Roy Weidenfeller, W. P. M., Inc. - Project manager
  45. Dick Whaley, Whaley Steel
  46. Jack Wicke, Valley Steel - Vice President
  47. Bill Zehnder, Bavarian Inn, observer - President
- B. Those invited but not introduced at start and not signed in nor observed - listed alphabetically from packet pre mailing tabulation
1. Bob Coppens, National Roofing
  2. Tom Fetcher, Tri-City Controls
  3. Robert Frank, A.T. Frank Company
  4. Kim Fricke, Professional Concepts Insurance Agency - not able to attend due to weather conditions
  5. Jim Hammond, Hammond Associates
  6. Bob Kareus, Mobile Waterproofing
  7. Wm. Leoni Jr., W.P.M. Inc.
  8. Ed Maczik, Valley Steel
  9. Mike Nielson, Geo-Test
  10. Bud Richter, J.R. Heineman & Sons
  11. Dave Symon, Symon Building Specialties
  12. John Unger, U.S. Sheetmetal
  13. Vanguard Fire & Supply
  14. Rick Willett, R & R Concrete
- VI. General meeting notes
- A. Introductory activities
    1. Introductions by Frankenmuth Insurance, and J. C. Hendrick staff
    2. Self Introductions of participants
    3. Overview of day's schedule by chairman.
  - B. Review of definitions of partnering - see work book
    1. AGC definition
    2. CII definition
    3. RJS definition
  - C. Sample charter objective categories for discussion - prepared on overheads in full group meeting.
    1. Communications
      - a) establish procedures for problem solving

- b) have regular project meetings
  - c) prepare and publish current work schedule regularly
  - d) prepare and publish organization chain of command
  - 2. **Paper and Administrative work**
    - a) Keep paperwork to a minimum
    - b) prepare and publish simple time and procedure for payment processing
    - c) prepare and publish close out procedures for all trades (include early)
  - 3. **Alternative Dispute Resolution - ADR**
  - 4. **Cost growth**
    - a) hold changes to a minimum
    - b) identify and resolve cost growth problems early
    - c) process changes promptly
    - d) pay for changes promptly
    - e) make cost decisions promptly
    - f) consider offering, re incentives (cost containment)
  - 5. **User group**
    - a) prepare and publish in a timely manner all operations and maintenance material
    - b) build with minimum disruption to owner's existing operation
  - 6. **Good work site**
    - a) keep it clean
    - b) plan and organize site layout and organization
    - c) keep disruptions to existing at a minimum
    - d) maintain a safe site
    - e) maintain proper lighting and heating on site
    - f) maintain a secure site
    - g) be a good neighbor to surrounding facilities
    - h) have regular safety meetings
  - 7. **Job Morale & Attitude**
    - a) prepare and publish employee guidelines for work site conduct
    - b) address the problem not necessarily the person
    - c) stress and encourage pride in workmanship
    - d) recognize good work
  - 8. **Quality Control**
    - a) prepare and publish expected standards of quality
    - b) monitor and report on quality regularly
  - 9. **Close out properly**
  - 10. **Maintain partnering evaluation**
  - 11. **Submittal process**
  - 12. **Payment**
  - 13. **Legal matters**
  - 14. **Planning and scheduling**
  - 15. **Policies and Procedures**
  - 16. **Processing Revisions**
  - 17. **Be a good neighbor**
  - 18. **Constructibility**
- VII. **Table work**
- A. **Break out groups, their comments and their recommendations**

1. **#1 - owner user group (4 people)**
  - a) Group members
    - (1) Harvey Kern, Chairman and CEO, Frankenmuth Mutual
    - (2) Jerry Stanton, President, Frankenmuth Mutual
    - (3) Morrall Claramunt, Executive Vice President, Frankenmuth Mutual
    - (4) Randy Trinklein, Administrative Manager, Frankenmuth Mutual
    - (5) Judy Zehnder Keller, observer
    - (6) Bill Zehnder, observer
  - b) Flipchart Notes - problems others cause us
    - (1) work quality
    - (2) failure to meet aggressive construction schedule
    - (3) disruption of business, power outage, noise, etc.
    - (4) unsafe site
    - (5) unsightly site
    - (6) unclear payment requests
    - (7) finished project doesn't look like drawings
    - (8) cost overruns
    - (9) timely punchlist response
  - c) Flipchart notes - problems we cause others
    - (1) Changes
    - (2) Delays in decision making
    - (3) Schedule modifications due to business concerns
    - (4) Untimely responses to questions
    - (5) Unclear chain of command
  - d) Flipchart notes - recommendations on how to fix  
#s at left of recommendation show category defined in VI. c. above.
    - (1) 01 - We are committed to being an ongoing part of this business relationship
    - (2) 12 - pay promptly
    - (3) 03 - available for decisions and dispute resolution on a daily basis including Saturdays
2. **#2 - design group (7 people)**
  - a) Group members
    - (1) Bill Coberle, SME
    - (2) Kurt Vogelsonger, WTM
    - (3) Bill Kibbe, Wm. Kibbe Associates
    - (4) Doug Kueffner, WTM
    - (5) Dan Lutes, DiClemente
    - (6) Paul Novak, DiClemente Siegel Engineers
    - (7) Mark Robinson, Robinson & Associates
  - b) Flipchart notes - problems others cause us
    - (1) workmanship - poor and shoddy
    - (2) unfamiliar with drawings & specs - read before asking
    - (3) lack of communication between trades
    - (4) not enough review time for shop drawings
    - (5) not following drawings and specs, unauthorized substitutions
    - (6) not following proper chain of command
    - (7) incomplete submittals

- (8) owner requested changes
  - (9) inadequate pricing on changes, not enough backup material
  - (10) work incomplete on punchlist
  - (11) length of time needed to complete punchlist
  - c) Flipchart notes - problems we cause others
    - (1) errors and omissions
    - (2) lack of detail and definition of contract documents
    - (3) delayed processing time for submittals
    - (4) requesting additional work without compensation
    - (5) details that can't be built
    - (6) length of time required for decisions and problem resolution
    - (7) verbal instructions and clarifications
  - d) Flipchart notes - recommendations on how to fix
    - #'s at left of recommendation show category defined in VI. c. above.
    - (1) 01 - documented chain of command
    - (2) 02 - establish streamlined process for shop drawing (time limit; hand deliver to consultants and contractors)
    - (3) 07 - honest admissions to errors & omissions
    - (4) 18 - request contractor input to resolve problems
    - (5) 16 - establish streamlined process to make quick decisions & resolve problems
    - (6) 15 - establish system for documenting field instructions and clarifications
3. #3 - general contractor (2 people)
- a) Team members
    - (1) Jay Hendrick - scribe
    - (2) Bill Hendrick
  - b) Flipchart notes - problems others cause us
    - (1) slow payment 1st and 2nd tier
    - (2) changes
    - (3) quality
    - (4) safety
    - (5) schedule
    - (6) inexperience i.e. personnel
    - (7) closeout, getting o & m manuals, as-builts on timely basis
  - c) Flipchart notes - problems we cause others
    - (1) Project manager/job supt. unfair or inflexible
    - (2) Impossible schedule
    - (3) Poor Communication
    - (4) Unfair back charges
    - (5) Limited work areas
    - (6) Subcontract language
  - d) Flipchart notes - recommendations on how to fix
    - #'s at left of recommendation show category defined in VI. c. above.
    - (1) 01 - realistic schedule with input from all parties(3)
    - (2) 07 - realistic schedule with input from all parties(3)
    - (3) 14 - realistic schedule with input from all parties(3)
    - (4) 01 - develop a quality control program (3)
    - (5) 15 - develop a quality control program (3)

- (6) 08 - develop a quality control program (3)
  - (7) 15 - implement a safety and housekeeping program (3)
  - (8) 01 - implement a safety and housekeeping program (3)
  - (9) 06 - implement a safety and housekeeping program (3)
  - (10) 01 - develop a workable communication system (3)
  - (11) 12 - set a rigid payment and request schedule (3)
  - (12) 15 - set a rigid payment and request schedule (3)
  - (13) 09 - schedule project closeout list and trade items (3)
  - (14) 01 - develop and share the overall project concept (3)
  - (15) 01 - develop and share the overall project concept (3)
  - (16) 01 - site management continuity (3)
  - (17) 04 - encourage value engineering (3)
  - (18) 10 - encourage value engineering (3)
4. #4 - **structure, close-in contractors (8 people)**
- a) Group members
    - (1) John Bolzman, Applied Handling
    - (2) Dennis Calvin, Koertz Glass
    - (3) Bob Coppens, National Roofing Sheetmetal - chairman
    - (4) Steve Fourier, Edgar Boettcher Mason Contractor - Scribe
    - (5) Brent Karius, Mobile Waterproofing (Joined after first flipchart)
    - (6) Tom Rhule, R R Redi Mix
    - (7) Frank Sample, Assemblers Inc.
    - (8) Jack Wicke, Valley Steel
  - b) Flipchart notes - problems others cause us
    - (1) distribution of submittals - shop drawings vs. arch drawings
    - (2) proper advance notice for concrete pours
    - (3) job site access
    - (4) go-backs - remobilization
    - (5) shop drawing turn around
    - (6) carelessness of other trades
    - (7) tolerances between trades
    - (8) on site too soon
    - (9) too many trades in one area, congested for labor
    - (10) weather - lack of consideration in scheduling
    - (11) slow response to rfi's
    - (12) unrealistic schedules, and schedules not kept up to date
    - (13) not having continuous flow of work - hop scotching
    - (14) verbal changes
    - (15) payment delays
    - (16) retainer payment- timely
    - (17) GC unrealistic demands - e.g. scheduling
    - (18) squeaky wheel gets the oil, other trade or work gets preferential treatment
    - (19) on site change order authorization
    - (20) slow payment as a result of slow change order authorization
    - (21) non payment for stored material
    - (22) stored material off site - payment



- (23) struct vs. arch vs. mech. drawings chk for differences; effective checking and processing
  - (24) lack of commitment to safety
  - (25) hoisting area not clear
  - (26) quality vs. schedule; too many people needed to meet schedule and quality of labor suffers
- c) Flipchart notes - problems we cause others
- (1) not installed on schedule
  - (2) late submittal causes delays for others
  - (3) mason takes more area than allowed
  - (4) roofer takes more area than allowed
  - (5) ironworker takes more area than allowed
  - (6) concrete not to spec when arrives on site
  - (7) don't check our own work for accuracy and quality in relation to other trades
  - (8) carelessness - lack of concern for other's work - damage
  - (9) unsafe work habits
  - (10) slow response to bulletins
  - (11) lack of communication to the other trades
  - (12) lack of honest input into scheduling
  - (13) unrealistic scheduling - telling them what they want to hear
  - (14) not submitting proper paperwork
  - (15) pay request not submitted in form requested
- d) Flipchart notes - recommendations on how to fix
- #'s at left of recommendation show category defined in VI. c. above.
- (1) 01 - Prepare complete complete and accurate submittals and shop drawings in a timely manner (4)
  - (2) 02 - Prepare complete complete and accurate submittals and shop drawings in a timely manner (4)
  - (3) 14 - Order materials in a timely manner (4)
  - (4) 14 - Be prepared to start on time - equipment, manpower (4)
  - (5) 04 - Be prepared to start on time - equipment, manpower (4)
  - (6) 17 - Be prepared to start on time - equipment, manpower (4)
  - (7) 01 - Attend job meetings prior to start date (4)
  - (8) 14 - Attend job meetings prior to start date (4)
  - (9) 08 - Check product or material before installed for accuracy and quality (4)
  - (10) 08 - Check work site for accuracy and quality (4)
  - (11) 01 - Distribution of changes at weekly job meetings (4)
  - (12) 11 - Distribution of changes at weekly job meetings (4)
  - (13) 16 - Distribution of changes at weekly job meetings (4)
  - (14) 18 - Distribution of changes at weekly job meetings (4)
  - (15) 06 - Don't clutter site with excess material (4)
  - (16) 17 - Don't clutter site with excess material (4)
  - (17) 06 - Practice good housekeeping, enforce it (4)
  - (18) 17 - Practice good housekeeping, enforce it (4)
  - (19) 01 - Proper communication with own supervision (4)
  - (20) 07 - Proper communication with own supervision (4)
  - (21) 14 - Proper communication with own supervision (4)

- (22) 01 - Meet with related trades early to discuss job (4)
  - (23) 14 - Meet with related trades early to discuss job (4)
  - (24) 08 - Make quality a true priority (4)
  - (25) 01 - Make sure communication ongoing on site between trades foremen (4)
  - (26) 00 - Be prepared for progress meetings (4)
  - (27) 00 - Make sure that safety is performed, not just lip service (4)
  - (28) 00 - Provide accurate and complete close out documents (4)
  - (29) 00 - Interim inspections and punchlist (4)
  - (30) 00 - Release of line item retainer will speed up close out (4)
5. #5 - interior rough & finish, building systems (6 people)
- a) Group members
    - (1) Ed Boettcher, Boettcher Mason Contractor
    - (2) Ron Capp, Wolverine Stone
    - (3) Dan Emmencker, Heineman & Sons - Scribe
    - (4) Steve Heddy, All Star Painting
    - (5) Mike Lamb, Tri-City Acoustical
    - (6) Dave Simons, Symon Building Specialties
  - b) Flipchart notes - problems others cause us
    - (1) protection of other trades products - respect for others
    - (2) holding of money
    - (3) delay in retainer payment caused by others
    - (4) architect never wrong - hide behind specs
    - (5) correct working environmental conditions: heat, light, etc. provided as needed
    - (6) backordered materials
    - (7) unauthorized backcharges
    - (8) inadequate layout
    - (9) failure to have clean work site
    - (10) unreasonable expectations by GC and owner
    - (11) punchlist beyond industry standards
    - (12) overtime caused by delays by others
    - (13) slow response
    - (14) impromptu changes
    - (15) failure to communicate changes
    - (16) storage of material
    - (17) honest communication
    - (18) poor workmanship
    - (19) poor scheduling
  - c) Flipchart notes - problems we cause others
    - (1) lack of manpower on the job
    - (2) bury other trades
    - (3) take on too much work
    - (4) focus on individual needs
    - (5) lack of communication
    - (6) do not trust architect
    - (7) procrastination- not deal with problems on punchlist
    - (8) paperwork delays
    - (9) safety programs

- (10) clean up
- (11) improperly financed
- (12) tell the GC what wants to hear
- (13) not attending progress meetings
- (14) not working with other trades
- d) Flipchart notes - recommendations on how to fix  
#’s at left of recommendation show category defined in VI. c. above.
  - (1) 01 - Honest, open communications (5)
  - (2) 05 - Honest, open communications (5)
  - (3) 07 - Honest, open communications (5)
  - (4) 10 - Honest, open communications (5)
  - (5) 17 - Honest, open communications (5)
  - (6) 14 - Honest, open communications (5)
  - (7) 01 - Clearly defined scope of work (5)
  - (8) 08 - Clearly defined scope of work (5)
  - (9) 03 - Clearly defined scope of work (5)
  - (10) 16 - Clearly defined scope of work (5)
  - (11) 18 - Clearly defined scope of work (5)
  - (12) 07 - Preconstruction meetings with owner, architect and gc (5)
  - (13) 08 - Preconstruction meetings with owner, architect and gc (5)
  - (14) 14 - Preconstruction meetings with owner, architect and gc (5)
  - (15) 14 - Early approvals on long lead items (5)
  - (16) 11 - Early approvals on long lead items (5)
  - (17) 15 - Early approvals on long lead items (5)
  - (18) 07 - Allow input from subs relative to products (5)
  - (19) 15 - Allow input from subs relative to products (5)
  - (20) 18 - Allow input from subs relative to products (5)
- 6. #6 - interior rough & finish, building systems (5 people)
  - a) Group members
    - (1) Ken Beal, Computer Support Technology
    - (2) Randy Frump, Dover Elevator
    - (3) Ron Moore, Zimmer Flooring
    - (4) Bill Nelson, Nelson Electric
    - (5) Jim Smith, Computer Support Technology
  - b) Flipchart notes - problems others cause us
    - (1) space management
    - (2) interference between contractors
    - (3) slow response to questions and concerns
    - (4) faster clarification
    - (5) timely return on submittals
    - (6) no advance notice of scheduling changes
    - (7) delayed response to change orders
    - (8) lack of space for material storage
    - (9) lack of space for unloading equipment
    - (10) anything that disrupts efficient use of manpower
    - (11) lengthy retainage
    - (12) schedule

- (13) slow pay
- (14) interference from other trades
- c) Flipchart notes - problems we cause others
  - (1) failure to man job in timely manner
  - (2) material staging (in way of others)
  - (3) failure to submit drawings accurate and complete
  - (4) failure to adhere to schedule
  - (5) poor housekeeping
  - (6) slow to submit close out documents
- d) Flipchart notes - recommendations on how to fix
  - #s at left of recommendation show category defined in VI. c. above.
  - (1) 01 - Communicated what is taught today, to our work forces (6)
  - (2) 10 - Acknowledge and accept problems that you cause (6)
  - (3) 01 - Openly discuss problems at jobsite meetings (6)
  - (4) 02 - Submit questions in writing (6)
  - (5) 01 - Communicate spirit of cooperation to organization (6)
  - (6) 14 - Update GC on delivery changes (6)
  - (7) 17 - Treat this project as if you were the owner (6)
- 7. #7 - interior rough & finish, building systems (8 people)
  - a) Group members
    - (1) Dennis Bass, Vanguard Fire
    - (2) Ron Bierlein, Bierlein Companies (ONLY FOR FIRST FLIPCHART)
    - (3) John Braun, Ittner-Wiechman Company - Scribe
    - (4) Tom Erdman, Tri-City Controls
    - (5) Dick Katz, Remer Plbg & Htg
    - (6) Mark Katz, Remer Plbg & Htg - Chairman
    - (7) Ken LeCureux, Bierlein Companies (ONLY FOR FIRST FLIPCHART)
    - (8) Chris Stockwell, US Sheetmetal
  - b) Flipchart notes - problems others cause us
    - (1) mason contr put up walls no communication
    - (2) poor specs/drawings
    - (3) statements from arch intent-implied
    - (4) approved shop drawings turnaround time, expectations on next day delivery once approved
    - (5) lack of communications, void by subcontractors
    - (6) void in general
    - (7) work scheduling changes
    - (8) not enough space to fit all systems required
    - (9) set up & staging space
    - (10) prompt pay vs. usual (greater than 30 days)
    - (11) retainer excessive & length of time
    - (12) overall time schedule not followed
    - (13) improper utility disconnects improper
    - (14) safety & poor housekeeping
    - (15) personality of job supt and workers
    - (16) attitude autocratic

- c) Flipchart notes - problems we cause others
  - (1) submission of submittals - delay
  - (2) late delivery of materials
  - (3) undermanning the job
  - (4) too many "boom Boxes" - excessive noise
  - (5) poor housekeeping-material storage
  - (6) not working with other subs
  - (7) don't submit all of proper paperwork; poor paperwork
- d) Flipchart notes - recommendations on how to fix  
#s at left of recommendation show category defined in VI. c. above.
  - (1) 02 - get act together (7)
  - (2) 07 - get act together (7)
  - (3) 11 - be more responsive, to submittals, changes, paperwork, trades (7)
  - (4) 15 - be more responsive, to submittals, changes, paperwork, trades (7)
  - (5) 02 - be more responsive, to submittals, changes, paperwork, trades (7)
  - (6) 14 - be more responsive, to submittals, changes, paperwork, trades (7)
  - (7) 02 - keep delivery dates (7)
  - (8) 15 - keep delivery dates (7)
  - (9) 14 - keep delivery dates (7)
  - (10) 06 - establish good safety program that includes better housekeeping (7)
  - (11) 16 - establish good safety program that includes better housekeeping (7)
  - (12) 01 - use better communication techniques with other subs and owners (7)
  - (13) 17 - use better communication techniques with other subs and owners (7)
  - (14) 10 - use better communication techniques with other subs and owners (7)
  - (15) 08 - keep project on schedule and use qualified personnel(7)
  - (16) 14 - keep project on schedule and use qualified personnel(7)
  - (17) 07 - be more respectful of other trades/employees (7)
  - (18) 17 - be more respectful of other trades/employees (7)
- 8. **#8 - site: demolition, landscaping, irrigation, earthwork (3 people)**  
#s at left of recommendation show category defined in VI. c. above.
  - a) Group members
    - (1) Michael Bergman, Bergman Lawn Sprinklers Irrigation
    - (2) Ron Bierlein, Bierlein Companies (BEGINNING SECOND FLIPCHART)
    - (3) Ken LeCureux, Bierlein Companies (BEGINNING SECOND FLIPCHART)
    - (4) Brian Storm, Terrascaping - scribe
    - (5) Ron Weidenfeller, WPM Inc.
  - b) Flipchart notes - problems others cause us
    - (1) access to site -water, demarcation
    - (2) quick answers - changes
    - (3) payment processing including closeout
    - (4) contract interfacing, start and stop points
    - (5) contingencies, things that end up on our list
    - (6) consideration for weather
    - (7) project chain of command
    - (8) strong communication and interaction between trades
    - (9) poor workmanship that affects our work
    - (10) work in place damaged by others

- (11) scheduling continued contact with accurate target dates
- (12) project management
- (13) clean-up site maintenance
- (14) on site storage for product
- c) Flipchart notes - problems we cause others
  - (1) don't adhere to schedule
  - (2) paperwork timely, orderly, on documentation
  - (3) we forget to be flexible with others around
  - (4) communication with others i.e. notification
  - (5) timely environmental remediation
  - (6) site noise, dust
  - (7) interpretation of specs
- d) Flipchart notes - recommendations on how to fix
  - (1) 01 - Job meetings, attendance mandatory, minutes (8)
  - (2) 02 - Job meetings, attendance mandatory, minutes (8)
  - (3) 01 - Weekly team building session (8)
  - (4) 07 - Weekly team building session (8)
  - (5) 14 - Weekly team building session (8)
  - (6) 10 - Weekly team building session (8)
  - (7) 15 - Weekly team building session (8)
  - (8) 16 - Weekly team building session (8)
  - (9) 17 - Weekly team building session (8)
  - (10) 06 - Each contractor supply site safety plan (8)
  - (11) 07 - Each contractor supply site safety plan (8)
  - (12) 08 - Each contractor supply site safety plan (8)
  - (13) 14 - Each contractor supply site safety plan (8)
  - (14) 15- Each contractor supply site safety plan (8)
  - (15) 17 - Each contractor supply site safety plan (8)
  - (16) 02 - Half-day education on paperwork necessary and proper procedures/owners requirement (8)
  - (17) 15 - Half-day education on paperwork necessary and proper procedures/owners requirement (8)
  - (18) 16 - Half-day education on paperwork necessary and proper procedures/owners requirement (8)
  - (19) 01 - publish organizational chart, contractor specific and overall project; phone and fax; easy access (8)
  - (20) 02 - publish organizational chart, contractor specific and overall project; phone and fax; easy access (8)
  - (21) 14 - publish organizational chart, contractor specific and overall project; phone and fax; easy access (8)
  - (22) 06 - each sub should provide an overall schedule of construction with weekly goals with input to overall construction schedule (8)
  - (23) 07 - each sub should provide an overall schedule of construction with weekly goals with input to overall construction schedule (8)
  - (24) 14 - each sub should provide an overall schedule of construction with weekly goals with input to overall construction schedule (8)
  - (25) 04 - value engineering input (8)

- (26) 08 - value engineering input (8)
- (27) 05 - owner/gc recognition of job progress, hats, pop, small items (8)z
- (28) 00 - safety intervention/suggestion box opportunity (8)
- (29) 06 - field operation standards, i.e.. trash, radios, attire (8)

9. **fixtures, furniture, equipment - undecided as of current date**

B. **Recommendations on how to fix**

1. **From flip charts of all groups**

#'s at right in ( ) refers to break out group making recommendation

- a) 00 - Not classified
  - (1) 00 - Be prepared for progress meetings (4)
  - (2) 00 - Interim inspections and punchlist (4)
  - (3) 00 - Make sure that safety is performed, not just lip service (4)
  - (4) 00 - Provide accurate and complete close out documents (4)
  - (5) 00 - Release of line item retainer will speed up close out (4)
  - (6) 00 - safety intervention/suggestion box opportunity (8)
- b) 01 - Communications
  - (1) 01 - Attend job meetings prior to start date (4)
  - (2) 01 - Clearly defined scope of work (5)
  - (3) 01 - Communicate spirit of cooperation to organization (6)
  - (4) 01 - Communicate what is taught today, to our work forces (6)
  - (5) 01 - develop a quality control program (3)
  - (6) 01 - develop a workable communication system (3)
  - (7) 01 - develop and share the overall project concept (3)
  - (8) 01 - develop and share the overall project concept (3)
  - (9) 01 - Distribution of changes at weekly job meetings (4)
  - (10) 01 - documented chain of command(2)
  - (11) 01 - Honest, open communications (5)
  - (12) 01 - implement a safety and housekeeping program (3)
  - (13) 01 - Job meetings, attendance mandatory, minutes (8)
  - (14) 01 - Make sure communication ongoing on site between trades foremen (4)
  - (15) 01 - Meet with related trades early to discuss job (4)
  - (16) 01 - Openly discuss problems at jobsite meetings (6)
  - (17) 01 - Prepare complete complete and accurate submittals and shop drawings in a timely manner (4)
  - (18) 01 - Proper communication with own supervision (4)
  - (19) 01 - publish organizational chart, contractor specific and overall project; phone and fax; easy access (8)
  - (20) 01 - realistic schedule with input from all parties(3)
  - (21) 01 - site management continuity (3)
  - (22) 01 - use better communication techniques with other subs and owners (7)
  - (23) 01 - We are committed to being an ongoing part of this business relationship(1)
  - (24) 01 - Weekly team building session (8)
- c) 02 - Paper and Administrative Work
  - (1) 02 - Paper and Administrative Work
  - (2) 02 - be more responsive, to submittals, changes, paperwork, trades (7)
  - (3) 02 - get act together (7)

- (4) 02 - Half-day education on paperwork necessary and proper procedures/owners requirement (8)
- (5) 02 - Job meetings, attendance mandatory, minutes (8)
- (6) 02 - keep delivery dates (7)
- (7) 02 - Prepare complete complete and accurate submittals and shop drawings in a timely manner (4)
- (8) 02 - publish organizational chart, contractor specific and overall project; phone and fax; easy access (8)
- (9) 02 - Submit questions in writing (6)
- (10) 02- establish streamlined process for shop drawing (time limit; hand deliver to consultants and contractors)(2)
- d) 03 - Alternative Dispute Resolution - ADR
  - (1) 03 - available for decisions and dispute resolution on a daily basis including Saturdays(1)
  - (2) 03 - Clearly defined scope of work (5)
- e) 04 - Cost growth
  - (1) 04 - Be prepared to start on time - equipment, manpower (4)
  - (2) 04 - encourage value engineering (3)
  - (3) 04 - value engineering input (8)
- f) 05 - User Group
  - (1) 05 - Honest, open communications (5)
  - (2) 05 - owner/gc recognition of job progress, hats, pop, small items (8)z
- g) 06 - Good work site
  - (1) 06 - Don't clutter site with excess material (4)
  - (2) 06 - Each contractor supply site safety plan (8)
  - (3) 06 - each sub should provide an overall schedule of construction with weekly goals with input to overall construction schedule (8)
  - (4) 06 - establish good safety program that includes better housekeeping (7)
  - (5) 06 - field operation standards, i.e.. trash, radios, attire (8)
  - (6) 06 - implement a safety and housekeeping program (3)
  - (7) 06 - Practice good housekeeping, enforce it (4)
- h) 07 - Job Morale & Attitude
  - (1) 07 - Allow input from subs relative to products (5)
  - (2) 07 - be more respectful of other trades/employees (7)
  - (3) 07 - Each contractor supply site safety plan (8)
  - (4) 07 - each sub should provide an overall schedule of construction with weekly goals with input to overall construction schedule (8)
  - (5) 07 - get act together (7)
  - (6) 07 - honest admissions to errors & omissions (2)
  - (7) 07 - Honest, open communications (5)
  - (8) 07 - Preconstruction meetings with owner, architect and gc (5)
  - (9) 07 - Proper communication with own supervision (4)
  - (10) 07 - realistic schedule with input from all parties(3)
  - (11) 07 - Weekly team building session (8)
- i) 08 - Quality Control
  - (1) 08 - value engineering input (8)
  - (2) 08 - Check product or material before installed for accuracy and quality (4)



- (3) 08 - Check worksite for accuracy and quality (4)
- (4) 08 - Clearly defined scope of work (5)
- (5) 08 - develop a quality control program (3)
- (6) 08 - Each contractor supply site safety plan (8)
- (7) 08 - keep project on schedule and use qualified personnel(7)
- (8) 08 - Make quality a true priority (4)
- (9) 08- Preconstruction meetings with owner, architect and gc (5)
- j) 09 - Close Out Properly
  - (1) 09 - schedule project closeout list and trade items (3)
- k) 10 - Maintain Partnering Evaluation
  - (1) 10 - Acknowledge and accept problems that you cause (6)
  - (2) 10 - encourage value engineering (3)
  - (3) 10 - Honest, open communications (5)
  - (4) 10 - use better communication techniques with other subs and owners (7)
  - (5) 10 - Weekly team building session (8)
- l) 11 - Submittal Process
  - (1) 11 - be more responsive, to submittals, changes, paperwork, trades (7)
  - (2) 11 - Distribution of changes at weekly job meetings (4)
  - (3) 11 - Early approvals on long lead items (5)
- m) 12 - Payment
  - (1) 12 - pay promptly(1)
  - (2) 12 - set a rigid payment and request schedule (3)
- n) 14 - Planning and Scheduling
  - (1) 14 - Attend job meetings prior to start date (4)
  - (2) 14 - be more responsive, to submittals, changes, paperwork, trades (7)
  - (3) 14 - Be prepared to start on time - equipment, manpower (4)
  - (4) 14 - Each contractor supply site safety plan (8)
  - (5) 14 - each sub should provide an overall schedule of construction with weekly goals with input to overall construction schedule (8)
  - (6) 14 - Early approvals on long lead items (5)
  - (7) 14 - Honest, open communications (5)
  - (8) 14 - keep delivery dates (7)
  - (9) 14 - keep project on schedule and use qualified personnel(7)
  - (10) 14 - Meet with related trades early to discuss job (4)
  - (11) 14 - Order materials in a timely manner (4)
  - (12) 14 - Preconstruction meetings with owner, architect and gc (5)
  - (13) 14 - Proper communication with own supervision (4)
  - (14) 14 - publish organizational chart, contractor specific and overall project; phone and fax; easy access (8)
  - (15) 14 - realistic schedule with input from all parties(3)
  - (16) 14 - Update GC on delivery changes (6)
  - (17) 14 - Weekly team building session (8)
- o) 15 - Policies and Procedures
  - (1) 15 - Allow input from subs relative to products (5)
  - (2) 15 - be more responsive, to submittals, changes, paperwork, trades (7)
  - (3) 15 - develop a quality control program (3)
  - (4) 15 - Early approvals on long lead items (5)

- (5) 15 - establish system for documenting field instructions and clarifications (2)
  - (6) 15 - Half-day education on paperwork necessary and proper procedures/owners requirement (8)
  - (7) 15 - implement a safety and housekeeping program (3)
  - (8) 15 - keep delivery dates (7)
  - (9) 15 - set a rigid payment and request schedule (3)
  - (10) 15 - Weekly team building session (8)
  - (11) 15- Each contractor supply site safety plan (8)
  - p) 16 - Processing Revisions
    - (1) 16 - Clearly defined scope of work (5)
    - (2) 16 - Distribution of changes at weekly job meetings (4)
    - (3) 16 - establish good safety program that includes better housekeeping (7)
    - (4) 16 - establish streamlined process to make quick decisions & resolve problems (2)
    - (5) 16 - Half-day education on paperwork necessary and proper procedures/owners requirement (8)
    - (6) 16 - Weekly team building session (8)
  - q) 17 - Be a good neighbor
    - (1) 17 - be more respectful of other trades/employees (7)
    - (2) 17 - Be prepared to start on time - equipment, manpower (4)
    - (3) 17 - Don't clutter site with excess material (4)
    - (4) 17 - Each contractor supply site safety plan (8)
    - (5) 17 - Honest, open communications (5)
    - (6) 17 - Practice good housekeeping, enforce it (4)
    - (7) 17 - Treat this project as if you were the owner (6)
    - (8) 17 - use better communication techniques with other subs and owners (7)
    - (9) 17 - Weekly team building session (8)
  - r) 18 - Constructibility
    - (1) 18 - Allow input from subs relative to products (5)
    - (2) 18 - Clearly defined scope of work (5)
    - (3) 18 - Distribution of changes at weekly job meetings (4)
    - (4) 18 - request contractor input to resolve problems(2)
2. **From flip chart notes, combined, edited & merged for all groups**  
#’s at right following each item indicate table groups that included this item in their recommendations.
- a) Communications
    - (1) visible owner involvement - 1
    - (2) regular team progress meetings & minutes - 1, 2, 3, 7, 8, 6
    - (3) prepare and publish organizational chain of command (with ph. and fx.) - 1, 2, 5, 3, 8, 6
    - (4) establish procedures for problem solving - 4
    - (5) have regular project meetings - 4
    - (6) prepare and publish current work schedule regularly - 4
    - (7) prepare and publish organization chain of command - 4
    - (8) clearly defined scope of work - 5
    - (9) meet with related trades early to discuss job - 5, 3
    - (10) develop, share project concept - 3

- (11) safety meetings - 7
- (12) better communication with subs and owners - 7
- (13) list of supt. names and numbers - 8
- (14) communicate spirit of cooperation to organization - 6
- b) Paper and Administrative work
  - (1) Prepare complete and accurate submittals and shop drawings in a timely manner - 1, 4, 3, 7, 8
  - (2) prepare, publish simple time and standard procedures for payment, change orders and other paper/administrative work - 1, 4, 5, 8, 6
  - (3) prepare and publish close out procedures for all trades (include early ) - 4, 5, 7
  - (4) publish workable schedule - 5
  - (5) paperwork and procedures meeting - 3
  - (6) questions in writing - 3
  - (7) keep delivery dates - 7
  - (8) be responsive - 7
  - (9) policies and procedures - 7, 8
  - (10) keep to minimum - 8, 6
  - (11) closeout procedures - 8
  - (12) letter of substantial compliance - 8
  - (13) processing revisions - 8
  - (14) submit questions in writing - 6
- c) Alternative Dispute Resolution - ADR
  - (1) general contractor to appoint resolution task force - 1
  - (2) resolve dispute at lowest level (step negotiations) -1
  - (3) establish procedures for problem solving -2, 8
  - (4) maintain partnering evaluation -5, 8
  - (5) honest, open communication -5
  - (6) recognize the decision of selection committee -5
  - (7) task force defined -3, 6
  - (8) clearly define scope of work -8
  - (9) task force regular meetings -8
- d) Cost growth
  - (1) encourage value engineering - 1, 2, 3 (provide incentives), 8
  - (2) consider cost savings, containment, incentives -1
  - (3) approval required for changes with costs identified - 1
  - (4) identify and resolve cost growth problems early - 1, 2, 5
  - (5) hold changes to a minimum - 1, 4, 5, 3, 8
  - (6) identify, decide, process and pay for changes promptly - 4
  - (7) consider offering incentives (cost containment) - 4, 5
  - (8) process changes promptly - 5, 3, 8
  - (9) pay changes promptly - 5, 8
  - (10) cost decisions promptly - 5
- e) User group
  - (1) complete O & M manuals on time - 5, 8, 6
  - (2) minimum owner disruption - 5, 8, 6
  - (3) thoroughly train owner personnel in operation of bldg systems - 6

- f) Good work site
  - (1) plan and organize (p&p) site layout and organization - 2, 4, 3, 8, 1
  - (2) keep disruptions to existing at a minimum - 2
  - (3) maintain a safe site - 2, 5, 7, 6
  - (4) maintain a secure site - 2, 5, 3, 8, 1
  - (5) each contractor supply own site safety plan - 2, 1
  - (6) maintain a clean, safe and secure site with proper heating and lighting - 4, 8
  - (7) be a good neighbor - 4, 6
  - (8) have regular safety meetings - enforce on lowest level - 4, 7 (weekly)
  - (9) keep disruption to owner's operations to a minimum - 4, 3
  - (10) job morale and attitude - 4
  - (11) prepare guidelines for site maintenance - 5
  - (12) program for proper/temporary light and heat - 5, 7
  - (13) prepare and publish safety and housekeeping program - 3
  - (14) good housekeeping - 7, 6
  - (15) controlled and scheduled access and egress - 8
  - (16) keep site clean including streets - 1
  - (17) safety meetings attended by all works on sight - 1
  - (18) weekly safety inspections - 1
- g) Job Morale & Attitude
  - (1) stress and encourage pride and workmanship - 6, 1
  - (2) recognize & reward good work - 8, 6, 1
  - (3) respect other trades - 7, 1
  - (4) honest admission of mistakes - 7
  - (5) honest and open communication - 7
  - (6) be a good neighbor - 7
  - (7) employee conduct guidelines - 8
  - (8) incentives - 8
  - (9) address the problem not the person - 8
  - (10) solicit ideas and suggestions for improvement in the field - 6
  - (11) weekly team building sessions - 1
- h) Quality Control
  - (1) prepare and publish expected standards of quality - 4, 1
  - (2) monitor and report on quality regularly - 4, 6, 1
  - (3) value engineering - 5, 1
  - (4) use qualified personnel - 5, 7, 8
  - (5) quality a priority - 5, 7
  - (6) check product/material for accuracy before installation - 3, 6, 1
  - (7) check worksite for accuracy and quality - 3
  - (8) develop quality control program/performance review program - 3, 1
  - (9) make a safety plan - 7, 8
  - (10) professional testing and inspection - 8
  - (11) maintain optimum working conditions for work being done - 8
  - (12) treat this project as if you were the owner - 6
- i) Close out properly
  - (1) schedule project closeout list and trade items - 3
  - (2) prepare and complete punch list prior to occupancy - 6

- (3) maintain as built throughout project - 6
- (4) timely release of retainage - 6
- (5) establish ground rule for all trades early and publish closeout procedures - 1
- (6) inventory of warranties and their terms and conditions lists - 1
- (7) OMM presented in timely manner and fully explained - 1
- (8) cooperation in transition of owner possession of equipment and building - 1
- j) Maintain partnering evaluation
  - (1) honest, open communications - 4
  - (2) acknowledge and accept problems that you cause - 4, 3
  - (3) use better communications techniques with other subs and owners - 4
- k) Submittal process
- l) Payment
  - (1) pay promptly - 4, 3, 7
  - (2) invoice proper amounts - 4
  - (3) set rigid payment and request schedule - 3
  - (4) prepare and publish accurate schedule of value of subcontracts - 3
  - (5) hold retainer to minimum - 7
  - (6) timely prep of invoices - 6
  - (7) prompt processing for application of payment - 6
- m) Legal matters
- n) Planning and scheduling
  - (1) prepare & publish work schedule and update regularly - 1, 2, 7, 8, 6
  - (2) obtain early approvals on long lead items - 3, 7
  - (3) order materials in a timely manner - 3
  - (4) prepare realistic schedule w/input from all parties - 3
  - (5) attend all job meetings - 7
  - (6) start on time - 7
  - (7) keep delivery dates - 7
  - (8) meet with related trades - 7
  - (9) sub input on critical path schedule - 8
  - (10) weekly updates - 8
  - (11) be prepared to mobilize with notice - 8
  - (12) be sure site is ready for contractor - 8
  - (13) plan ahead for material purchases - 8
- o) Policies and Procedures
  - (1) education on paperwork necessary and proper procedures/owner requirements - 8
  - (2) field change orders - 2
- p) Processing Revisions
  - (1) clearly defined scope of work and costs - 1
  - (2) establish streamlined process to make quick decisions and resolve problems - 1
  - (3) timely communication of work changes - 1
- q) Be a good neighbor
  - (1) keep streets and site clean - 1
  - (2) be aware of noises for residents and school - 1
  - (3) be more respectful of other trades - 1

(4) all trade employees maintain professional relationship with FM employees and public - 1

(5) no alcohol or drugs on site - 1

r) Constructibility

(1) clearly defined scope - 5

(2) allow input from subs in advance - 8

(3) materials easily attained - 8

C. Individual mission statements prepared by participants

1. 01  
Highest quality construction meeting the aggressive schedule safely and on budget.
2. 02  
Construct an edifice that is a lasting, functional facility for Frankenmuth Mutual Insurance Company without interruption to ongoing operations that exemplifies their image and serves their business needs into the 21st century.
3. 03  
To provide owner with quality building in the most effective and efficient manner possible, on time, on budget.
4. 04  
Satisfy the wants and the needs of Frankenmuth Mutual, R. C. Hendrick and our company, complete the job on a timely basis, perform quality work, and make a profit.
5. 05  
To do excellent finish work on a timely basis, to work well with others, to make a profit, and to complete the work with pride.
6. 06.  
To make this project a success our firm needs to supply and install the best quality material and workmanship in our plant and in the field.
7. 07.  
Guide the implementation of plantings which visually enhance the project and which give satisfaction and joy to all who come in contact with this place.
8. 08.  
To deliver a quality and safe project matter through preplanning, organization, hard work, and honesty.
9. 09.  
Our mission on this project is to put together a realistic, accurate, competitive bid and to enter into a team effort to see that our contract (scope of work) is carried through the project in a professional, fair, and amicable nature within the guidelines of our specifications and contract, providing the owner, gc, and ourselves with a quality and a profitable project.
10. 10.  
Build a quality project in a timely fashion at an expected profit.
11. 11.  
I will resolve any problems before they start by communicating with each other, and to my own work force without going to litigation.
12. 12.

To provide the owner with the most effective product for the use intended, and to receive a fair return for our participation.

13. 13.  
To produce the highest quality end product that is humanly possible with the budget and owner's interest in mind. To take personal pride in producing a high quality end product without compromising safety, budget, or owner's requirements in the allotted schedule.
14. 14.  
Our mission is to complete this project on schedule and within budget so that all parties are proud of, and happy, with the results.
15. 15.  
My mission is to successfully complete all phases of this project, being on time, on cost, with high expectation on quality, and the most important result is a happy owner, general contractor, and sub contractor.
16. 16.  
Provide a quality performance of work to be completed timely, and cost efficient, to maximize without impeding upon other's right to perform the same.
17. 17.  
To make this project successful, honesty and communication between all parties, along with cooperation between all parties and groups.
18. 18.  
We want to get our work done as quickly and as accurate that is possible. We want to share work space and not argue about who's supposed to be in that space. We must all work together to have the job go smoothly.
19. 19.  
To construct in the safest possible manner the quality project envisioned by the owner, and in so doing make a profit for my company.
20. 20.  
To complete subcontract on time, to the specifications, safely, non litigiously and at a profit.
21. 21.  
My plan on this job is to meet all the responsibilities of my contract so that the job runs smoothly and everybody is able to get their job done without problems.
22. 22.  
Provide the owner with a building that is usable, functional and complete within the limits of the contract and schedule; a building that you would be proud to say that you were involved with its construction.
23. 23.  
The construction of a top quality building within budget and according to our schedule, with no accidents, and without a major interruption to our business.
24. 24.  
Our mission is to provide the owner with a project that is recognized by their employees, policy holders, community, and peers as environmentally friendly. This project will be completed on time, within budget, and with exceptional quality.
25. 25.  
To provide a product that is fabricated, installed safely and timely, with the greatest degree of quality.
26. 26.  
Our effort is to promote and accomplish a quality of construction according to the owner/architect's vision and of practice of the industry to the best of our ability.

27. 27.  
Manage performance of all parties involved to achieve greatest quality in best time period within budget with end result that each party shakes the hand of the other at conclusion.
28. 28.  
We will do everything in my power to do a heads up job from submittal to close out on this project. Do paperwork so we receive prompt payment, communicate with others to make this a successful project for both our company and the owner we are trying to satisfy.
29. 29.  
My organization's mission is to meet and maintain the schedules set forth by the owner and general contractor. To communicate and coordinate with each trade and help to install a good quality job.
30. 30.  
To complete the project on schedule with the highest quality and workmanship possible in the safest possible manner.
31. 31.  
Prompt payment, contract delivered at the start. Alternates a yes or no. A good working relationship with owner, general contractor and trades.
32. 32.  
Do top quality work have happy owner. Have job complete on time. Make profit. Owner will have us back for other projects.
33. 33.  
Plan for expeditious response to job site problems. To supply qualified experienced personnel to the site who are able to communicate existing or anticipated problems.
34. 34.  
We will provide efficient, considerate, and accurate response to all parties and their respective concerns, in regards to achieving the owner's goal of attaining a quality, functional building within their expected timeframe and budget.
35. 35.  
To guide the design and construction of a project that: meets the owner's needs, is of impeccable quality, within a budget and in a timely manner.
36. 36.  
Conceptualize, plan and implement an integrated series of activities resulting in the collective realization of the project's safety, quality and project goals.
37. 37.  
Communicate with the user group on how we can put quality control into our planning and scheduling even after we close out the project. To be a good neighbor and working with our other partners in this project with Frankenmuth Mutual Insurance.
38. 38.  
Serve our customer. Team of trained professionals dedicated to safety, quality and dependability. Continuous improvement on site. Customer satisfaction. Leadership on site and teamwork. Timely work performance. Provide worry-free performance.
39. 39.  
To provide the owner with a quality project which suits his needs, built on time, the most cost-effective way, which compliments his ongoing and future operations.

#### VIII. Charter development

##### A. Charter for Frankenmuth Mutual Insurance



1. **Mission**
  - a) Our mission is to work together in a trustworthy and professional manner to produce a quality project completed within budget, safely, and on time.
2. **Objectives - to accomplish our mission we recognize a need to work to the following goals and objectives:**
  - a) **Maintain lines of effective communications**
    - (1) Hold regular team progress meetings and prepare and publish minutes
    - (2) Prepare and publish organizational chain of command (with phone and fax numbers)
    - (3) Continually communicate a spirit of cooperation through actions
    - (4) Prepare and implement a partnering evaluation system
    - (5) Prepare and publish progress schedule and update regularly
  - b) **Paper and Administrative work**
    - (1) Prepare and submit complete and accurate submittals and shop drawings in a timely manner
    - (2) Prepare and publish standard procedures for payment, changes, questions and other documentation
    - (3) Prepare and publish close out procedures for all trades
    - (4) Prepare and publish submittal processing procedures
  - c) **Prepare and Implement an Effective Alternative Dispute Resolution System**
    - (1) General contractor to appoint resolution task force
  - d) **Cost Management**
    - (1) Encourage value engineering
    - (2) Identify and resolve cost growth problems early
    - (3) Hold changes to a minimum
  - e) **Good Worksite**
    - (1) Plan, organize and publish site layout and organization
    - (2) Keep disruptions to owner's operations at a minimum
    - (3) Maintain a clean, safe, secure site and surrounding area
    - (4) Hold regular safety meetings to be attended by all workers
  - f) **Job Morale & Attitude**
    - (1) Stress and encourage pride and workmanship
    - (2) Respect other trades
    - (3) Address the problem not the person
    - (4) All construction employees maintain professional relationship with Frankenmuth Mutual employees and the public
  - g) **Quality Control**
    - (1) Prepare and publish program to regularly monitor and report on job quality
    - (2) Use qualified personnel
    - (3) Treat this project as if you were the owner
  - h) **Payment**
    - (1) Pay promptly
    - (2) Prepare and publish accurate schedule of value of subcontracts
    - (3) Make timely release of retainage
  - i) **Legal matters**
    - (1) Avoid litigation

92:50

Ralph J. Stephenson, P. E., P. C.  
Consulting Engineer  
323 Hiawatha Drive  
Mt. Pleasant, Michigan 48858  
ph 517 772 2537  
January 31, 1993

Mr. Jay Hendricks  
H. C. Hendricks & Sons  
427 Atwater Street  
p. o. Box 1886  
Saginaw, Michigan 48605

Dear Mr. Hendricks:

**Re:** Professional fees for period from December 1, 1993 through January 31, 1993  
Frankenmuth Insurance Company Partnering Charter

**Project #:** 92:50

**Invoice #:** 8517

Dear Mr. Hendricks:

Below is tabulated the time spent by me in the interest of the Frankenmuth partnering charter preparation during December, 1992 and January, 1993.

In December, 1992 my efforts were concentrated on setting the agenda, and the meeting content for the charter workshop to be held on Thursday January 28, 1993.

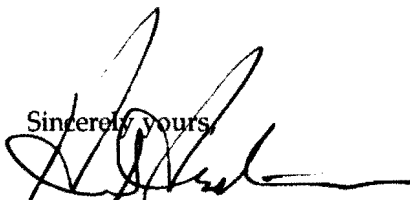
In January, 1993 my work consisted of preparing handouts and other presentation material for the workshop meeting, chairing the partnering charter sessions, and summarizing the information in a master outline of the workshop proceedings.

The hours and fees for these periods are as follows:

December, 1993	3.50 hours at \$95.00 per hour = \$	332.50
January, 1993	16.50 hours at \$95.00 per hour = \$	1,567.50
		<hr/>
Total	20.00 hours	\$ 1,900.00

I feel the probability of partnering success is high on the Frankenmuth project, and am particularly impressed by the competence levels and reputations of the people and firms on the job.

Thank you again for your help and courtesy.

Sincerely yours,  
  
Ralph J. Stephenson, P. E., P. C.

*Frankenmuth Mutual Insurance Company  
Partnering Charter Meeting*

*Ralph J. Stephenson, P. E., P. C.  
Consulting Engineer  
January 24, 1993*

# **PARTNERING CHARTER WORK BOOK**

*Frankenmuth Mutual  
Insurance Company*

*Building Program  
January, 1993*

**Date:** Thursday, January 28, 1993

**Location:** Bavarian Inn Restaurant  
713 S. Main Street  
Frankenmuth, Michigan

**Time:** 8:00 A. M. to 12:00 noon &  
1:00 P. M. to 5:15 P. M.

## **A. M. AGENDA**

7:00 A. M to 8:00 A. M. - Continental breakfast for attendees

8:00 A. M. to 10:00 A. M. - Session #1

- Opening remarks
- Introductions
- Partnering overview
- Workshop #1 - Problems caused by others

10:00 A. M. to 10: 15 A. M. - Coffee break

10:00 A. M. to 12:00 noon - Session #2

- Workshop #2 - Problems caused by us
- Workshop #3 - Improvement recommendations
- Workshop #4 - Definition of missions

12:00 noon to 1:00 P. M - Lunch in the Bavarian Inn

## **P. M. AGENDA**

12:45 P. M. to 1:30 P. M.

- Task force prepare project mission statement

1:00 P. M. to 3:00 P. M. - Session #3

- Introduction to evaluation methods
- Workshop #5 - Complete project mission statement
- Workshop #6 - Set project goals & objectives

3:00 P. M. to 3:15 P. M. - Coffee break

3:15 P. M. to 5:00 P. M. - Session #4

- Complete workshop #6 - Set project goals & objectives
- Review principles of partnering performance evaluation
- Review principles of alternative dispute resolution
- Workshop #7 - Full group write project charter
- Print final draft of charter

5:00 P. M. to 5:15 P. M. - Session #5

- Participants sign charter
- Adjourn

## ***PARTNERING - A. G. C.***

**A way of achieving an optimum relationship between a customer and a supplier. A method of doing business in which a person's word is their bond, and where people accept responsibility for their actions.**

**Partnering is not a business contract, but a recognition that every business contract includes an implied covenant of good faith.**

## ***PARTNERING - C. I. I.***

**A long term commitment between two or more organizations for the purpose of achieving specific business objectives by maximizing the effectiveness of each participant's resources.**

**(This requires changing traditional relationships to a shared culture without regard to organizational boundaries. The relationship is based upon trust, dedication to common goals, and an understanding of each other's individual expectations and values. Expected benefits include improved efficiency and cost effectiveness, increased opportunity for innovation, and the continuous improvement of quality products and services.)**

## ***PARTNERING***

**A method of conducting  
business in the planning, design,  
and construction profession  
without unnecessary, excessive,  
or disruptive external party  
involvement.**



**Ralph J. Stephenson, P. E., P. C.**  
Consulting Engineer  
323 Hiawatha Drive  
Mt. Pleasant, Michigan 48858  
ph 517 772 2537  
January 24, 1993

### **Participant notebook outline**

**Project:** New office building  
**Location:** Frankenmuth, Michigan  
**Owner:** Frankemuth Mutual Insurance Company  
**Architect:** Wigen, Tincknell, and Meyer  
**General Contractor:** H. C. Hendricks & Sons, Saginaw, Michigan  
**Date of meeting:** Thursday, January 28, 1992  
**Location of meeting:** Bavarian Inn, Frankenmuth, Michigan

**Purpose of meeting:**

To identify the project construction operating mode and to prepare and adopt a *partnering charter* for the guidance of the entire Frankenmuth project team.

**Time of meeting**

08:00 A. M. to 12:00 noon, and 01:00 to 05:15 P. M.

**Definitions:**

Words in italics are defined in glossary of terms on pages three and four.

**Timetable:**

07:00 to 08:00 A. M.

- Continental breakfast for attendees

08:00 to 10:00 A. M. - Session #1

- Introductory remarks by principals of Owner, general contractor, and design team.
- Introduction of those attending by chairman.
- Introduction to workshop procedures - Ralph J. Stephenson

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January 24, 1993

- *Workshop #1* - Table discussion of the question "What actions do others take that create problems for us?"
- Break out by teams, conduct discussion, reassemble, and present findings to *full partnering membership*.

10:00 to 10:15 A. M. - Coffee break

10:15 A. M. to 12:00 noon - Session #2

- *Workshop #2* - Table discussion of the question "What actions do we take that create problems for others?"
- Break out by teams, conduct discussion, reassemble, and present findings.
- *Workshop #3* - Table discussion of the question "What recommendations can we make that could improve relations and performance on the Frankenmuth Insurance project?"
- Break out by teams, conduct discussion, reassemble, and present findings.
  - Owner/user
  - Design
  - General contractor
  - Building frame & close in contractors
  - Building interior work contractors
  - Building systems contractors
  - Building fixtures, furnishings, and equipment (FFE) contractors
  - Others
- *Workshop #4* - Individual work on the question "In light of the results of workshops #1, 2, and 3, what do I think my organization's mission is for the project?"

12:00 noon to 01:00 P. M. Lunch

- *Task force work* - During the lunch break a small volunteer *task force* will meet apart from the main group and prepare a 25 word or less first draft *mission* statement for the project. The draft *mission* statement will be derived from the individual *mission* statements prepared in *workshop #4*.

This project *mission* statement will be used as guide in writing the *charter*, and will, after editing, be incorporated into the final *charter* document.

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January 24, 1993

01:00 P. M. to 03:00 P. M.          Session #3

- *Workshop #5 - Full partnering membership* discuss, revise and accept the first draft mission statement as revised.
- *Workshop #6 - Table discussion of the question "What specific project objectives can we now set considering the results of workshops #1, 2, 3, 4, and 5? These objectives should be designed to help insure excellent relations and performance for all concerned on the Frankenmuth Insurance project?"*

03:00 P. M. to 03:15 P. M. - Coffee break

03:15 P. M. to 05:00 P. M. - Session #4

- Review principles of *alternative dispute resolution*. - Ralph J. Stephenson.
- Review principles of *partnering* performance and evaluation. - Ralph J. Stephenson.
- *Workshop #7 - Full partnering membership* combine all previous discussions into a *charter* ready for signatures.
- Print final draft of *charter*.

05:00 P. M. to 05:15 P. M. - Session #5

- Each participant sign *charter* and receive award memento
- Adjourn

#### **Definitions:**

- *Alternative dispute resolution*  
A method of resolving disputed construction claims outside the courtroom.
- *Full partnering membership*  
The group consisting of the entire project team attending the partnering meeting.
- *Issue resolution*  
A method of reaching agreement and closing out disputes at the originating management level, in the shortest possible time, and with the lowest potential for residual hard feelings.
- *Mission*  
The single most important goal to achieve by being successful in the project organization's

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January 24, 1993

principal efforts.

- *Objectives*

Quantified targets derived from the established mission and goals.

- *Partnering - Associated General Contractors*

A way of achieving an optimum relationship between a customer and a supplier. A method of doing business in which a person's word is their bond, and where people accept responsibility for their actions.

Partnering is not a business contract, but a recognition that every business contract includes an implied covenant of good faith.

- *Partnering charter*

The basic manual for operating a partnering system. Contains, at a minimum, the mission statement of the project team, and their objectives for the project. Usually is signed by all those writing the document.

The charter is an agreement in principle and must not supersede or supplant the design and construction contracts in place or to be written.

- *Partnering*

A method of conducting business in the planning, design, and construction profession without unnecessary, excessive, or disruptive external party involvement.

- *Table discussion*

A discussion at a break out table where people with a common interest can review and recommend for presentation to a larger group of which they are a part.

- *Task force*

A temporary grouping of forces and resources designed to achieve a specific objective.

- *UDM*

Ultimate decision maker - the individual or group at the lowest management level that has the authority to make a final binding decision in any job related matter.

- *Workshop*

The meeting structure through which table or full partnering discussions are conducted. Usually participation is required of all attending.

## Team groupings for break out sessions.

*Those that have similar sets of interest relative to the performance of others on the project*

- **Owner/user**
- **Design**
- **General contractor**
- **Building frame & close in subcontractors**
- **Building interior work subcontractors**
- **Building systems subcontractors**
- **Building FFE contractors**
- **Others?**

## **MISSION**

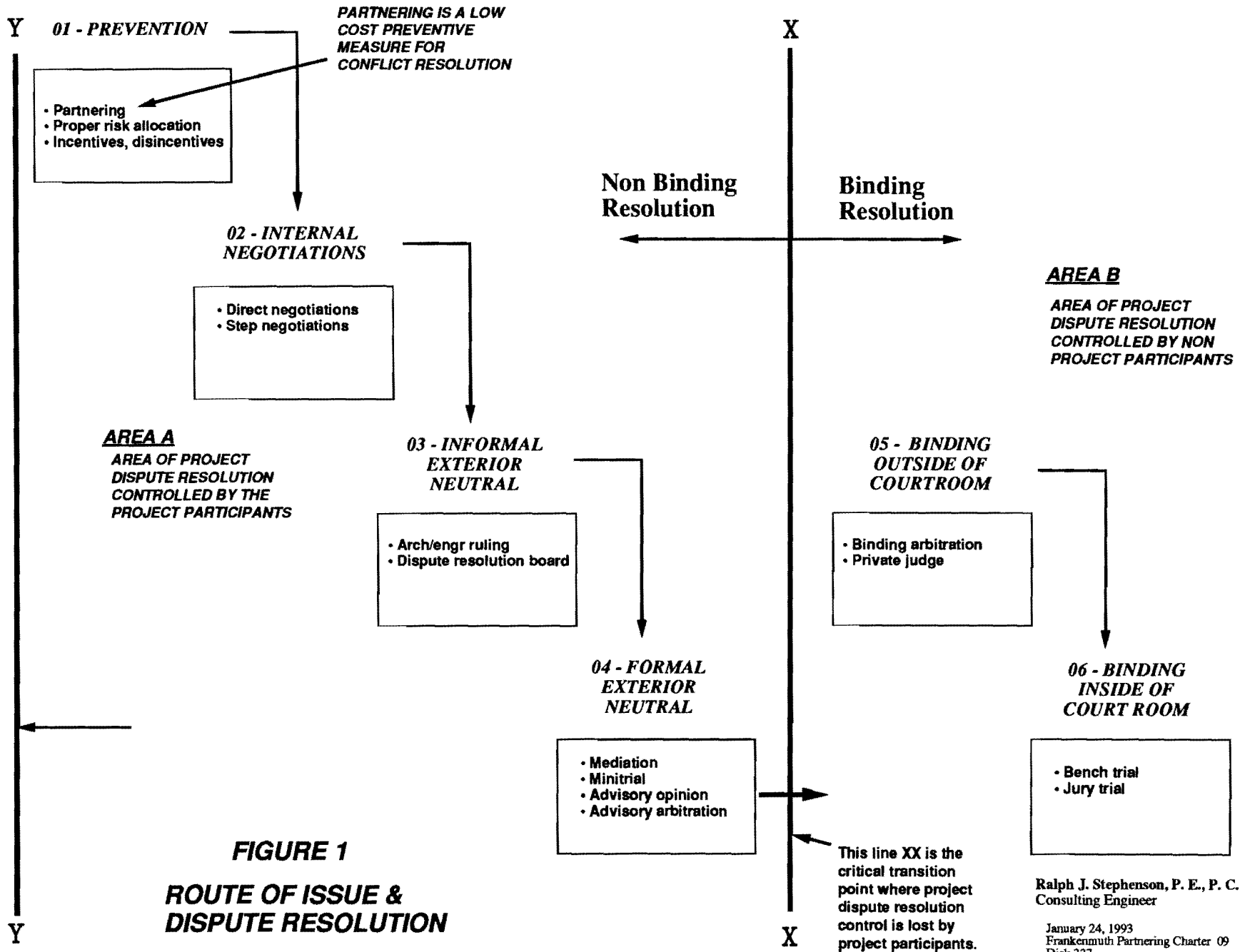
**The most important result to be achieved  
by this project being successfully  
completed?**

## **GOALS**

**Unquantified desires of individuals or an  
organizations expressed without time or  
other resources assigned.**

## **OBJECTIVES**

**Quantified targets derived from  
established goals.**



**FIGURE 1**  
**ROUTE OF ISSUE & DISPUTE RESOLUTION**

Ralph J. Stephenson, P. E., P. C.  
Consulting Engineer

January 24, 1993  
Frankenmuth Partnering Charter 09  
Disk 337

1. COMMUNICATION
2. PAPER & ADMIN WIL
3. ALTERNATIVE DISPUTE RESOLUTION
4. COST GROWTH
5. USER GROUP
6. GOOD WORK SITE
7. JOB MORALE & ATTITUDE
8. QUALITY MANAGEMENT
9. CLOSE OUT PROPERLY
10. MAINTAIN PARTNERING EVALUATION
11. SUBMITTAL PROCESSING
12. PAYMENT
13. LEGAL MATTERS



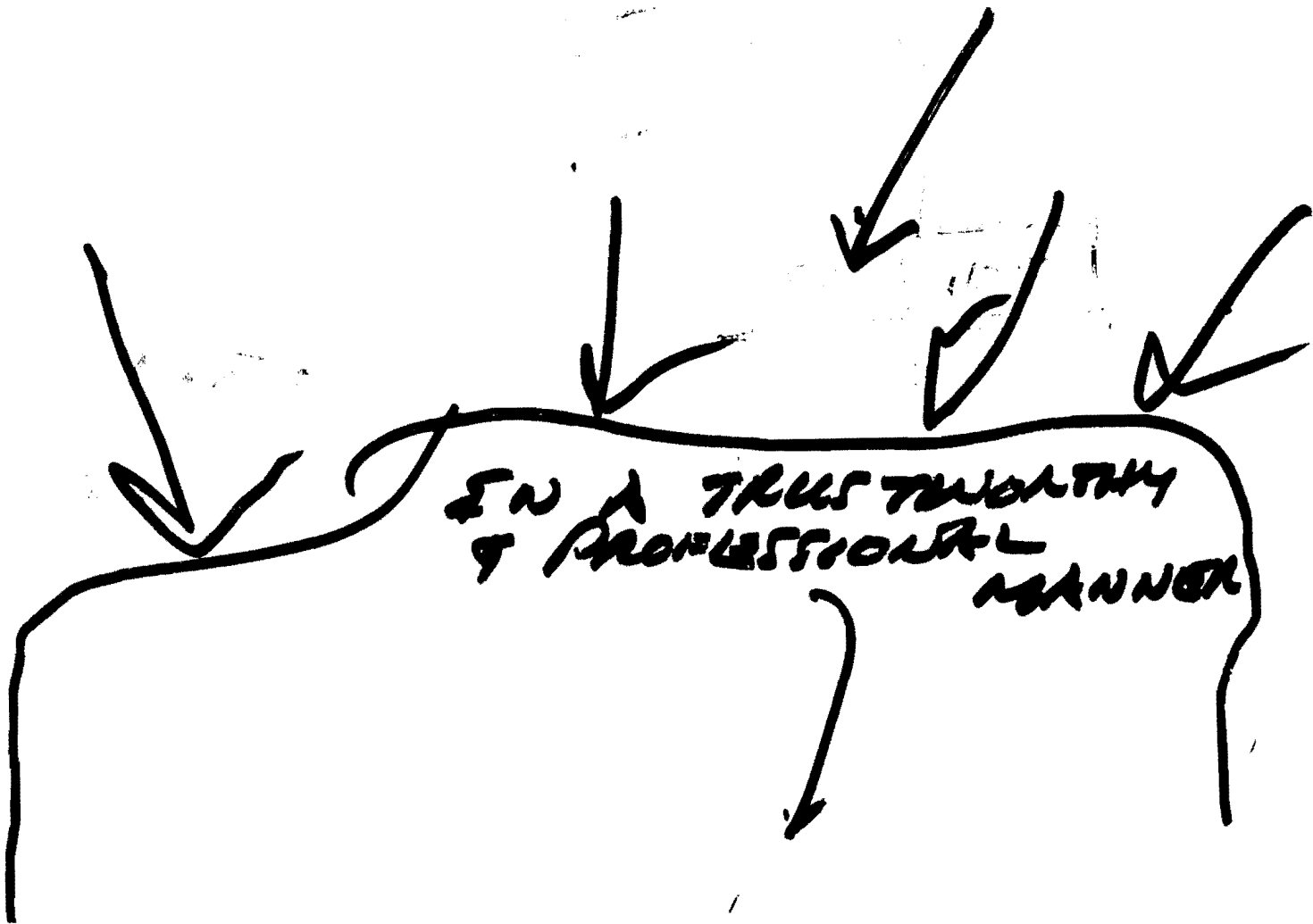
14. PLANNING & SCHEDULING
15. POLICIES & PROCEDURES
16. PROCESSES REVISIONS
17. BE A GOOD MANAGER
18. CONSTRUCTABILITY

IN A  
TRUSTWORTHY &  
COOPERATIVE  
MANNER

OUR MISSION IS TO  
WORK TOGETHER TO  
PRODUCE A QUALITY PROJECT  
COMPLETED WITHIN BUDGET,  
~~AND IN A~~ SAFELY AND ON  
TIMEET ~~MANNER~~.

WITH GREAT  
SATISFACTION

TRUST  
INTEGRITY  
TRUSTWORTHY  
NEIGHBORLY  
HONESTY  
ETHICALLY  
HONORABLE  
PROFESSIONALLY



1A	1.	3.0	2.5
2C	2	3.0	2.5
6M1	3	2.5	4.0
JHA	4	3.0	
SA	5	4.0	4.0
P	6	5.0	4.0
LM	7	4.0	3.5
ALN	8	3.0	4.0

150	150
-----	-----

# COMMUNICATIONS.

1. ESTABLISH PROCEDURES FOR PROBLEM SOLVING.
2. HAVE REGULAR MEETINGS.
3. PREPARE & PUBLISH (P.P.P.) CURRENT WORK SCHEDULE, REGULARLY.
4. P.P.P. ORGANIZATIONAL CHAIN OF COMMAND
- 5.

## 2. APPROX. 7 MONTHS

- a. Keep track of ~~status~~  
work in a notebook
- b. P.P.P. ~~will~~ ~~start~~  
TIME & PROGRESS FOR  
PAYMENT RECEIVING
- c. P.P.P. CLOSE OUT  
PROCEDURES FOR ALL  
TRACKS (INCLUDE EARLY)

# Cost Reduction

- B. ~~MANAGE~~ ~~CONTRACTS~~ ~~7~~  
A. ~~REVISIONS~~
- K. ~~IMPROVE~~ ~~MANAGE~~ ~~REVENUE~~  
COST GROWTH  
PROBLEMS ~~CONTRACTS~~  
MARKET
- C. PROCESS CHANGES  
PROMPTLY
- J. PAY FOR ~~CONTRACTS~~  
PROMPTLY
- E. MANAGE COST DEFLECTION  
PROMPTLY
- G. CONSIDER ~~REVENUE~~  
V.E. INCENTIVES (COST  
CONTINGENCY)

## 5. User Group

- a. PTP in a timely manner all other materials.
- b. Build with min disruption to owner's existing operation.



F. Quality Mgmt.

a. APP EXERCISED STANDARDS  
OF QUALITY.

b. MONITOR & REPORT TO  
QUALITY REGULATOR.

# 70 Job Attitudes & Attitudes

- a. P & P EMPLOYEE  
CHIEF RESPONSIBILITY  
WORK SITE BE COMING
- b. ADDRESS THE PROBLEM,  
NOT NECESSARILY THE  
PERSON.
- c. STAFF ENCOURAGE  
PRIDE IN WORKMANSHIP
- d. RECOGNIZE GOOD WORK.
- e.

## c. Good work site

- a. KEEP IT CLEAN.
- b. PLAN & ORGANIZE THE LAYOUT & CIRCULATION.
- c. KEEP DRUMMAGING TO A MINIMUM AT A MINIMUM.
- d. MAINTAIN A SAFE SITE.
- e. MAINTAIN ~~THE~~ PROPER LIGHTING & HEATING ON SITE.
- f. MAINTAIN A SECURE SITE.
- g. BE A GOOD NEIGHBOR. TO SURROUNDING FACILITIES.
- h. HAVE ~~THE~~ REGULAR SAFETY MEETINGS.