

**This is the final mission statement and related objectives prepared by the participants.
West Suburban Health Campus- Project Charter**

Mission

Design an effective and flexible community based outpatient centered facility that provides for present and future quality health care services.

Objectives

1. Maintain control of design costs and construction budgets
 - a) Prepare and publish Design Development based total target cost
 - b) Prepare and publish must, want, and wish list
 - c) Prepare and publish FFE budget
 - d) Prepare and publish life cycle costing guidelines
 - e) Prepare and publish preconstruction costing guidelines
2. Properly document project activities
 - a) Prepare and publish guidelines for single source documentation
 - b) Make decisions promptly
 - c) Prepare and distribute glossary
 - d) Prepare and publish payment policies
 - e) Prepare, publish and periodically update schedule for entire project
 - f) Prepare and publish submitting, reviewing, and approving process guidelines
3. Maintain an effective mode of communication on project
 - a) With medical and non medical staff
 - b) With surrounding community
 - c) With regulatory agencies
4. Provide approvals promptly from proper management level
5. Define standards of performance expected so as to achieve program conformance
 - a) Provide forum for periodic total project review by entire preconstruction team
 - b) Do it right the first time
 - c) Define community image to be projected by project team and the facility
6. Establish issue resolution process
 - a) Prepare and publish conflict resolution guidelines
 - b) Resolve issues promptly and at originating level
 - c) No litigation
7. Generate and maintain high levels of project team morale
 - a) Exhibit and expect others to exhibit good partnering practices

Ralph J. Stephenson, P.E., P. C.
Consulting Engineer
323 Hiawatha Drive
Mt. Pleasant, Michigan
ph 517 772 2537
February 1, 1993

Mr. Ron Kirk
Kirk Program Management, Inc.
943 Plymouth Building
12 South 6th Street
Minneapolis, Minnesota 55402

Re: Partnering for West Suburban Health Campus

Dear Mr. Kirk:

Recently George Wilkinson spoke to me regarding my meeting with you and Mr. Gene Torrey on Tuesday, January 19, 1993. He said there had been a healthy interest generated in using partnering concepts during the design and construction stages of the new West Suburban Health Campus. I'm especially pleased because the disruptive problems we try to moderate by good practices in development, design, and construction can often be substantially reduced by intelligent application of proven resolution techniques such as partnering.

My understanding is that the West Suburban Health Campus project is currently in the early programming and design stages with construction document preparation to begin in early March, 1993. Construction is to begin in early October, 1993.

I further understand there are several parties and many diverse interests involved on the project. These include the owner, the user, the design architect, the architect of record, along with various consulting engineers, and discipline specialists. The total men and women involved in this important early program and design activity is between 10 and 15.

The use of agreed upon methods by which decisions, policies, procedures, designs, information, disputes, and other such critical project elements can be combined so they contribute to, rather than hinder, progress is the very essence of the partnering objectives.

The partnering process begins with a commitment of support from the client of the design team, and ultimately of the construction team. In most cases this is the using, owning, and financing group, sometimes called the ultimate decision makers.

Once this support is assured, the next step is to assemble those involved most directly and influentially to prepare a partnering charter. This is a document outlining a covenant of good faith effort, accompanied by a set of criteria by which the project staff is to be guided. The partnering charter is carefully written so it does not supersede nor contradict legal contracts between the parties.

For your project I recommend that the front end and design team members be invited by those owner executives in charge to meet and prepare a mutually satisfactory partnering charter. Additionally, this group should outline a dispute resolution procedure, and a partnering evaluation system, all tied into project work on construction documents in the period between early March, 1993 and early October, 1993.

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The work product from this effort should be such as to provide a set of principles and concepts that can later be extended into the construction and turnover phases.

The charter preparation workshop efforts should be geared to produce a document identifying the project design operating mode. This is done through discussing, analyzing, and answering seven basic questions:

1. What actions do others take that create problems for us?
2. What actions do we take that create problems for others?
3. What recommendations can we make that will improve relations and performance during the design and working document phases of the West Suburban Health Campus?
4. In light of the answers to questions 1, 2, and 3 above what do I think my organization's mission is for the project?
5. Considering steps 1, 2, 3, and 4 above what specific objectives should we set to best insure excellent relations and high quality performance is maintained and encouraged by all parties involved on the project?
6. How can we best resolve disputes as they arise on the project?
7. How can we accurately evaluate project health as measured by the objectives outlined in the partnering charter?

Writing a charter that guides the project team in these matters is a sizable task for the participants.

To maintain objectivity and direction, it is usually desirable to have an outside party chair the charter meeting, and drive and guide the process through to charter completing and signing.

A workable meeting agenda for such a partnering effort might be as follows:

A. M. AGENDA

7:00 A. M to 8:00 A. M. - Continental breakfast for attendees - not essential, but a nice touch to start the day.

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

- Opening remarks by principles
- Introduction of those participating
- Partnering overview by the charter meeting chairman
- **Workshop #1** - Problems for us caused by others

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

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

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

12:00 noon to 1:00 P. M.- Lunch

P. M. AGENDA

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

- **Workshop #5**- Complete project mission statement
- **Workshop #6**- Prepare master list of 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

- **Workshop #7**- Refine and classify project goals & objectives
- Review principles of partnering performance evaluation
- Review principles of alternative dispute resolution
- **Workshop #8**- 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

The agenda may vary slightly as the charter meeting proceeds. However the meeting objective for the construction document phase participants is to prepare, adopt, and sign a charter for the guidance of the owner, user, and design team.

For the construction phase of the project the charter meeting objective is to prepare, adopt, and sign a charter for the guidance of the owner, user, design, and construction team. This is the second of the two charters and should be prepared just prior to the major construction phases, and where most of the subcontract team have been selected.

I would be pleased to help in this effort by chairing one, or the other, or both of the partnering charter meetings. I feel my most important contribution could be made by me chairing the construction document phase of the work, and advising in the construction partnering charter preparation.

My professional fee is \$95.00 per hour, with reimbursement for out of pocket expenses at cost. Travel is to

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be by first class accommodations. I estimate the first charter meeting will require 6 to 9 hours of preparation time, with the charter meeting requiring about 10 hours, for a total of 16 to 19 hours. My professional resume is enclosed for your review.

It is significant that this project team and its management is considering using partnering concepts to focus their efforts on the truly critical needs of good project relations. I am very pleased you have requested my observations and comments. Thank you for your consideration.

If there are further questions, please call or write.

Sincerely yours,

Enclosure:
• Resume

Ralph J. Stephenson, P. E.

ICM notes for September 8, 1992

West Suburban Health Campus partnering - disk 335

I. Charter meeting outline

A. Conditions of attendance

1. It is essential that key managers, including the *ultimate decision makers* attend the meeting. This includes those from the staff of the owner, the user, the design team, and the construction advisor. The design team includes all planners, architects, engineers, and technical consultants.
2. Of particular importance is that all parties that are, or will be, under contract directly with the owner and user during the preconstruction period be present at the session.
3. All those attending must be active participants and will actually write the charter.

B. Purpose of conference

To identify the project operating mode for the programming, design and other preconstruction phases; and to prepare and adopt a *partnering charter* for the guidance of the entire West Suburban Health Campus project team during these phases.

1. The prime objective of the chartering meeting remains constant -- to prepare, adopt, and sign a charter for the guidance of the owner, user, and design team.

C. Suggested format

1. A. M. AGENDA

- a) 7:00 A. M. to 8:00 A. M. - Continental breakfast for attendees - optional but desirable
- b) 8:00 A. M. to 10:00 A. M. - Session #1
 - (1) • Opening remarks by principles
 - (2) • Introduction of those participating
 - (3) • Partnering overview by the charter meeting chairman
 - (4) • **Workshop #1** - Problems for us caused by others (How can we help you succeed?)
- c) 10:00 A. M. to 10:15 A. M. - Coffee break
- d) 10:15 A. M. to 12:00 noon - Session #2
 - (1) • **Workshop #2** - Problems for others caused by us (How can you help others succeed?)
 - (2) • **Workshop #3** - Improvement recommendations (How can we help each other succeed?)
 - (3) • **Workshop #4** - Definition of missions
 - (4) • **Workshop #5** - Begin preparing project mission statements

2. P. M. AGENDA

- a) 12:00 noon to 01:00 P. M. - Lunch - somewhere nearby
- b) 01:00 P. M. to 02:30 P. M. - Session #3
 - (1) • **Workshop #5** - Complete preparing project mission statement

- (2) • **Workshop #6** - Prepare master list of project goals & objectives
- (3) • Refine and classify project goals & objectives
- c) 03:00 P. M. to 03:15 P. M. - Coffee break
- d) 03:15 P. M. to 03:45 P. M. - Session #4
 - (1) • Review principles of partnering performance evaluation
 - (2) • Review principles of alternative dispute resolution
- e) 03:45 P. M. to 04:15 P. M. - Session #5
 - (1) • Full group write project charter
 - (2) • Print final draft of charter
- f) 04:15 P. M. to 04:30 P. M. - Session #5
 - (1) • Participants sign charter and receive memento of their work
 - (2) • Adjourn

D. Related definitions

1. **Alternative dispute resolution** - A method of resolving disputed construction claims outside the courtroom.
2. **Full partnering membership** - The group consisting of the entire project team attending the partnering meeting.
3. **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.
4. **Mission** - The single most important goal to achieve by being successful in the project organization's principal efforts.
5. **Objectives** - Quantified targets derived from the established mission and goals.
6. **Partnering** 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.
 - a) Partnering is not a business contract, but a recognition that every business contract includes an implied covenant of good faith.
7. **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**
8. **Task force** - A temporary grouping of forces and resources designed to achieve a specific objective.
9. **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.

ICM notes for September 8, 1992

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

PARTNERING

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

MISSION

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

GOALS

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

OBJECTIVES

Quantified targets derived from established goals.

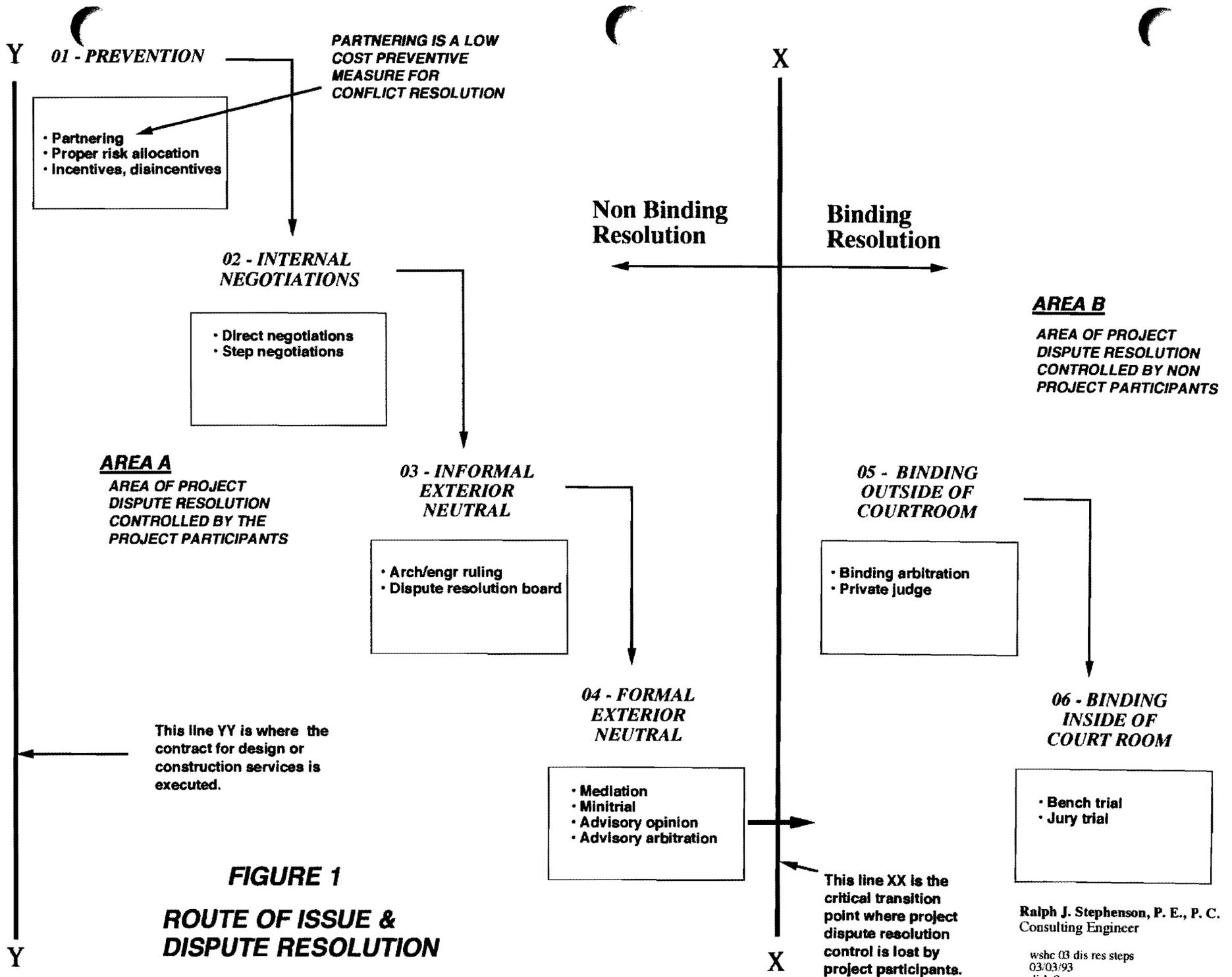


FIGURE 1
ROUTE OF ISSUE & DISPUTE RESOLUTION

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Consulting Engineer

wshc 03 dis res steps
03/03/93
disk ?

Sample team groupings for break out sessions.

Teams should be made up of those that have similar sets of interest relative to the performance of others on the project

- Owner
- Developer
- User
- Architect of record
- Design architect
- Construction services advisor
- Site civil engineer
- Mechanical design engineer
- Electrical design engineer
- Structural design engineer
- Interior designer
- Food service consultant
- Communications consultant
- Others?

wshc charter example

I. Charter for new Detroit, Michigan Post Office, Area P

A. Mission

This partnering team commits to deliver a quality project on time, within budget, safely, profitably for all, and of the intended quality, through mutual cooperation among the participants.

B. Objectives

1. Maintain a clean and well maintained work site
 - a) Experience no lost time from accidents.
 - b) Be a good neighbor.
 - c) Use good construction site housekeeping practices.
2. Effectively administer the project
 - a) Prepare & publish an acceptable payment procedure.
 - b) All parties submit complete, accurate & timely billings.
 - c) Prepare & publish an acceptable submittal processing procedure.
 - d) Treat each other fairly
3. Close out the project in a proper & timely fashion
 - a) Prepare & publish acceptable close out guidelines.
 - b) Establish clearly defined punch out procedures and standards early in the project.
4. Maintain effective lines of communication.
 - a) Recognize the need for quality information.
 - b) Minimize response times in all matters.
 - c) Maintain an appropriate level of documentation.
 - d) Be available.
5. Resolve problems effectively
 - a) Develop, approve, and implement a responsive conflict resolution system
 - b) Resolve disputes and conflicts at the originating level if at all possible.
 - c) Resolve disputes and conflicts as quickly as possible.
 - d) Eliminate the need for third party legal involvement
6. Limit cost growth
 - a) Maintain objective attitude toward constructability.
 - b) Develop cost effective measures to apply to all job related activities.
 - c) Recognize owner's needs in occupation and operation of project.
7. Maintain technical excellence in all program, design & construction work.
 - a) Owner abate promptly as required
 - b) Define and clearly communicate quality standards expected
 - c) Maintain constructability of the project.
 - d) Properly plan and schedule the work.
 - e) Do it right the first time.
8. Maintain good job morale & attitudes
 - a) Promote partnering attitudes at all levels of contract administration.
 - b) Have pride in your work.
 - c) Have fun.
9. Maintain partnering effectiveness
 - a) Prepare and publish a partnering effectiveness measurement system.
 - b) Meet on a scheduled, regular bases and formally evaluate the partnering effectiveness.
 - c) Take prompt steps to correct any deterioration of partnering effectiveness on the project.

II. Issue resolution

A. Policy

It is the objective of the Area P Post Office project team management to first and foremost avoid unnecessary disputes and conflict on the job. It is the intent to do this by achieving the objectives of the charter, particularly to resolve an issue promptly and at the level at which it originates. If this is not possible the issue will be referred promptly to the next highest level for resolution.

In all cases, individuals who are involved in a difference should be businesslike and not resort to personal attack. The principles outlined in the Partnering Charter mission and charter should be followed at all times in resolving differences.

Upon request, site meetings will be convened to discuss any unresolved issue and to attempt to reach resolution. Any issue presented should be clearly defined and alternative solutions suggested. The resolution process is to work through open communication and looking at the other side's point of view. In addition, issues are to be kept in the forefront to ensure resolution in a timely manner. A log of unresolved issues will be maintained from meeting to meeting.

if resolution cannot be reached at the job site, the principals of the involved firms or agencies should attempt to reach resolution through informal discussion before the formal process outlined in the contract documents is used.

In seeking resolution to an issue, involved parties will attempt to:

- Thoroughly understand the issues.
- Maintain empathy for the other point of view.
- Communicate thoughts openly and clearly.
- Clearly document the issue resolution.

B. Methodology

Goal - To encourage and provide a forum for resolution of issues at the lowest possible level, but to provide a mechanism to elevate the issue if needed.

If resolution is not achieved at the lowest level forum, the principals in the firms in conflict will attempt to reach resolution thorough informal discussion.

III. Partnering evaluation

Each objective in the Charter is to initially be given a par weight as indicated below. The par weight indicates how important the item is in relation to achieving the project mission. Weights are assigned from 1 to 5. A weight of 5 indicates that the objective is of critical importance in achieving the project mission. A weight of 1 indicates that the objective is of least importance when evaluated against the highest weighted objectives.

The weight of the objectives remains constant throughout the project. Therefore care must be taken in assigning them properly at the onset of the evaluation process.

The quality of the project performance in relation to the Partnering Charter objectives is to be measured once per month by representatives of all organizations participating in writing the Charter. Partnering performance quality ratings are to be from 1 to 5.

A quality rating of 1 indicates very poor performance and little adherence to the standards set out by

the objective. A quality rating of 5 indicates high and excellent adherence to standards set by the objectives.

The total evaluation of the objective is the constant weight multiplied by the quality for each objective for each evaluation. The total partnering performance is measured at each evaluation.

Total partnering performance = total of the (objective weights x the objective quality) for the period.

Partnering evaluation for current period

1 - objective	2 - par weight (w)	3 - par quality (q)	4 - par (w) x (q)	current quality	current (w) x (q)
01. Maintain a clean and well arranged work site	3.00	2.50	7.50	2.25	6.75
02. Effectively administer the project	4.50	3.75	16.88	3.50	15.75
03. Close out project in a proper and timely fashion	4.00	3.50	14.00	2.00	8.00
04. Maintain effective lines of communication	4.25	3.75	15.94	3.00	12.75
05. Resolve problems effectively	4.50	4.00	18.00	4.00	18.00
06. Limit cost growth	2.50	2.25	5.63	2.25	5.63
07. Maintain technical excellence in all program, design and construction work	3.50	3.00	10.50	3.25	11.38
08. Maintain good job morale and attitudes	2.50	2.25	5.63	2.00	5.00
09. Maintain partnering effectiveness	4.00	3.75	15.00	3.25	13.00
Average:	3.64	3.19	12.12	2.83	10.69

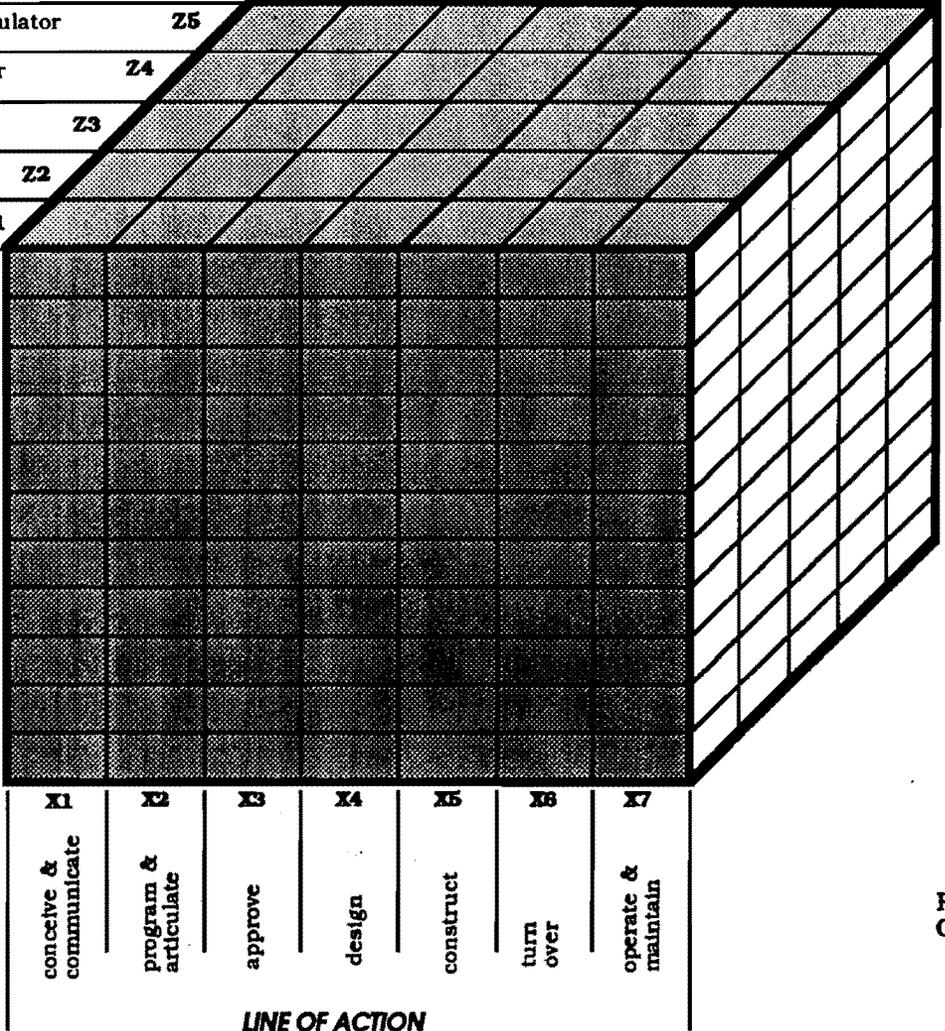
MACRO MATRIX BOUNDARIES OF DESIGN & CONSTRUCTION

WHO TAKES THE ACTION

- regulator Z5
- operator Z4
- constructor Z3
- translator Z2
- conceiver Z1

ACTIONS TO BE TAKEN

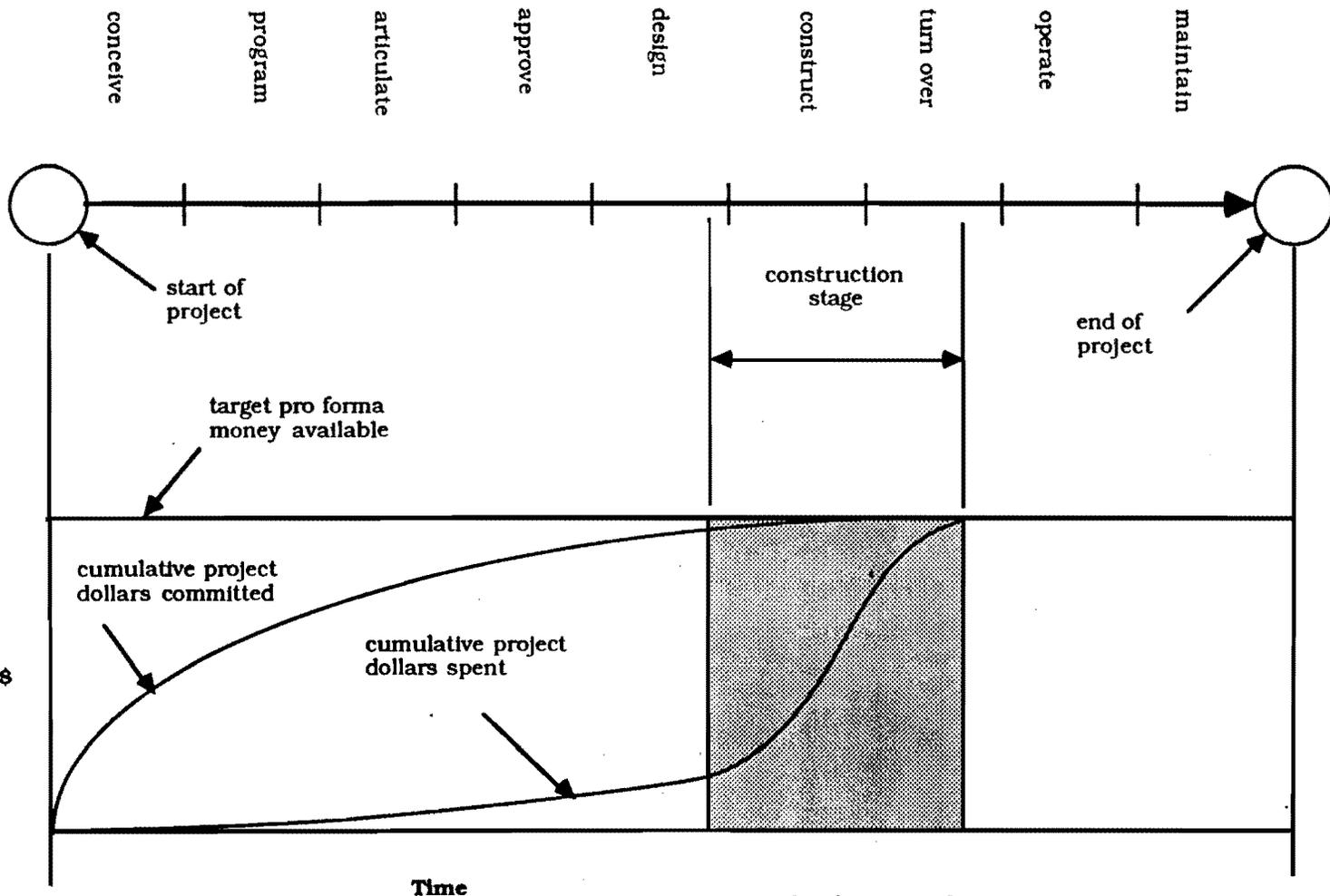
- property management Y11
- leasing Y10
- construction Y9
- legal Y8
- financing Y7
- real estate Y6
- estimating Y5
- architecture Y4
- engineering Y3
- marketing & sales Y2
- planning Y1



- X1
conceive & communicate
- X2
program & articulate
- X3
approve
- X4
design
- X5
construct
- X6
turn over
- X7
operate & maintain

LINE OF ACTION

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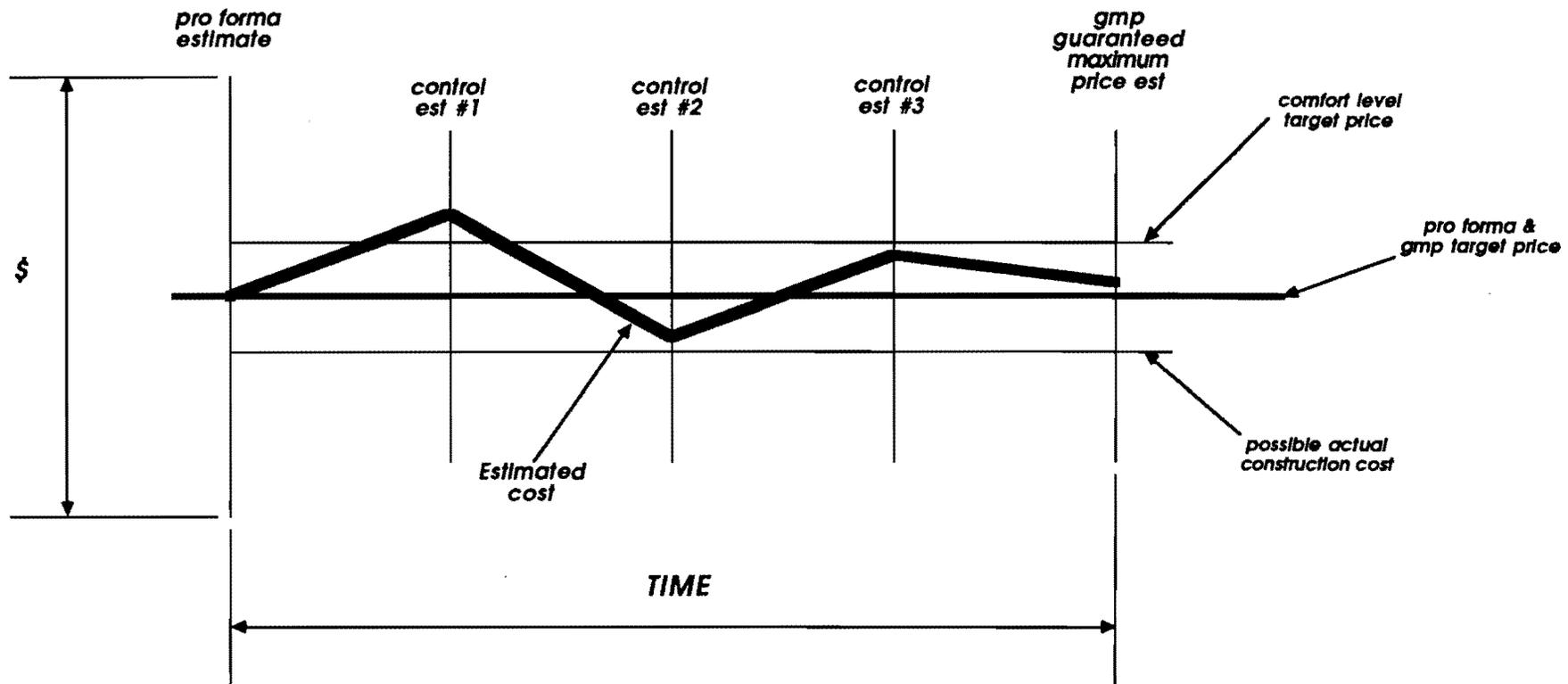
3.2

Costs Committed Compared to Money Spent on Construction Projects

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ho 350 Jan 90

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THE ITERATIVE COSTING SEQUENCE

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Issue #1 - February 5, 1991
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Sheet
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93:18



The Wilkinson
Project Group, Ltd.

TRANSMITTAL

Date: March 7, 1993

To: Mr. Ron Kirk
Rirk Program Management, Inc.
943 Plymouth Bldg.
12 South 6th Street
Minneapolis, MN 55402

Project: West Suburban Health Campus, Partnering Charter Conference

We are sending you: Via mail

<u>Quantity</u>	<u>Date</u>	<u>Description</u>
1 copy	3/5/93	3/5 Charter Conference, final notes

Remarks

Please distribute these to Gene Torrey and others as you may require.

Sincerely,

George R. Wilkinson, P. E.

cc: Mr. Ralph Stephenson w/ enclosure ✓

**West Suburban Health Campus Partnering
Design Phase, Charter Conference Final Notes**

- I. Date of charter meeting- 3/5/93
- II. Time of Meeting- 8:00 A..M. to 4:30 P.M.
- III. Location- Radisson Conference Center, Plymouth, Minnesota
- IV. Material provided
 - A. Letter of invitation
 - B. Partnering charter work book, prepared by Ralph J. Stephenson
 - C. Notes distributed throughout the conference
- V. Attendance
 - A. Team A
 1. Ernie Engel- North Memorial Medical Center
 2. Tom Sexton- Tobin Real Estate Company
 3. Bill Tobin- Tobin Real Estate Company
 4. Gene Torrey- Abbott Northwestern Hospital
 - B. Team B
 1. Roland Jacobs- BWBR, Architect of Record
 2. Ron Kirk-Kirk Program Management
 3. Scott Miller- HKS, Design Architect
 - C. Team C
 1. Chuck Cappellin- Dunham and Assoc., Mechanical Engineer
 2. Gene Ernst- Ernst Assoc., Landscape Architect
 3. Jon Horn- BRW, Civil Engineer
 4. Katie Kolbeck- Dunham and Assoc.,Electrical Engineer
 5. Dan Murphy- Meyer, Borgman and Johnson, Structural Engineer
 - D. Team D
 1. Bob Carter- Krause-Anderson, Preconstruction services contractor
 2. Mark Coudron- Krause-Anderson, Preconstruction services contractor
 3. Tom Sackett- Krause-Anderson, Preconstruction services contractor
- VI. Table work
 - A. Break out groups, their early comments and recommendations
Following are the results of the first to break-out group work sessions.
 1. Team A
 - a) Group members , see above
 - b) Flipchart notes, Workshop #1: Problems for us caused by others
 - (1) Problems caused by A
 - (a) NA
 - (2) Problems caused by B
 - (a) Poor communication between Design and Owner's perception
 - (b) Lack of innovation
 - (c) Closed mind (preconceived solution)
 - (d) Loose specs/drawings
 - (e) Putting self interest above overall project goal
 - (f) Poor handoff between HKS/BWBR
 - (g) Failure to solicit subdesign expertise
 - (h) Design without feedback
 - (i) Self interest ahead of quality
 - (j) Failure to understand goals
 - (k) Bad attitudes, poor team player

- (l) Not thinking hard enough, using easy choice instead of best choice
- (m) Making a mountain out of a molehill
- (3) Problems caused by C
 - (a) Unwillingness to facilitate and/or take responsibility for design
 - (b) Loose specs/drawings
 - (c) Poor communication, design without feedback
 - (d) Lack of support for value engineering, sometimes fail to seek out value
 - (e) Self interest ahead of quality
 - (f) Bad attitudes, poor team player
 - (g) Making a mountain out of a molehill
- (4) Problems caused by D
 - (a) Bad attitudes, poor team player
 - (b) Inaccurate estimate
 - (c) Failure to think ahead
 - (d) Not having estimate on schedule
 - (e) Self interest ahead of quality
 - (f) Not having personnel available
 - (g) Inaccurate schedules
 - (h) Sometimes too anxious to please when they shouldn't be
 - (i) Making a mountain out of a molehill
- c) Flipchart notes, Workshop Problems for others caused by us
 - (1) Clear definition of must, wants, wishes
 - (2) Multiple owner rfps, one voice
 - (3) Timing of CEO
 - (4) Definition of
 - (a) quality
 - (b) innovation
 - (c) state of art
 - (5) Mission statement
 - (6) State/regulatory approvals
 - (7) Fail to provide
 - (a) Clear direction re: budget, schedule
 - (b) established decision making/approval process e.g. timely response
 - (8) Cut sheets FFE
 - (9) Open book process
 - (10) Fail to have fun
 - (11) Challenge too late
 - (12) Clear definition of what approval means

2. Team B

- a) Group members , see above
- b) Flipchart notes, Workshop #1: Problems for us caused by others
 - (1) Problems caused by A
 - (a) Retrograde decision making
 - (b) Unrealistic schedule (understanding process)
 - (c) Clear definition of mission/project/ budget
 - (d) Defined decision making process, individuals
 - (e) Clear and timely communication
 - (f) Thoughtful/meaningful review and participation in design/program process

- (g) Inability of users to accept change
- (h) Timely delivery of info. on Owner supplied equipment
- (2) Problems caused by B
 - (a) NA
- (3) Problems caused by C
 - (a) Timely response to questions
 - (b) Quality info early in the planning process
 - (c) Be available
 - (d) Willingness to change "office standards"
 - (e) QA- from day one- (everyone is responsible)
 - (f) Good conceptual planning experience
 - (g) Service attitude
- (4) Problems caused by D
 - (a) Lack of system based estimating vs. sf takeoff
 - (b) Broad base of "system cost estimating" not relying on partial plans/specs
 - (c) Timely V.E. (proactive vs. reactive)
- c) Flipchart notes, Workshop #2: Problems for others caused by us
 - (1) For A
 - (a) Errors and omissions
 - (b) Education of Owner
 - i) schedule
 - ii) process
 - iii) systems
 - iv) decision making
 - v) budget impacts
 - (c) Communication in each others language
 - (d) Surprises
 - (e) Preconceived solutions-budget impacts
 - (f) Lack of challenging Owner
 - i) Budget
 - ii) Schedule
 - iii) Issues
 - iv) Reality
 - (g) Alternative ideas/systems
 - (2) For C
 - (a) Sharing goals and vision at early stage
 - (b) Communicate early design needs
 - (3) For D
 - (a) Narrative of systems- early on in project
 - (b) Early information

3. Team C

- a) Group members , see above
- b) Flipchart notes, Workshop #1: Problems for us caused by others
 - (1) Problems caused by A
 - (a) Timely decisions
 - (b) Availability
 - (c) Firm budget (proforma)
 - (d) Direct feedback re performance

- (e) Lack of clear consistent direction
- (f) Information re owner furnished equipment
- (2) Problems caused by B
 - (a) Early decisions - work input
 - (b) Game playing with deadlines
 - (c) Respect for importance off hidden systems
 - (d) Space squeeze
 - (e) Changes not communicated
 - (f) Coordination
 - (g) Two architects
- (3) Problems caused by C
 - (a) Coordination communication
 - (b) Timely value engineering input
- (4) Problems caused by D
 - (a) Clear understanding of design criteria
 - (b) Second guessing after decisions
 - (c) (lack of commitment to decisions)
 - (d) Spinning on minor impact value engineering items
- c) Flipchart notes, Workshop #2: Problems for others caused by us
 - (1) For A
 - (a) Use of gut feel judgment
 - (b) Lack of understanding of Owner's goals
 - i) poor listening
 - ii) bias
 - iii) arrogance as "experts"
 - iv) preconceived ideas
 - (c) Tried and true vs. new to minimize risk works against innovation
 - (d) Poor communication
 - (e) Make Owner guinea pig
 - (2) For B
 - (a) Weak late code research
 - (b) Use of gut feel judgment
 - (c) Late or untimely info
 - (d) Tried and true vs. new to minimize risk works against innovation
 - (e) Poor communication
 - (3) For C
 - (a) Implication of changes
 - (b) Late or untimely info
 - (4) For D
 - (a) Implication of changes
 - (b) Late or untimely info

4. Team D

- a) Group members , see above
- b) Flipchart notes, Workshop #1: Problems for us caused by others
 - (1) Problems caused by A
 - (a) Clear single source of direction from owner(s) to A/E
 - (b) Delays in decision making/approvals
 - (c) Reasonable time to prepare estimates
 - (2) Problems caused by B
 - (a) Willingness to compromise on design issues

- (b) Clear and accurate information on drawings
- (c) Willingness to consider constructability as well as design
- (d) Timely response to questions
- (3) Problems caused by C
 - (a) Consolidation of design information and scheduling production of documents
- (4) Problems caused by D
 - (a) NA
- c) Flipchart notes, Workshop #2: Problems for others caused by us
 - (1) For A
 - (a) Delay in the submission of our work product
 - (b) Incomplete/inaccurate work product
 - (c) Maintain proper team priorities
 - (d) Maintain proper staffing commitment
 - (e) Integrity/chemistry
 - (f) Maintain procedures and user friendly format
 - (2) For B
 - (a) Delay in the submission of our work product
 - (b) Incomplete/inaccurate work product
 - (c) Maintain proper team priorities
 - (d) Maintain proper staffing commitment
 - (e) Integrity/chemistry
 - (f) Maintain procedures and user friendly format
 - (g) Must be candid in our review and assessment of design information
 - (3) For C
 - (a) Delay in the submission of our work product
 - (b) Incomplete/inaccurate work product
 - (c) Maintain proper team priorities
 - (d) Maintain proper staffing commitment
 - (e) Integrity/chemistry
 - (f) Maintain procedures and user friendly format
 - (g) Give equal consideration to all design disciplines
 - (4) For D
 - (a) Delay in the submission of our work product
 - (b) Incomplete/inaccurate work product
 - (c) Maintain proper team priorities
 - (d) Maintain proper staffing commitment
 - (e) Integrity/chemistry
 - (f) Maintain procedures and user friendly format

B. Mission statements

These are draft mission statements prepared by all participants at 11:30 am.

1. str

The design of the structural system is intended to provide long term adaptable, constructability solutions to meet the owner's short & long term performance objectives
- * 2. kkv

To design the electrical systems for the building, which will effectively support the operation of an innovative "user friendly" medical facility
3. mech

As mechanical engineers, our mission is to provide systems that will meet the owner's expectations and stand tests of time.

4. al
To provide creative, cost related ideas to meet the owner's expectation, be available to work with all team members to meet schedules and complete a project that meets owner's objectives in both corporate and public images.
 5. brw
Provide user friendly, easily maintainable, cost effective and aesthetic site civil engineering improvements for the phase 1 project that can be easily adapted for future phases of development.
 6. dwc
To create an innovative, user friendly health care facility that meets the needs of the community it serves in a high quality, cost effective manner.
 7. shm
Provide state-of-the-art architecture combining out-patient health care delivery systems and medical offices in flexible, efficient, expandable, and user-friendly environment, in budget and on schedule.
 8. rgk
To help the joint venture management provide effective leadership and make informed decisions that result in a completed project that exceeds their expectations.
 9. mch
To conduct ourselves in a manner which creates a positive environment allowing for total project success on behalf of all team player goals & objectives.
 10. 029
We are committed to provide the project team complete and accurate information to allow the owner to achieve their goals.
 11. xyz
To complete the preconstruction phase of the project for the end product as a whole by the input of the team is a state of the art user friendly facility that could not be achieved individually as the total project.
 12. none 1
Work, with professional input, to design and build a user friendly health care campus to support the future of health care services.
 13. 79632
Adequately interpret the requirements of the joint venture so that I can provide clear direction on design, budget, and schedule to the project team.
 14. none 2
Provide at a reasonable cost to customers in service area a quality, innovative, state of the art medical complex by partnering all disciplines involved.
 15. bwb
Provide the owner with a quality, innovative, state of the art health care facility. Provide product with quality construction documents, as error free as possible, and with no end surprises.
- C. Categories of objectives
These are objectives categories initially suggested by Ralph Stephenson and supplemented by recommendations from participants.
01. Revisions
 02. Staffing
 03. Cost growth
 04. Issue resolution
 05. Payment
 06. Planning & scheduling

07. Policies & procedures
08. Submittals
09. Constructability
10. Quality assurance
11. Communications
12. Decision making
13. Value engineering
14. Partnering evaluation
15. Morale & attitude
16. Paper & administration
17. Design quality
18. Project delivery system
19. Response time
20. Client relations
21. User relations
22. Developer relations
23. User input
24. Design cost control
25. Construction cost control
26. Staffing
27. Documentation
28. Code compliance
29. Regulatory relations
30. Program conformance
31. Approvals
32. Standards of performance expected
33. Future party involvement
34. Organizational authority
35. Organizational responsibility
36. Methods of innovating

D. Objective recommendations (Recommendations as to how to make WSHC project preconstruction period successful)

These are recommendations made and categorized by the four teams (category numbers refer to the categories of objectives listed above)

1. All
 - a) Develop and maintain a positive relationship with the City of Plymouth
 - b) Prepare and publish payment procedures
 - c) P and P value engineering procedures and policies
 - d) P and P organizational guidelines and structure
2. Team A
 - a) 3/24/25/13 Establish a final budget
 - b) 6/7/8/11/12/33 Determine who/how FFE will be purchased
 - c) 7/8/6/11/16/27/19 Prepare and publish submittal process
 - d) 3/1/4/5/8/9 P and P proposal request, review and approval process
 - e) 10/12/13/24/25/27/30/31/34 P and P proposal request, review and approval process
 - f) 11/10/17/21/20/22/19/223/32/33/31/35 Establish formal medical staff review process
 - g) 3/6/7/9/10/11/13/17/19/24/25/27/28/31 Provide for review of plans/specs etc. to insure good documentation
 - h) 11/20/22/21/31/33 Establish a community project review process

- i) 1/6/10/15/12/17/19/21/22/32/37/30 Provide a formula process to allow opportunity for all to review/input
 - j) Reconfirm design objectives by 3/11 meetings
 - k) 4/11/12/15/19/20/21/31/34/35 Establish conflict resolution format
 - l) 30/11/13/5/16 Idea clearing house to act on all ideas
 - m) 3/9/13/24/24/30/31/32/37 Establish life cycle cost for significant systems
- 3. Team B**
- a) 1/21/22/23/20/4/6/12 Cooperation
 - b) Attention to detail
 - c) Communication
 - d) Establish budget schedule, and scope
 - e) 37/10/11/16/17/24/25/31/32/4 Define
 - (1) Innovation
 - (2) User friendly
 - (3)
 - f) 6/1/10/4/24/25/27/37/30/32/12/17/23/24/25 Develop a multidiscipline quality plan, do it right the first time
 - g) 1/2/4/5/6/8/10/13/17/18/19/12/26/27/28/29/30 HKS to BWBR hand off
 - h) 15 Attitude- I want to help you perform your job successfully
 - i) 15 Attitude-Have to have fun
 - j) 1/4/6/7/10/19/11/12/24/25/30/31/32/33/34/35/37 Review/input/approval, define formal process of Owner
 - k) Maintain partnering effectiveness
 - l) Be a good listener
- 4. Team C**
- a) 7/12/20/21/22/17 Define corporate image to be projected
 - b) 9/10/11/17/13/24/30/25 Provide complete and accurate CDs
 - c) 10/17/28/32/35 Define Q/A expectations and process
 - d) 4/11/6/12/18/19/27/31/37/35 Define schedule for information exchange between disciplines
 - e) 11/27/20/21/22 Document/communicate design decisions
 - f) 15/20/21/22/32 Maintain positive attitude
 - g) 12/13/20/21/22/35/17/7/10/34 Define decision making process re: design issues
- 5. Team D**
- a) 2/7/10/16/17/20/27/32/31/35 Establish quality assurance program
 - b) 11/15/20/21/22/26 Establish relationship between team members outside of daily work
 - c) 37/16/18/27/32/13/36 Establish agreed upon estimating procedures environment to allow each team member to succeed
 - d) 4/5/11/15/20/21/22/30 Create an environment to allow each team member to succeed
 - e) 10/17/12/13/30/32/37 Have all team member tour owner (and other) health care facilities
 - f) 1/4/11/12/13/18/19/34/35 Establish decision making guidelines
 - g) 6/9/18/10/29 Establish target date for owner occupancy
 - h) 1/3/9/10/11/12/13/17/19/20/24/25/28/30/35 Establish procedure to evaluate drawings conformance with program and VE requirements
- E. Objectives draft beginning 2:40 pm**
 These are draft charter objectives prepared by all participants working as a large group.

1. Maintain control of design costs and construction budgets
 - a) P and P DD based total target cost
 - b) P and P must, want, wish list
 - c) P and P FFE budget
 - d) P and P value engineering guidelines
 - e) P and P life cycle costing guidelines
 - f) P and P preconstruction guidelines
 2. Properly document project activities
 - a) P and P guidelines for single source documentation
 - b) Make decisions promptly
 - c) Prepare and distribute glossary
 - d) P and P payment policy
 - e) Prepare, publish and update schedule for entire project
 3. Maintain an effective mode of communication on project
 - a) P and P guidelines for medical and non medical design related interaction
 - b) With surrounding community
 - c) With regulatory agencies
 4. Provide approvals promptly from proper management level
 - a) Review P and P submittal recommendation approval process guidelines
 5. Define standards of performance expected so as to achieve program performance
 - a) Provide forum for periodic total project review by entire preconstruction team
 - b) Do it right the first time
 - c) Define community image to be projected by project team and the facility
 6. Establish and issue resolution process
 - a) P and P conflict resolution guidelines
 - b) Resolve issue promptly at originating level
 - c) No litigation
 7. Generate and maintain high levels of project morale
 - a) Exhibit and expect others to exhibit good partnering practices
- F. Mission draft 2:25 pm
This is the first draft of mission statement(s).
1. Design a community outpatient centered facility that provides present and future health care services.
 2. Design a community, outpatient centered facility that provides effective and flexible present and future health care service

VII. Definitions

A. Must list

Those items that must be included in the scope of work to make the project a go. If any of the items in the must list are not able to be included the project is abandoned.

B. Want list

Those items that are wanted and can be included in the scope of work, over and above the must list items, since they provide a definable and acceptable rate of return on their cost.

C. Wish list

D. FFE

Fixtures furnishings and equipment

E. P and P

Prepare and publish

F. (More to be added)

VIII. Abbreviations

A. To be added

**This is the final mission statement and related objectives prepared by the participants.
West Suburban Health Campus- Project Charter**

Mission

Design an effective and flexible community based outpatient centered facility that provides for present and future quality health care services.

Objectives

1. Maintain control of design costs and construction budgets
 - a) Prepare and publish Design Development based total target cost
 - b) Prepare and publish must, want, and wish list
 - c) Prepare and publish FFE budget
 - d) Prepare and publish life cycle costing guidelines
 - e) Prepare and publish preconstruction costing guidelines
2. Properly document project activities
 - a) Prepare and publish guidelines for single source documentation
 - b) Make decisions promptly
 - c) Prepare and distribute glossary
 - d) Prepare and publish payment policies
 - e) Prepare, publish and periodically update schedule for entire project
 - f) Prepare and publish submitting, reviewing, and approving process guidelines
3. Maintain an effective mode of communication on project
 - a) With medical and non medical staff
 - b) With surrounding community
 - c) With regulatory agencies
4. Provide approvals promptly from proper management level
5. Define standards of performance expected so as to achieve program conformance
 - a) Provide forum for periodic total project review by entire preconstruction team
 - b) Do it right the first time
 - c) Define community image to be projected by project team and the facility
6. Establish issue resolution process
 - a) Prepare and publish conflict resolution guidelines
 - b) Resolve issues promptly and at originating level
 - c) No litigation
7. Generate and maintain high levels of project team morale
 - a) Exhibit and expect others to exhibit good partnering practices

WSHC

93:18

Ralph J. Stephenson, P. E.
Consulting Engineer

March 15, 1993

Dear George:

Thank you very much for your very competent assistance in completing the partnering charter for the WSHC. The need in a charter meeting for alert directional management is constant. My brief experiences with four real, and one simulated charter meetings seem to indicate that what you get done in the first unified session is that, of value, retained as the project proceeds.

The process resembles a network modeling session in which the first effort gets the most intense attention from the participants. Consequently it often produces the best plan of action. Too much introspection about the charter content, just like too much thinking about a plan of action, may impose damaging restraints on making high grade decisions.

So, the point of the wandering in the previous paragraphs is to say that the help you gave me in the WSHC charter meeting played a key role in getting us done in one day. It thus improved the chances of partnering success by forcing us to finish our work in a single day, and with a full set of accurate notes.

As mentioned on the phone, I have talked to Ron Kirk about the next few steps and he will undoubtedly review these with you. Of prime importance is that the P & P items (prepare and publish) be given prompt attention. These are the elements that insure establishing communications about what the group thinks are important to document now. Also the meeting notes should be immediately provided to all who attended the meeting. Delays in their distribution tend to weaken the bonds of trust that should result from the conference and working sessions.

Again, thank you very much for your help and please update me from time to time on the progress of the project, and of course, on your own business progress.

