Unedited Notes From
Actual Partnering Meetings
For Review and Study

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November 3, 1993

DEVELOPING SUCCESSFUL "PARTNERING" RELATIONSHIPS FOR DESIGN AND CONSTRUCTION

Madison, Wisconsin
November 3-5, 1993

Ralph J. Stephenson, P. E.
Consulting Engineer
October 7, 1993

II. **Problems others cause us**

- A. Failure to design and build to owners objectives as defined by the problem statement(budget, scope, quality, schedule)
- B. Failure to meet commitments
- C. Insufficient time to make required decisions
- D. Poor communication(Inappropriate amount of written/oral ocmmunicaation)
- E. Disruptions of existing operations
    1. access(building, parking)
    2. noise and diet
    3. utilities
    4. proper separatin of construction and the public(employees, visitors, vendors, deliveries)
- F. Failure to provide a high quality, maintainable facility
- G. Hiring unqualified subcontractors
- H. Failure to establish and adhere to a clear communication channel
- I. Failure to properly train owner's facilities staff on building operations and maintenance
- J. Untimely closeout
- K. Inflexible, rigid attitudes
- L. Failure to follow agreed upon procedures
- M. Liens and claims
- N. Lack of timely responses from owner
- O. Information(drawings,etc.) from consultants in a timely manner.
- P. Owner failing to establish clear chain of command
- Q. Owner's lack of a definitive program and schedule
- R. Trying to satisfy owners expectations with a tight budget.
- S. Government agency reviews and interpretations
- T. Precise cost estimating
- U. Lack of responsive cost estimating at preliminary phases of project
- V. Agree with samples on list/anyone can cause a problems
- W. Poor communications of changes & revisions
- X. Untimely payments
- Y. Failure to make timely responses
- Z. Schedule established w/o input
- AA. Substitutions w/o approval
- AB. Inadequate self supervision
- AC. Unrealistic demands on approval of submittals
- AD. Not revealing/addressing construction problems promptly
- AE. Changes to program during design
- AF. Redesign caused by budget overruns
- AG. Failure to make required submittals
- AH. Lack of team communication
- AI. Expecting us to resolve subcontractor disputes
- AJ. Failure to obtain complete site information
- AK. Project meeting attendance
    1. owner
    2. sub's
    3. designers

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AL. Schedule & budget
    1. regular meetings with above to resolve delivery & labor required
AM. Inspection & testing
    1. ongoing
    2. timely
    3. prompt decisions
AN. Coordination of owner supplied FF&E
AO. Owner chain of command-contract and jobsite
AP. Owner define use of site
AQ. Owner schedule
    1. phases
    2. start date
    3. partial occupancy?
    4. final occupancy?
AR. Owner budget
    1. Phase I
    2. Phase II
    3. FFE
AS. Designer chain of command(architect, struc, mech, elec,civil,testing)
AT. Designer dates for schematic, design development, contract D. for phase I and II.
AU. Budget(architect, struct, mech, elec, site)
AV. Value engineering incorporation into documents
AW. Prompt decisions
    1. selection of subs
    2. changes
        a) jobsite
        b) owner requirements
AX. Specification of products with poor representation.
AY. Priority product on design.(physical and budgetary constraints)
AZ. Design without consideration of cost of systems
BA. Consideration of owner's operator needs(and wants)
BB. Direction to proceed w/o timely change order (owner)
    1. Signed time sheets, etc.
BC. Establish clear chain of command (gc, owner)
BD. Changes - clarifications excessive (owner - design)
BE. Excessive testing & inspection in a timely manner
BF. Timely decision making
    1. RFI's
    2. C.O.'s
BG. Billing breakdowns
BH. Contingency fund for gaps or ommissions in the specs & dwgs
    1. Fair or joint resolution of errors, omissions
BI. GC covering general conditions costs by charging subs.
BJ. General conditions pass excessive responsibility to contractors
BK. Timely acceptance of work
BL. Timely response on value engineering submittals
BM. G. C.'s pass coordination efforts on to subcontractors

BN. More flexibility in resolving conflict issues
   1. Timely meetings - weekly, monthly as reqd
   2. Joint resolution board
BO. Published chain of command
BP. Timely response:
   1. a. RFI
   2. b. Approval shop dwgs.
   3. c. Site activity restrictions
   4. d. Change orders
   5. e. Value engrg.
   6. f. Acceptance of work
BQ. Fair and/or joint interpretation of ambiguous documents
BR. Fair evaluation of schedule extns.
BS. Contingency fund for ambiguous plans & specs.
BT. No directive to proceed w/o time limit or C. O.
BU. Billing breakdown to prevent subs financing
BV. Improper passing of General Conditions responsibility to subs
BW. Improper and excessive testing and inspection
BX. Periodic forum to evaluate and resolve open issues.
BY. Slow submittal turn around
BZ. Failure to accept responsibility for errors/omissions
CA. Inadequate no. of staff members
CB. GFE information provided late
CC. GFE installation not done timely
CD. Slow resolution of change orders
CE. Unreasonable punch lists
CF. Scope of changes incomplete/unclear
CG. Communication not free and open.
CH. Failure to recognize impact of changes on ongoing work
CI. Incomplete submittal information
CJ. Late submission of proposals
CK. Deviations submitted that require additional review time
CL. Excessive no. of RFI's submitted
CM. Untimely solutions and correction to errors we make and acceptance of responsibility of same
CN. Untimely submission of as-builts, O & M manuals, and training of user personnel
CO. Failure to keep proper sequence of work flow
CP. Failure to maintain free open communications w/ owner & a-e & subs
CQ. Failure to maintain clean efficient, safe working conditions
CR. making complete submittals
CS. timely submission of proposals - completeness, proper scope
CT. do your own punchlists
CU. pre-test special systems - equip. start-up
CV. input on schedules - being realistic - being ready for inspection & start-up
CW. untimely proposing a solution to a problem
CX. nick-picking of changes
CY. o & m training & manuals - not timely
CZ. leaving messy work areas - not sweeping floors ("Electricians don't sweep floors)

DA. Need open line of communication - keeping general informed.
DB. Submitting inflated proposals & negot. realistic dollars.
DC. Do their part in Safety - (replace barricades, clean work areas, break areas, etc.)
DD. Limit sub-contractor Alternate suggestions.
    1. There is a high potential for gaps & extra work that might be unknown at the time of Alternate proposal
DE. Untimely delivery of VC information and equipment
DF. Slow payment
DG. Design errors and omissions
DH. Resistance to solving problems perceived as "contractor problems"
DI. Delay in response of RFI's & submittals
    1. a.) due to "zeal for perfection"
    2. b.) due to administrative delay
DJ. Changes issued in incomplete form (sketches & narrative)
DK. Slow VACO response to concurrent reviews & changes
DL. Too many changes
DM. Inappropriate interruptions
DN. Inability to make decisions
DO. Duplication of RFI's from subcontractors
DP. "Pass through" Attitude by G.C. ie submittals, RFI's, resubmissions
DQ. Slow "punch list" and deficiency correction
DR. Recognition of "punch list" item vs. "non-acceptance" item
DS. Complete "pre-tested" systems
DT. Timely submittals
DU. Early notification of problems and schedule changes which affect user/owner
DV. Prompt implementation/dissemination of "change/modification" information
DW. Weak coordination of subcontractors
DX. Failure to exercise proper Q.C.
DY. Incomplete ' uncoordinated submittals
DZ. "Bid Shopping": Delay selection impacts schedule
    1. Delay selection impacts quality
EA. Unrealistic expectations of submittal
EB. Better communications
EC. Less defensiveness/more openness
ED. Fast dispute resolution
EE. Don't take issues personally
EF. Contractor review RFI's & submittals before processing
EG. Be willing to propose/suggest solutions
EH. Submittal schedule
EI. Prioritization of submittals
EJ. Complete/thorough questions
EK. Positive attitude
EL. Recognition of Buy America Act and other "Boiler Plate" clause impact
EM. Recognition of Owner's need to eventually occupy, operate and maintain facility/systems
EN. Recognition of importance of "paper work"
EO. Allowing necessary contract time for training

EP. Airport development supposedly seeks input, then does their own thing anyway — making a farce of the process.
EQ. Do not solicit, and welcome my input and question input into project development.
ER. Give consultant far too much leeway in running their own show.
ES. Not anticipating problems within their jurisdiction, then on short notice using our resources to correct the problem.
ET. Poor mechanical and electrical engineering research of as built into new drawings.
EU. Directs contractor to me on issue without talking to me before contractor does.
EV. Do not adequately review construction documents prior to bidding — results in change orders.
EW. Do not allow enough time to review work/issues.
EX. Do not communicate development and / process time frames and changes.
EY. Don't ask things or look at thing, or decide things in terms of the customer's viewpoints.
EZ. Don't follow up on what was agreed to.
FA. Don't understand concept of potential cost for their wish list.
FB. Don't want to find the compromised solution. i. e. only willing to accept their own solutions.
FC. During construction it is very hard to get changes made if it costs more.
FD. Fail to comprehend the complexity of maintaining an operational airport during construction.
FE. Fail to keep me informed on matters I need to know about to do my job.
FF. Fail to realize that the airport has to stay in operation at all times.
FG. Failure to involve the trades in pre construction, ongoing, and post construct.
FH. Failure to make inquiries before making decisions to proceed.
FI. Give permission to contractor to do something that impacts me without notifying me.
FJ. Hasn't involved the g. t. operators.
FK. Haven't identified WHO the customer (end user) definitely (is).
FL. Lack of clear direction.
FM. Lack of communications between departments re: inter-related scope of work requirements.
FN. Lack of timely response.
FO. Leaving messes for us.
FP. Make changes after award of contract.
FQ. Make judgements related to my area of expertise without having the qualifications to make these judgements.
FR. Make payment on incomplete work by accepting architectural approval of work not appropriately inspected.
FS. None at this time.
FT. None that I know of within this group.
FU. Not a clear chain of command.
FV. Not enough time to check on construction.
FW. Not getting our input into the project early enough so that when we learn of the particulars it's too late to make critical changes.
FX. Not recognizing impact of their changes on my work effort.
FY. Other departments do not coordinate instructions / involvement with contractors with airport development.
FZ. People who have little or no construction experience that try to run the show.
GA. Properly communicate needs for changes to plans and schedules.
GB. Raise or point out problems or issues that could have been raised or been aware of by review of bid drawings during bid period or design phase.
GC. Second guess or backstab (on) decisions that have been made.

GD. Some departments may request major revisions / additions to a project during construction when these items could have been discussed / resolved during the design phase.
GE. Sometimes (do) not believe the actions and reactions of the public in construction (confusing) areas.
GF. Suprise meeting agendas.
GG. Timeliness of documents / answers / requirements.
GH. Timely notification of projects requiring advance scheduling for personnel - overtime.
GI. Understand that each member of the project team has individual and joint responsibilty for successful completion of the project.
GJ. Want changes to the project to further their interests.
GK. Wanting changes in contract scope after the award due to inconvenience.
GL. Direction to proceed w/o timely change order (owner)
    1. Signed time sheets, etc.
GM. Establish clear chain of command (gc, owner).
GN. Changes - clarifications excessive (owner - design)
GO. Excessive testing & inspection in a timely manner
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    2. C.O.'s
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JG. Weak coordination of subcontractors
JH. Failure to exercise proper Q.C.
JI. Incomplete ' uncoordinated submittals
JJ. "Bid Shopping": Delay selection impacts schedule
    1. Delay selection impacts quality
JK. Unrealistic expectations of submittal
JL. Poor communication between Design and Owner's perception
JM. Lack of innovation
JN. Closed mind (preconceived solution)
JO. Loose specs/drawings
JP. Putting self interest above overall project goal
JQ. Poor handoff between HKS/BWBR
JR. Failure to solicit subdesign expertise
JS. Design without feedback
JT. Self interest ahead of quality
JU. Failure to understand goals
JV. Bad attitudes, poor team player
JW. Not thinking hard enough, using easy choice instead of best choice
JX. Making a mountain out of a molehill
JY. Unwillingness to facilitate and/or take responsibility for design
JZ. Loose specs/drawings
KA. Poor communication, design without feedback
KB. Lack of support for value engineering, sometimes fail to seek out value
KC. Self interest ahead of quality
KD. Bad attitudes, poor team player
KE. Making a mountain out of a molehill
KF. Bad attitudes, poor team player
KG. Making a mountain out of a molehill
KH. Inaccurate estimate
KI. Failure to think ahead
KJ. Not having estimate on schedule
KK. Self interest ahead of quality
KL. Not having personnel available
KM. Inaccurate schedules
KN. Sometimes too anxious to please when they shouldn't be
KO. Retrograde decision making
KP. Unrealistic schedule (understanding process)
KQ. Clear definition of mission/project/ budget
KR. Defined decision making process, individuals
KS. Clear and timely communication
KT. Thoughtful/meaningful review and participation in design/program process

KU. Inability of users to accept change
KV. Timely delivery of info. on Owner supplied equipment
KW. Timely response to questions
KX. Quality info early in the planning process
KY. Be available
KZ. Willingness to change "office standards"
LA. QA- from day one- (everyone is responsible)
LB. Good conceptual planning experience
LC. Service attitude
LD. Lack of system based estimating vs. sf takeoff
LE. Broad base of "system cost estimating" not relying on partial plans/specs
LF. Timely V.E. (proactive vs. reactive)
LG. Timely decisions
LH. Availability
LI. Firm budget (proforma)
LJ. Direct feedback re performance
LK. Lack of clear consistent direction
LL. Information re owner furnished equipment
LM. Early decisions - work input
LN. Game playing with deadlines
LO. Respect for importance off hidden systems
LP. Space squeeze
LQ. Changes not communicated
LR. Coordination
LS. Two architects
LT. Coordination communication
LU. Timely value engineering input
LV. Clear understanding of design criteria
LW. Second guessing after decisions
LX. (lack of commitment to decisions)
LY. Spinning on minor impact value engineering items
LZ. Clear single source of direction from owner(s) to A/E
MA. Delays in decision making/approvals
MB. Reasonable time to prepare estimates
MC. Willingness to compromise on design issues
MD. Clear and accurate information on drawings
ME. Willingness to consider constructability as well as design
MF. Timely response to questions
MG. Consolidation of design information and scheduling production of documents
MH. Changing specs - alternatives by contractors and/or owner to reduce cost. Excessive reviews by architect results.
MI. Late cell design impacting foundations
MJ. Communications between owner/Christman/Engineer/Architect. Holes in the loop.
MK. Contractor responsibility not clearly defined
ML. Contractor interaction re electrical responsibilities
MM. Added scope without formal authority (foundations o/s building, arch.)
MN. Owner-requested changes inside plant (machine/cell definition)

MO. Eng. coord.- components of cell design (DSI/MPA + contractors)
MP. Losing initial value engineering previously accomplished due to current decisions (cost driven)
MQ. unclear supplier responsibility
MR. slow response to supplier/contractor questions
MS. communication of changes to all trades
MT. delays of preceding trades
MU. contractor installation interferance
MV. poor housekeeping
MW. receiving damaged materials
MX. lack of good scheduling
MY. unclear direction of changes
MZ. delivery of material
NA. late return of approval shop drawings
NB. keep up with paperwork
NC. scheduling around other contractors
ND. lack of respect for other people's work
NE. slow decisions by owner
NF. lack of communication
NG. design intent not fully understood
NH. no consideration given to cost of operation of building
NI. responsibilities not clearly assigned
NJ. assigned scope and timing missed
NK. no lead time for owner decisions
NL. target dates missed
NM. lack of priority and full attention to current project due to over commitment
NN. failure to identify and communicate bottlenecks
NO. poor scheduling leading to overtime
NP. work stoppage due to labor dispute
NQ. lack of attention to quality
NR. lack of attention to safety
NS. not informed of pending cost
NT. inaccurate cost reporting
NU. incomplete "as built" information
NV. untimely completion of punch list items
NW. warranty response
NX. continuity of project management (designer, CM, subs)
NY. untimely response to cost alternative questions
NZ. lack of cooperation between designers and contractors or subcontractors
OA. resistance to change
OB. providing incomplete information (lack of detail)
OC. making changes in design without considering impact on other trades
OD. failure of CM to define individual responsibilities within CM team
OE. lack of specific information provided in time to maintain schedule
OF. changes made in field without considering impact on other trades
OG. slow processing of submittals and drawings
OH. not having "back-up" personnel when "lead" is absent
OI. slow payment and job close-out processing

OJ. late design changes
OK. slow inspections and reviews by code authority
OL. late contract awards
OM. accelerating schedules without concerns for additional costs
ON. redundant or excessive paperwork
OO. short meeting notice
OP. no return calls
OQ. questions without first researching issue
OR. late submittal of critical shop drawings
OS. late response to change requests
OT. asking for clarifications after the fact -need early rfi's
OU. misinterpreting the specs
OV. not returning phone calls and slowing down the communication process
OW. contractors proceeding with work without consideration for others
OX. not projecting material delivery dates
OY. owner and A/Es not communicating potential changes
OZ. late rejection of work in place (benchmarking)
PA. late approvals of design changes and owner furnish equipment
PB. late changes in project scope
PC. putting excessive risk on CM and TC
PD. contractors not implementing safety programs
PE. contractors late submittals of start-up information
PF. follow through on warranty items including close out documents
PG. contractor substitutions without approval
PH. design team pushing design responsibility to trade contractors
PI. team members failure to prepare for meetings
PJ. late issuance of bulletins from design professional
PK. incomplete design and bid time
PL. arch/eng passing design responsibility to subs
PM. unreasonable schedules after revisions
PN. lack of fixed floor plan
PO. transfer of information from sub to general to other subs doesn't take place
PP. timely approval of change orders
PQ. availability of bidding documents
PR. lack of design interface between design disciplines
PS. lack of field design change information
PT. let subs decide that bulletins to not apply
PU. let subcontract bidders decide that addendum do not apply
PV. Improper contract documents.
PW. Late submission of shop drawings, quotations, etc.
PX. Poor interphasing of trades.
PY. Improper use of construction schedule - used more as a report than a tool.
PZ. Timely notification of required shut down.
QA. Slow change order process.
QB. Chain of command unclear.
QC. Lots of owner change requests.
QD. Unreasonable constraints - parking & site conditions.

QE. Lack of training and demonstration.
QF. Defining top priority items vs. low priority items.
QG. Taking liberties in interpreting plans & specs.
QH. Making changes without consulting with design team or other subs.
QI. Making compromise because of failure to order m materials in a timely manner.
QJ. No anticipating a potential problem for resolution.
QK. Poor communication with suppliers or subs in early stages of project.
QL. Inform us for inspections in a timely manner.
QM. Unwilling to be flexible in resolving conflicts.
QN. Getting information from owner in a timely manner when necessary changes must be made.
QO. Unreasonable demands from inspection agencies on interpretation of code issues.
QP. Material size changes.
QQ. Unrealistic schedule.
QR. Not maintaining schedule.
QS. Ordered materials not delivered on time or not available.
QT. Site management re materials, equipment, storage, etc.
QU. Info from other trades i.e. mechanical openings, curtain walls in timely manner.
QV. Slow payment.
QW. Weather problems.
QX. Masonry pockets too small, not accurate.
QY. Sequencing of material, deliveries, & order of contractors.
QZ. Timing - job not ready when called delays causing seasonal weather problems.
RA. Lack of storage areas causing additional trips for material delivery and location of on site storage.
RB. Site conditions - lack of power, water, grades.
RC. Lack of details and/or direction from a/e.
RD. Changes made by other trades without consulting with others impacted by such change.
RE. Lack of timely follow up on field changes with proper authorizations in writing.
RF. Poor workmanship by trades prior to following trades causing more work or delays for others.
RG. Processing invoices & payment in a timely fashion.
RH. Owner deciding to make changes.
    1. Changes come too late
    2. More than 1 person making changes
    3. Reversing changes
    4. Value instructions re changes
RI. Late response from subs.
RJ. Slow response time related to paper work, i.e. change orders, submittals, pay requests.
RK. Late equipment and material deliveries.
    1. Improper procurement procedures.
RL. Problems not identified soon enough.
RM. Refusal to accept legitimate change requests.
RN. Unsafe work practices.
RO. Unclear close out requirements.
RP. "Passing the buck"- clear chain of command.
RQ. Lack of communication between owner and architect.
RR. Improper scheduling of owner-purchased items.
RS. Inadequate plans & details.
RT. Insufficient work area and access.

RU. Reluctance by others to help solve problems.
RV. Overbearing paperwork requirements.
RW. Failure to participate in team meetings.
RX. Pay requests late from subs.
RY. Reluctance to keep job site clean.
RZ. Insufficient manpower to maintain schedule - or don't show up on time.
SA. Billing due dates.
SB. Problem resolution (getting answers).
SC. Clear understanding of other trades expectations.
SD. Owner/user understanding of what they are getting.
SE. Area clean-up.
SF. Verbal agreements on equipment without all parties participating.
SG. Short notice scheduling of meetings, equipment demos, and testing.
SH. Equipment/systems not ready for test run/demo session.
SI. Untimely delivery of owner equipment.
SJ. Owner requested changes not processed in a timely manner.
SK. Unreasonable requests for payment.
SL. Failure to determine the cause of equipment or system problems.
SM. Incomplete drawings or specifications.
SN. Regulatory agency decisions.
SO. Proceeding with work without considering effects on the rest of the system.
SP. Untimely submittals - lack of review time for shop drawing.
SQ. Too many shop drawings submitted at once.
SR. Proceeding with construction without shop drawing approval.
SS. Avoiding chain of command.
ST. Request for immediate answers due to contractor lack of scheduling.
SU. Asking concession not permitted by contract.
SV. Inadequate supervision of subs.
SW. Inflated request for extras.
SX. Disrespect for level of quality.
SY. Resolving potential field problems without engineer's input.
SZ. Slow processing of bulletins and change orders.
TA. Inadequate pre-submittal review of shop drawing by general contractor, mechanical, and electrical contractor.
TB. Loose interpretation of contract documents.
TC. Lack of communication on short term scheduling.
TD. Not allowing sufficient time for test results.
TE. Unwillingness to cooperate on additional activity that may be required due to test results.
TF. Lack of communication of changes in plans and specifications.
TG. Cooperation regarding test services.
TH. Attempting to take advantage or intimidate.
TI. Lack of appreciation for importance of proper sampling.
TJ. Slow payment.
TK. Don't say what you won't do.
TL. Need short chain of command.
TM. Changes without new drawing.
TN. Reject substitution of equal products.

TO. Approval of delays that are beyond anyone's control.
TP. Final retainage release.
TQ. Schedule input from all players.
TR. Lack of care of finish work.
TS. Time schedule; long term.
TT. Notification of short term time schedule.
TU. Safe access to job site.
TV. Poor placement of stored materials.
TW. Lack of response to possible change.
TX. Lack of empathy from engineer regarding unknown changes in site conditions.
TY. Lack of quality control.
TZ. Complicated billing procedures.
UA. Lack of constructability.
UB. Lack of honest responses.
UC. Unclear submittal requirements.
UD. Slow submittal turn around time.
UE. Lack of communications regarding submittal approvals.
UF. Improper handling of changes to contract work.
UG. Lack of engineers represented (field) to have authority to make decisions.
UH. Unclear specifications that create unreasonable punch lists.
UI. Unreasonable completion dates.
UJ. Slow response time for user/owner in preparation of contract awards.
UK. Failure to recognize impact of changes to ongoing work.
UL. Poor Planning Schedule & Sequence
UM. Little Consideration for Owners Schedule in Arranging Factory Rep Visits, Meetings, Etc.
UN. Inadequate Coordination
UO. Failing to Follow Plans & Specs
UP. Untimely Submittals
UQ. Pass Through Attitude by GC
UR. Untimely Response to RFQ's and RFI's
US. Untimely Delivery of Owner Equipment
UT. Failure to Recognize th Impact of Changes on the Existing Operation of the Facilities
UU. Failure to Accept Resposibiliy
UV. Owner/Engineer not Recognizing Legitimate Extra Costs
UW. Incomplete/Inaccurate Drawings..not this project...
UX. Failures to Adequately Man Jobsits
UY. Shop Drawing Process
UZ. Slow Payment (Not City of Saginaw)
VA. Requirements for Liquidated Damages, i.e. Extension Requests/Paperwork
VB. Inadequate Jobsite Cleanup
VC. Excessive Paperwork Requirements
VD. Unrealistic Completion Dates
VE. Lack of Timely Responses
VF. Asbuilt vs. Contgract Drawings
VG. Lack of Notification
VH. Designation of Chain of Command
VI. Cost Overrun

VJ. Scheduling Delays
VK. Passing the Buck
VL. Attitudes
VM. Bad Housekeeping
VN. Lack of Communication
VO. Untimely Notice of Backcharge
VP. Poor Planning
VQ. Poor Housekeeping
VR. Sumer Help Doing Testing
VS. Someone Who Can Make On the Spot Decisions
VT. Slow Turnaround Time on Submittals
VU. Forced To Work Overtime to Get Job Out of Ground
VV. Diret Changes Without Written Directive
VW. Failure to Recognize Impact of Someone on Ongoing Work
VX. Un reasonable Nitpicking of Shop Drawings Causing Needlness resubmittals
VY. Lack of Coordination in Scheduling and Shop Drawings Distribution
VZ. Requiring Unreasonable Manpower
WA. Drawing and Specs Not Clearly Defined
WB. Unreasonable Punch Lists
WC. Unreasonable demands by regulatory agencies
WD. Failure to meet project deadlines
WE. Short notice for project meetings & equipment demonstrations
WF. Premature equipment demonstrations
WG. Maintaining clean job site in residential area
WH. Lack of communication on construction tasks which affect plant operations
WI. Availability of subs after start up to correct problems (it's done now it's yours ..... good luck!)
WJ. Payment requests must be made on time
WK. Respect of owner liabilities
WL. Prompt notification of owner of potential problems (labor, material, etc.)
WM. Consideration for what Mother Nature can do to a job site & how that affects plant operations.
WN. Assumptions on scope of work from previous project should not be made.
WO. Communications (hello?)
    1. Timely notification of:
        a) Concrete pours
        b) Backfilling
        c) Outages - electrical or process
        d) Testing
        e) Submittal or design change update
        f) Progress minutes
        g) Contractor's schedule
WP. Submit specified equipment or construction materials
WQ. Lack of respect for other partner's space, materials & work in place
WR. Unclear subcontractor contracted scope of work
WS. Changes in owner's, contractor's, engineer personnel (field & office) (udm's)
WT. Unreasonable pay requests (20% to 50%)
WU. Poor attitudes & previous personality conflicts.
WV. Too many shop drawings submitted at once

WW. Not allowing sufficient time for test results
WX. Lack of notice for on-site testing
WY. Lack of communication on short term scheduling
WZ. Inflated requests for extras
XA. Slow processing o bulletins & change orders
XB. Inadequate review of shop drawings by G.C., electrical and mechanical
XC. Using engineer opinion as a weapon
XD. Avoiding the chain of responsibility
XE. Inadequate supervision of subs
XF. Shop drawings not submitted on time
XG. Demanding acceptance of sub standard work
XH. Failure to protect completed work (subs working in same area)
XI. Attempting to take advantage (intimidate)
XJ. Requesting immediate approval of substantial changes
XK. Not keeping us informed of problems as potential problems
XL. Asking for concessions not permitted by contract
XM. Delay of resteel delivery
XN. Timely shop drawing submittals/turnaround
XO. Inadequate personnel & equipment by subs
XP. Inflexibility of design requirements
XQ. Early & timely decision making by owners/engineers
XR. Slow turnaround by subs on quotes
XS. Slow pay by owner
XT. Owner denies legitimate changes
XU. Multiple punchlists by owner/designer/engineer
XV. Inflexibility in quality control & inspection
XW. Late payment applications from subs
XX. Non payment of sub's subs
XY. Personality conflicts/bad attitudes
XZ. Engineer "siding" with owner
YA. Unkept promises
YB. Poor communication
YC. Poor safety policies/procedures
YD. Poor planning during construction
YE. Final payment - retention release
YF. Lack of handling potential problems at bid time vs. after award
YG. Lack of respect for input to design
YH. Common sense in written documents
YI. Testing turnaround (contaminants)
YJ. Lack of field personnel being able to make on the spot decisions
YK. Lack of construction experience for design and testing personnel
YL. Cover your ass specifications
YM. Contractors having to verify proposed design
YN. Submittals reiteration of specified items
YO. Pricing in extra work (possible change in ex. procedures)
YP. Lack of taking responsibility for actions
YQ. Trust

YR. Stereotyping professions
YS. Submittal drawings
YT. Communications
YU. Congestion - truck traffic control
YV. Space - storage on job site
YW. Clean out areas - clean out trucks
YX. Crane usage - between suppliers & general contractor
YY. Timely test results to supplier & QC
YZ. Drawing discrepancies (architectural, structural, mechanical, electrical don't agree
ZA. Poor access roads
ZB. Delay in change orders
ZC. Engineer uncoordinates spec between trades leaves up to trades to resolve differences.
ZD. When installed system is not understood, payment is stopped.
ZE. No answers on job site in timely manner when encountered problems.
ZF. Inte/elect should get copy of mech. shop drawings
ZG. If not on drawings or in specs how could you bid it
ZH. Schedule & spec changes without informing others
ZI. Inadequate material

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III. Problems we cause others

A. Not providing information in timely manner to GC, consultants, etc.
B. Slow submittal review and turn around.
C. Late changes to documents
D. Failure to respond to construction questions or solve problems to assist in a timely manner.
E. Inconsistencies and errors on documents
F. Lack of communications with the owner on changes or developments that effect the project in the design and document phase as well as construction.
G. Design solutions beyond budget constraints
H. Failure to meet deadlines
I. Slow to make decisions
J. Unclear problem statement
K. Slow to pay bills
L. Frequent changes
M. Inflexible, rigid attitude
N. Failure to establish and adhere to clear communications channels
O. Failure to educate employees/public on safety, access, etc. during construction.
P. Poor communication
Q. Failure to manage/lead design and construction to owners objectives.
R. Failure to design and build to owners objectives as defined by the Problem Statement:(budget scope, quality, schedule)
S. Failure to meet commitments
T. Insufficient time to make required decisions.
U. Poor communication(Inappropriate amount of written/oral communication)
V. Disruptions of existing operations
    1. Access(building, parking)
    2. Noise and dirt
    3. Utilities
    4. Proper separation of construction and the public(employees, visitors vendors, deliveries)
W. Failure to provide a h igh quality maintainable facility
X. Hiring unqualified subcontractors
Y. Failure to establish and adhere to a clear communication channel
Z. Failure to properly train owner's facilities staff on building operations and maintenance
AA. Untimely closeout
AB. Inflexible, rigid attitudes
AC. Failure to follow agreed upon procedures
AD. Liens and claims
AE. Lack of timely responses
AF. Failure to communicate changes
AG. Failure to fully consider constructability
AH. Processing submittals less timely than expected.
AI. Failure to fully understand owners needs.
AJ. Lack of proper documentation of a change
AK. Reluctance to accept responsibility for design problems(defensive)
AL. Over optimism with regard to deadlines
AM. Reluctance to admit that we create any problems for others.

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AN. Lack of action:
   1. final decisions on subs
   2. maintaining subs schedule
   3. maintaining adequate work force
   4. maintain clean safe site

AO. Timely
   1. response to final budgets/schedules
   2. value engineering
   3. proposal request
   4. changes
   5. maintaining safe and efficient owners access to existing building-shipping and employee entrance and exiting

AP. Maintaining schedules & cost control
AQ. Maintaining safe & efficient access to jobsite for construction
AR. Submission of comparable equipment
AS. Pricing of documents that occasionally exceed the budgets, previously established.
AT. (Failure to) notify proper personnel of changes, etc.
AU. *(Use) sarcasm and (exhibit) inflexibility.
AV. *Continually insist on a role in project development.
AW. *Make public comments without making my MAC counterparts aware of these comments.
AX. *Require lots of night work to mitigate impacts on operations.
AY. *Talk about consultant and airport development internally with a certain amount of sarcasm.
AZ. Add ons.
BA. Attend update/information meetings.
BB. Change mind on some design issues as we see how initially completed areas may or may not function as anticipated.
BC. Concentrate too much on budget control.
BD. Do not inform them of cost changes to our work.
BE. Do not involve all affected departments in some decision meetings.
BF. Do not respond to requests from other departments in a timely manner.
BG. Don't know.
BH. Fail to attend project meetings enough.
BI. Fail to respond to call for assistance in a timely manner.
BJ. Finding time to respond to questions or construction problems that project managers want me to check out.
BK. Have our minds made up without offering flexibility.
BL. Haven't attended the meetings regularly.
BM. Haven't followed up on my responsibilty to brief team on my area of expertise.
BN. I ask for alternatives.
BO. Inform owner in timely fashion.
BP. Insist on procedural processes being followed.
BQ. Keeping everyone affected (informed) of the construction progress and its impact.
BR. Lack of timely response to issues raised.
BS. Make changes to the project at the last minute or during the project.
BT. Mandatory insurance and/or safety recommendations.
BU. Need to know more about the project to be able to assist when questions arise.
BV. Point out safety concerns: code violations/ wrong materials

BW. Provide adequate information and / or time frame in order to obtain timely responses.
BX. Provide information after the fact.
BY. Provide too few personnel to be able to expeditiously complete our requirements.
BZ. Require too strict adherence to the contract documents.
CA. Resist changes or additions to project which do not agree with our professional standards or opinions.
CB. Take more care to be serious about issues.
CC. The buck does't stop.
CD. The construction disrupts public and airport personnel.
CE. There must be more!
CF. Unwillingness to get too much into detail.
CG. Want changes made when it's to hard, too late or impossible to make them after project let.
CH. When construction problem / incident occurs, (furnish) timely / appropriate response
CI. Slow submittal turn around
CJ. Failure to accept responsibility for errors/omissions
CK. Inadequate no. of staff members
CL. GFE information provided late
CM. GFE installation not done timely
CN. Slow resolution of change orders
CO. Unreasonable punch lists
CP. Scope of changes incomplete/unclear
CQ. Communication not free and open.
CR. Failure to recognize impact of changes on ongoing work
CS. Untimely delivery of VC information and equipment
CT. Slow payment
CU. Design errors and omissions
CV. Resistance to solving problems perceived as "contractor problems"
CW. Delay in response of RFI's & submittals
    1. due to "zeal for perfection"
    2. due to administrative delay
CX. Changes issued in incomplete form (sketches & narrative)
CY. Slow VACO response to concurrent reviews & changes
CZ. Too many changes
DA. Inappropriate interruptions
DB. Inability to make decisions
DC. Duplication of RFI's from subcontractors
DD. "Pass through" Attitude by G.C. ie submittals, RFI's, resubmissions
DE. Slow "punch list" and deficiency correction
DF. Recognition of "punch list" item vs. "non-acceptance" item
DG. Complete "pre-tested" systems
DH. Timely submittals
DI. Early notification of problems and schedule changes which affect
DJ. user/owner
DK. Prompt implementation/dissemination of "change/modification "information
DL. Weak coordination of subcontractors
DM. Failure to exercise proper Q.C.
DN. Incomplete ' uncoordinated submittals

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DO. "Bid Shopping": Delay selection impacts schedule
    1. Delay selection impacts quality
DP. Unrealistic expectations of submittal
DQ. Incomplete submittal information
DR. Late submission of proposals
DS. Deviations submitted that require additional review time
DT. Excessive no. of RFI's submitted
DU. Untimely solutions and correction to errors we make and acceptance of
DV. Responsibility of same
DW. Untimely submission of as-builts, O & M manuals, and training of user personnel
DX. Failure to keep proper sequence of work flow
DY. Failure to maintain free open communications w/ owner & a-e & subs
DZ. Failure to maintain clean efficient, safe working conditions
EA. making complete submittals
EB. timely submission of proposals - completeness, proper scope
EC. do your own punchlists
ED. pre-test special systems - equip. start-up
EE. input on schedules - being realistic - being ready for inspection & start-up
EF. untimely proposing a solution to a problem
EG. nick-picking of changes
EH. o & m training & manuals - not timely
EI. leaving messy work areas - not sweeping floors ("Electricians don't sweep floors")
EJ. Need open line of communication - keeping general informed.
EK. Submitting inflated proposals & negot. realistic dollars.
EL. Do their part in Safety - (replace barricades, clean work areas, break areas, etc.)
EM. Limit sub-contractor Alternate suggestions.There is a high potential
    1. for gaps' extra work that might be unknown at the time of Alternate proposal
    2. Points identified by the owner/user and the a/e together.
    3. Deficiencies
EN. Clear definition of musts, wants, wishes
EO. Multiple owner rfps, one voice
EP. Timing of CEO
EQ. Definition of
    1. quality
    2. innovation
    3. state of art
ER. Mission statement
ES. State/regulatory approvals
ET. Fail to provide
    1. Clear direction re: budget, schedule
    2. established decision making/approval process e.g. timely response
EU. Cut sheets FFE
EV. Open book process
EW. Fail to have fun
EX. Challenge too late
EY. Clear definition of what approval means
EZ. Errors and omissions

FA. Education of Owner
    1. schedule
    2. process
    3. systems
    4. decision making
    5. budget impacts
FB. Communication in each others language
FC. Surprises
FD. Preconceived solutions-budget impacts
FE. Lack of challenging Owner
    1. Budget
    2. Schedule
    3. Issues
    4. Reality
FF. Alternative ideas/systems
FG. Sharing goals and vision at early stage
FH. Communicate early design needs
FI. Narrative of systems- early on in project
FJ. Early information
FK. Use of gut feel judgment
FL. Lack of understanding of Owner's goals
    1. poor listening
    2. bias
    3. arrogance as "experts"
    4. preconceived ideas
FM. Tried and true vs. new to minimize risk works against innovation
FN. Poor communication
FO. Make Owner guinea pig
FP. Weak late code research
FQ. Use of gut feel judgment
FR. Late or untimely info
FS. Tried and true vs. new to minimize risk works against innovation
FT. Poor communication
FU. Implication of changes
FV. Late or untimely info
FW. Implication of changes
FX. Late or untimely info
FY. Delay in the submission of our work product
FZ. Incomplete/inaccurate work product
GA. Maintain proper team priorities
GB. Maintain proper staffing commitment
GC. Integrity/chemistry
GD. Maintain procedures and user friendly format
GE. Delay in the submission of our work product
GF. Incomplete/inaccurate work product
GG. Maintain proper team priorities
GH. Maintain proper staffing commitment

GI. Integrity/chemistry
GJ. Maintain procedures and user friendly format
GK. Must be candid in our review and assessment of design information
GL. Delay in the submission of our work product
GM. Incomplete/inaccurate work product
GN. Maintain proper team priorities
GO. Maintain proper staffing commitment
GP. Integrity/chemistry
GQ. Maintain procedures and user friendly format
GR. Give equal consideration to all design disciplines
GS. Delay in the submission of our work product
GT. Incomplete/inaccurate work product
GU. Maintain proper team priorities
GV. Maintain proper staffing commitment
GW. Integrity/chemistry
GX. Maintain procedures and user friendly format
GY. architect -lack of communication to rest of design team re bulletins etc.
GZ. communications - causing each other problems
HA. DSI - approval turnaround time
HB. DSI - minimal communication re cell design
HC. "seal" confusion
HD. permit approval process
HE. slow shop-drawing submitted
HF. fabrication (improper information)
HG. damage to other contractors' work and making their job harder to complete
HH. slow delivery of materials
HI. work can be unsafe for other contractors
HJ. untimely paperwork
HK. lack of manpower on site
HL. not taking other contractors' problems and concerns seriously
HM. late submittals of shop drawings
HN. inadequate manpower
HO. performing work without informing other trades
HP. poor housekeeping
HQ. not meeting schedules
HR. getting behind in paperwork
HS. observing safety rules
HT. not getting materials on job
HU. slow on closing out jobs
HV. making equipment changes without allowing trades to review
HW. not meeting schedule
HX. not manning project sufficiently
HY. not sequencing work schedule with other trades
HZ. slow shop drawings/submittal preparation
IA. poor housekeeping
IB. slow pricing of bulletins/field directives
IC. not enough quality reviews

ID. missing meetings
IE. not returning phone calls in time
IF. not reviewing specifications and plans
IG. late material/equipment deliveries
IH. damaging work in place
II. slow payment
IJ. untimely project changes
IK. slow approval of designs
IL. slow approval of change requests
IM. failure to support project decisions
IN. decision making responsibility not clearly defined
IO. lack of owner contact person availability
IP. owner furnished equipment design requirements not furnished in a timely manner
IQ. unclear scope of work
IR. owner indecision
IS. unrealistic cost expectations
IT. unrealistic schedule expectations
IU. unrealistic quality expectations
IV. failure to communicate to contractors
IW. failure to communicate internally
IX. lack of attention to project
IY. inadequate resources to support problem resolution and decision making
IZ. poor advance planning
JA. processing sub paperwork and payments late
JB. overloading subs with paperwork
JC. weak management - office and field
JD. failure to understand trade contractors details
JE. failure to provide answers to field questions in a timely manner
JF. failure to adequately inform and communicate financial status of project to owner
JG. changing project staff
JH. adding to sub's work scope without proper consideration of costs
JI. not being available - not returning calls
JJ. unrealistic schedule expectations
JK. failure to communicate goals of the project
JL. expecting subs to assume risk of non-payment without sharing info about project financing
JM. lack of positive feedback for jobs well done
JN. no issuing all bulletins to all tc
JO. late issue of CO to subs
JP. late payments to subs
JQ. late responses to rfi's
JR. late return of shop drawings
JS. tough contract terms and conditions
JT. passing down design responsibilities
JU. not informing TC of what is expected or required in a timely manner (not managing or interfacing contracts)
JV. boilerplate specs that don't apply
JW. not transmitting shop drawings from one tc to another tc that interface

JX. duplication of items in specs
JY. unclear work category descriptions
JZ. single source materials in specs
KA. communicating q & a to owner and a/e from tc
KB. asking a/e for approvals after the fact
KC. need more "that a boys"
KD. define responsibilities
KE. unclear definition of scope changes
KF. untimely punch lists (rolling punch lists)
KG. failure to communicate our needs to others
KH. failure to inform field personnel project description, schedule, objectives
KI. paperwork properly attended
KJ. uncooperative field personnel
KK. misfabrication of delivered product
KL. untimely delivery for work with other trades
KM. taking defensive position
KN. working within our capabilities/limitations
KO. Slow change order process.
KP. Chain of command unclear.
KQ. Lots of owner change requests.
KR. Unreasonable constraints - parking & site conditions.
KS. Unreasonable bureaucracy.
KT. Owner's premature use of construction site.
KU. Vague answers to field questions.
KV. Lack of communication or not communicating in a timely manner.
KW. Not helping subs resolve problems.
KX. Not working with owner to resolve problems.
KY. Not being able to compromise to resolve problems.
KZ. Approving shop drawings in a timely manner.
LA. Unreasonable punch lists.
LB. Failure to complete contract on agreed schedule.
LC. Required materials not ordered in time to allow meeting schedule.
LD. Failure to complete all detail items - punch list.
LE. Jobsite cooperation between trades and suppliers.
LF. Prior commitments causing a delayed start.
LG. Dust problems, scaffolding in the way of other trades, amount of working area required.
LH. Finish product installed at early stage causing a protection problem.
LI. Not closing in or protecting from the elements the interior of the bldg so interior trades can start.
LJ. Not responding in timely fashion to bulletins, etc.
LK. Not soliciting contractor involvement in scheduling.
LL. Non enforcement of schedule.
LM. Insufficient communication to subs and owners.
LN. Failure to keep paperwork flowing.
LO. Using other's equipment.
LP. Lack of clean up.
LQ. Communication of sequencing of work including design group.
LR. Ordering equipment in a timely fashion.

LS. Not processing in a planned sequence.
LT. Indecision.
LU. Failing to use the chain of command.
LV. Conflicts between plans and specifications.
LW. Lack of trust in contractor information.
LX. Lack of timely turn around with submittals.
LY. CYA responses.
LZ. Not keeping up to date records.
MA. Unable to make informed and timely decisions.
MB. Dictating means and methods to contractor.
MC. Inflexibility with contract documents.
MD. Slow laboratory turn around.
ME. Unavailability of personnel (field & office)
MF. Lack of timely response.
MG. Results may slow down the job.
MH. Difference of opinion on methods and construction.
MI. Recommendations provided in an incomplete form.
MJ. Backcharges to others are not documented properly.
MK. Poor review of shop drawing.
ML. Unrealistic scheduling.
MM. Superintendent doesn't know total project scope.
MN. Trucks and heavy equipment rut up site.
MO. Stubborn employees do not follow job site rules and safety precautions.
MP. Not on time at job site, causing delays.
MQ. Lack of quality control.
MR. Equipment in other's way.
MS. Problems with paper work.
MT. Lack of honest response.
MU. Not meeting required delivery schedules for equipment and materials.
MV. Insufficient manpower on jobsite.
MW. Improper management of work.
MX. Lack of communication with general contractor at field level.
MY. Resistance to 'accepting' problems perceived as contractor problems.
MZ. Slow Response to Information Requests, Submittals, Approvals
NA. Failure to Follow the Proper Chain of Command
NB. Failure to Maintain & Distribute a Current Punch List
NC. GC Slow to let Subcontracs
ND. GC Slow to Follow Up On Shop Drawing Submittals
NE. Inadequate Scheduling Backcharges to Subs
NF. Excessive Paperwork
NG. Poor Communication
NH. Lack of Timely Responses
NI. Being Late on Job
NJ. Product Doesn't Meet Specs
NK. Untimely Shopdrawing Submittals
NL. Delay of Work
NM. Job Accessability

NN. Not Keeping a Promise
NO. Not Manning the Job
NP. No Solutions to Problems
NQ. Late Deliveries
NR. Lack of Coordination
NS. Not Supplying Manpower in a Timely Manner
NT. Lack of Job Cleanup
NU. Slow decision making
NV. Plant operational requirements affecting construction schedule
NW. Changing scope of design
NX. Environmental problems
NY. Slow review of proposed operations manuals
NZ. Timely release of funds held in retention
OA. Revisions to punch lists
OB. Unavailable
OC. Document discrepancies
OD. Untimely shop drawing reviews & questions
OE. Lack of experience "we don't build things, you do"
OF. C.Y.A. documents
OG. Rejecting/disapproving of payments/shop drawings
OH. Slow shop drawing review
OI. Conflicts between specs & drawings
OJ. Slow response to questions
OK. Finding an excuse to not make a decision
OL. Inflexibility (lack of objectivity)
OM. Lack of trust in contractor information
ON. Attempting to dictate methods & equipment
OO. Overreaction to liability issues
OP. CYA responses
OQ. Not allowing contractor to do his job
OR. Lack of communication with our subs
OS. Changing our schedule
OT. Not keeping subs updated on our sequences
OU. Insufficient short term planning
OV. Using low bidders
OW. Submitting voluntary alternates
OX. Passing on sub's inflated quotes
OY. Letting punchlist items build
OZ. Office to field communications breakdown
PA. High demands on testing personnel
PB. Submittal process laxity
PC. Space required for work
PD. Demanding more verbal rather than written communication due to 1st person on site
PE. Temper
PF. Tracking
PG. Untimely deliveries
PH. Slow responses to change orders

PI. Low strengths (concrete)
PJ. Material in other's way
PK. Dirt on public roadway
PL. Communications
PM. Manpower (lack of men to do job)
PN. Not ready on time
PO. Unwillingness to take construction criticism by our tradesmen
PP. Hasty review of specs by job site foreman
PQ. Unwillingness to work with others
PR. Attitude "our work comes first"

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IV. Problems without source identified

A. work quality
B. failure to meet schedule
C. disruption of business
D. unsafe site
E. unsightly site
F. unclear payment requests
G. workmanship - poor and shoddy
H. unfamiliar with drawings & specs - read before asking
I. lack of communication between trades
J. not enough review time for shop drawings
K. not following drawings and specs, unauthorized subst.
L. not following proper chain of command
M. incomplete submittals
N. slow payment 1st and 2nd tier
O. changes
P. quality
Q. safety
R. schedule
S. inexperience
T. closeout
U. distribution of submittals - shop drawing vs. arch drawings
V. proper advance notice for concrete pours
W. job site access
X. go-backs - remobilization
Y. shop drawing turn around
Z. carelessness of other trades
AA. tolerances between trades
AB. on site too soon
AC. too many trades in one area, congested for labor
AD. weather - lack of consideration in scheduling
AE. slow response to rfi's
AF. unrealistic schedules, and schedules not kept up to date
AG. not having continuous flow of work - hopscotching
AH. verbal changes
AI. payment delays
AJ. retainer payment- timely
AK. GC unrealistic demands - e.g. scheduling
AL. squeaky wheel gets the oil, other trade or work gets preferential treatment
AM. onsite change order authorization
AN. slow payment as a result of slow change order authorization
AO. non payment for stored material
AP. stored material off site - payment
AQ. struct vs arch vs mech drawings ck for differences; effective checking and processing
AR. lack of commitment to safety
AS. hoisting area not clear
AT. quality vs schedule; too many people needed to meet schedule and quality of labor suffers

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BO. non payment for stored material
BP. stored material off site - payment
BQ. struct vs arch vs mech drawings ck for differences; effective checking and processing
BR. lack of commitment to safety
BS. hoisting area not clear
BT. quality vs schedule; too many people needed to meet schedule and quality of labor suffers
BU. space management
BV. interference between contractors
BW. slow response to questions and concerns
BX. faster clarification
BY. timely return on submittals
BZ. not advanced notice of scheduling changes
CA. delayed response to change orders
CB. lack of space for material storage
CC. lack of space for unloading equipment
CD. anything that disrupts efficient use of manpower
CE. lengthy retainage
CF. schedule
CG. slow pay
CH. interference from other trades
CI. mason contr put up walls no communication
CJ. poor specs/ drawings
CK. statements from archs intent-impliede
CL. approved shop drawings turnaround time, expectations on next day delivery once approved
CM. lack of communications, void by subcontractors
CN. void in general
CO. work scheduling changes

CP. not enough space to fit all systems required
CQ. set up & staging space
CR. prompt pay vs usual (greater than 30 days)
CS. retainer excessive & length of time
CT. overall time schedule not followed
CU. improper utility disconnects improper
CV. safety 7 poor housekeeping
CW. personality of job supt and workers
CX. attitude autocratic
CY. access to site -water, demarkation
CZ. quick answers - changes
DA. payment processing including closeout
DB. contract interfacing, start and stop points
DC. contingencies, things that end up on our list
DD. consideration for weather
DE. project chain of command
DF. strong communication and interaction between trades
DG. poor workmanship that affects our work
DH. work in place damaged by others
DI. scheduling continued contact with accurate target dates
DJ. project management
DK. clean-up site maintenance
DL. onsite storage for product

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V. Recommendations for improving

A. Communications: Establish and follow appropriate communication paths and methods for effective and timely decision making.
B. Scope: Clearly communicate and discuss the Program Problem Statement to ensure understanding by all team members(and encourage feedback)
C. Scope: Develop and proce schematic documents fully reflective of the problem statement(Outline plans and specifications.)
D. Develop and implement an alternate conflict resolution strategy.
E. Pay invoices properly submitted in a timely manner.
F. Seek to maintain good job morale and attitudes.
    1. Promote partnering attitudes
    2. Have fun
    3. Have pride in your product
G. Closeout project quickly and completely.
H. Communication
    1. Open communications with respect to progress and changes as project evolves.
    2. Effective and/or timely communications through established chain of command.
    3. Maintain quality and quantity communications.
I. Budget
    1. Clearly identify total budget and it's individual elements.
    2. Interaction with owner, design team and contractor to maintain the established budget.
J. Schedule
    1. Clearly identify target dates
    2. Meeting target dates.
K. Quality
    1. Maintain highest quality of performance and product throughout project
    2. Maintain quality control
L. Program requirements
    1. Satisfy owner's needs
M. Establish effective communications
N. Determine and understand expectations of other team members.
O. Establish a mutually acceptable schedule.
P. Provide timely responses to requests of other team members.
Q. Remain open to the ideas and approaches of others.
R. Recognize the needs of other team members.
S. Provide accurate and timely budgets
T. Maintain established schedules
U. Maintain high level of communication with all team members
V. Maintain continued effective direction to all subs as it relates to quality and schedule.
W. Keep updates on delivery of supplies equipment and materials.
X. Maintain open lines of communications
Y. Limit cost growth
Z. Minimize substitutions
AA. Suggest efficient methods and technology"s
AB. Be proactive
AC. Maintain the owner's best interest throughout.
AD. Have an open line of communication

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AE. Develop cost saving measures
AF. Prompt resolution of conflicts at lowest possible level
AG. Minimize paper work
AH. Minimize submittal and response times in all matters
AI. Objective attitude toward constructability
AJ. Promotion of partnering attitudes at all levels of contract administration
AK. No lost time due to accidents
AL. Have fun
AM. Meet design intent
AN. Recognize value of information
AO. Pride in product
AP. Maintain clean, efficient, secure work site
AQ. Eliminate need for contracting officer decisions
AR. Fair interpretation of ambiguities
AS. Limit cost growth
AT. Empathy in all matters
AU. Use proactive (not reactive) approch to problem solving
AV. Accept responsibility for your actions or inactions
AW. Properly staff project
AX. Maintain proper work sequence
AY. Prompt job close out
AZ. Clearly descibe contract changes
BA. Do it right the first time
BB. Be a good neighbor
BC. Charter objectives - suggested groupings - derived from above - check for duplicates

1. Maintain open line of communications
    a) Have an open line of communication
    b) Recognize value of information
    c) Minimize submittal and response times in all matters
2. Keep paper and administrative work to a minimum
3. Develop and implement alternative conflict resolution system
    a) Prompt resolution of conflicts at lowest possible level
    b) Eliminate need for contracting office decisions
    c) Fair interpretation of ambiguities
    d) Be proactive (not reactive) in problem solving
    e) Objective attitude toward constructability
    f) Accept responsibility for your actions or inactions
    g) Have empathy in all matters
    h) Clearly descibe changes to contract work
4. Limit cost growth
    a) Develop cost saving measures
5. Maintain clean, efficient, secure work site
    a) No lost time due to accidents
    b) Properly staff project
    c) Be a good neighbor
6. Seek to maintain good job morale and attitudes
    a) Promotion of partnering attitudes at all levels of contract administration

b) Have fun
c) Pride in product

7. Commit to quality control in all project related matters
   a) Do it right the first time
   b) Maintain proper work sequence
   c) Meet design intent
8. Close out job in proper and timely manner
9. Maintain and implement a performance evaluation system

BD. Adequately warn owner of operational impacts so that alternatives to remain in operation can be found.
BE. Agree to readily and openly review any and all suggestions for improvements to the project.
BF. Be better informed on jobs upcoming - with time for research.
BG. Be more open-minded to new thoughts - i. e. partnering.
BH. Be more willing to share project information.
BI. Communicate with other departments to the extent that all departments are informed to their responsibilities.
BJ. Cut down my other responsibilities to allow more time to devote to construction projects - or - delegate another member of department to watch a designated project.
BK. Determine or inquire as to what is adequate information.
BL. Do my part to keep open communications.
BM. Everyone cooperate with an open mind regarding project design, construction and future operation.
BN. Express concerns early; back it up with facts, and think of the MAC as a whole.
BO. Keep an open mind toward needs of others; respect others agendas and opinions.
BP. Keep open communications from all parties.
BQ. Keep up a timely response to paper work.
BR. Let's meet frequently, compare notes, and see how we can make each other's jobs easier.
BS. Maintain consistency of decision making.
BT. Make sure I send somebody to meetings to represent department if I can't go.
BU. Open communication and respect for one another.
BV. Open, timely communication of plans and needs.
BW. Provide prompt attention to issues.
BX. Push to get the job done right commensurate with performance.
BY. Think ahead - foresee problems.
BZ. to be available when necessary for communication of needed items.
CA. *I'll get busy and carry out my responsibility while you review every action in view of its "benefit" to the customer.
CB. *Include trades and risk department in pre/ongoing/post const.
CC. Better communications
CD. Less defensiveness/more openness
CE. Fast dispute resolution
CF. Don't take issues personally
CG. Contractor review RFI's & submittals before processing
CH. Be willing to propose/suggest solutions
CI. Submittal schedule
CJ. Prioritization of submittals
CK. Complete/thorough questions

CL. Positive attitude
CM. Recognition of Buy America Act and other "Boiler Plate" clause impact
CN. Recognition of Owner's need to eventually occupy, operate andmaintain facility/systems
CO. Recognition of importance of "paper work"
CP. Allowing necessary contract time for training
CQ. flow chart and define the flow of drawings and job related documents, to make more effective (simplify?). Include turnaround commitment.
CR. define level of detail for each drawing phase
CS. allow time for value engineering for suggested alternates
CT. Christman (?) "own" the building/dom. contractor "commonization" problem
CU. publish cell design information
CV. develop a "strict" chain of command for quick decision making
CW. take responsibility for knowing the "up-dated" progress schedule
CX. attendance at progress meetings
CY. proper communications between trades and CM
CZ. maintain "teamwork" attitude
DA. provide daily housekeeping
DB. establish priorties
DC. good documentation
DD. timely responses to all inquiries
DE. general awareness of other contractors work
DF. maintain good communications
DG. exercise openness to all parties concerned
DH. daily clean up on job
DI. review manpower and schedules on a daily basis
DJ. prioritize work schedule
DK. make sure all equipment or supplies are as specified
DL. minimize submittal requirements
DM. self-generated punch list
DN. 5-minute stand up meetings daily by field tradespeople and supervision
DO. review installation techniques prior to start
DP. stress respect for other trades' work
DQ. perform scheduled housekeeping
DR. project manpower/material requirements accurately
DS. expedite submittals based on priorities
DT. define submittal priorities
DU. share submittal information with all trades affected
DV. adopt prompt pay clause
DW. perform quality specification review before, during and after process
DX. provide advance notice of project meetings, written schedule if possible
DY. provide personnel responsibilities in writing
DZ. consider total quality in evaluating design/installation costs
EA. pay attention to short term scheduling each day/week
EB. share fixed cost resources on site
EC. invite safety reviews by MIOSHA
ED. define outstanding design issues quickly
EE. clearly resolve responsibility conflicts and assignments

EF. maintain prompt payment system
EG. prioritize approval activities
EH. prompt follow up on problem resolving highlighted in review meetings
EI. maintian open issue log
EJ. be accessible
EK. eliminate ambiguities
EL. encourage interaction between contractors in team atmosphere
EM. set excellent standards in quality
EN. effectively communicate in writing
EO. remain sensitive to timing needs
EP. provide all team members with clear understanding of responsibilities, flow chart, organization chart
EQ. specify/determine turnaround time (realistic/necessary) for RFIs
ER. educate team to specific needs/design of all process equipment
ES. prioritize submittal requirements
ET. address all a/e and subcontractor concerns with respect in a timely manner
EU. develop a clear procedure to facilitate prompt payment of invoices
EV. issue timely goals/objectives for weekly activities. progress mtgs., field activity, etc.
EW. establish team commitment toward safety is #1 priority
EX. resolve all issues in professional, non-personal, timely manner. win/win. fair.
EY. better tracking of information requiring response (bulletins, RFIs, etc)
EZ. expedite information and changes
FA. clearinghouse for information
FB. cost benefit analysis of changes (operations vs. construction)
FC. communicate schedule changes and req'd
FD. priority of project issues
FE. contractors define particular "hold-up" items (single source, equipment, etc.)
FF. owner acceptance of alternate manufacturer
FG. resolve disputes in a timely manner
FH. analyze shop drawings as to effects on other TCs and issue
FI. more "atta boys"
FJ. more attention to "quality control" (benchmarking)
FK. A/Es begin "rolling punch lists"
FL. implement safety programs
FM. well defined chain of command at Christman
FN. value engineering
FO. revert back to AGC/AIA documents for contracts
FP. get design decisions behind us as quickly as possible
FQ. keep testing current
FR. publish given project rules and expectation and stick to it
FS. Conduct a thorough plan review.
FT. Prioritize submittals, establish time frames.
FU. Train everyone on proper use of schedules.
FV. Better communications, identify shut downs in schedules.
FW. Submit bulletins and quotations as soon as possible.
FX. Clarify chain of command, identify single source responsibility.
FY. Limit unnecessary change requests.

FZ. Communications (establish).
GA. Appropriate training and to the right people.
GB. Limit use of construction site until project is substantially complete.
GC. Formulate critical path.
GD. Ongoing communication with design team, owner & contractor.
GE. Take time to review shop drawings and answer questions.
GF. Be reasonable in resolving problems.
GG. Set up a chain of command and follow thru.
GH. Communicate.
GI. Monday or Friday progress meetings - on site.
GJ. Expedite contracts (P. O.) & field orders - change orders.
GK. Willingness to cooperate with other trades.
GL. Prioritize all work areas.
GM. Prompt answers to field problems by all trades and owners.
GN. G.C. to have a better communication with trade as to the exact status of project when calling for work to start.
GO. Plan for better storage by communicating with trades that require on site storage - either on site or within building project.
GP. Provide elect.. & water A. S. A. P.
GQ. Identify and initiate solution to problems. Lack details or potential problems by communication with all parties as early as possible. Follow-up with solution & detail by A/E.
GR. Follow chain of command.
GS. G. C. should keep close tabs on various trades so problems later on are kept to a minimum.
GT. More productive progress meetings.
GU. Better communication and respect of other trade's work.
GV. More accurate planning of specific trades as to start dates and warning of any changes in schedule.
GW. Cash flow - timely payments.
GX. Be timely and concise with requested changes.
GY. Be less dogmatic in paperwork requirements.
GZ. Subs need to show up at appropriate meetings & get involved.
HA. Let us know about problems immediately.
HB. Designate clear responsibilities and decision makers.
HC. Sub's field people need office support.
HD. Maintain job staffing (consistency).
HE. Provide skilled and trained personnel (safety and quality).
HF. Provide adequate and safe equipment and tools.
HG. Timely documentation of meetings and follow up.
HH. Timely notification to subs of expectations (schedule, submittals, manpower).
HI. Self motivating subs and team members.
HJ. Solicit sub involvement in schedule.
HK. Provide reasonable space for construction.
HL. Communications.
HM. Strong leadership i. e. G. C.
HN. Establish and maintain good communications. Provide directory of contact people.
HO. Use proper chain of command.
HP. Provide information to assist in project scheduling. Follow schedule as closely as possible.

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HQ. Recognize owner's need to maintain overall system operation during project.
HR. Maintain a clean, safe project site.
HS. Establish punchlist procedures.
HT. Maintain project documentation.
HU. Maintain effective communication.
    1. Involve all parties in decision making.
    2. Develop progress meeting agenda in advance.
    3. Hold monthly progress meetings and publish meeting minutes.
    4. Be available.
HV. Submittals.
    1. Agree on submittal procedures and guidelines.
    2. Proper distribution of submittals.
    3. Response to submittals in timely manner.
HW. Site management.
    1. Maintain clean and safe site.
    2. Understand and perform job responsibilities.
    3. Be sensitive to adjacent businesses.
HX. Problem resolution.
    1. Attempt to resolve dispute at originating level quickly.
    2. Agree on a conflict resolution team in advance.
    3. Treat each other fairly.
HY. Project administration.
    1. Maintain and distribute current, short term and long term schedules.
    2. Maintain high level of documentation.
    3. Develop and distribute administrative chart on the project.
    4. Avoid unnecessary paper work.
    5. Fair assessment of extras and claims.
HZ. Communication - maintaining effective communication regarding
    1. Schedules
    2. Changes
IA. Strive to maintain appropriate level of documentation.
IB. Timely response and follow-up.
IC. Commitment to mission and objectives (i.e.: maintaining partnering effectiveness)
ID. Commitment to resolve disputes in a timely, cooperative manner.
IE. Follow the plans and specifications according to contract terms.
IF. Respect for other's work.
IG. Cost management.
IH. Trust that all project members are working towards the mutual goal of completing the project in a professional manner.
II. Maintain a safe, clean, well-managed workplace.
IJ. Payment.
    1. Approval process set.
    2. Names of players.
    3. Timetable after approval.
IK. Schedule.
    1. Overall (all players).
    2. Weekly schedule (field set).

IL. Submittals.
    1. Schedule of when requested (all players).
    2. Complete (all parts).
IM. Quality control & Safety.
    1. Safety representative (elected).
    2. Site audit.
    3. Site housekeeping.
IN. Communication.
    1. Set chain of command.
    2. Distribution of information.
    3. Follow through on commitment.
IO. Communication system that is timely, properly channeled through the right personnel, and backed up with documentation.
IP. Schedule start time and sufficient time to complete project according to plans and specifications.
IQ. Timely payment to all: contractors and subcontractors.
IR. Prepare submittals that are in conformance with contract document specifications.
IS. Provide communications with engineer to eliminate extensive punch lists.
IT. Provide realistic delivery dates for equipment and materials.
IU. Provide a realistic progress schedule along with updates to monitor project progress.
IV. Encourage value engineering for both owner and contractors benefit.
IW. Provide quality management at all levels - field and office.
IX. Providing direct communications with sub-contractors and equipment suppliers.
IY. Conform to all safety requirements as required by MIOSHA.
IZ. Communicate with owner to satisfy his operation requirements.
JA. Be considerate of all parties' roles in the project
JB. Maintain good communications
JC. Resolve disputes fast
JD. Prioritize submittals
JE. Develop and maintain an organization chart for the project
JF. Recognize the importance of project records and their accuracy
JG. Follow established chain of command
JH. Provide information to develop, maintain and adjust a project work schedule
JI. Know the job.
JJ. Be aware of the other participants' problems and concerns
JK. Expedite/prioritize shop drawings
JL. No backcharges without discussion
JM. Distribute "Job information sheet" which contains among other things, the UDM's for each organization
JN. Adequate scheduling
JO. Maintain prompt Pay
JP. Provide proper manpower
JQ. Open/maintain lines of communication
JR. Delete "coordinate" from professional vocabulary
JS. Safety/housekeeping starts at the gate.
JT. Honesty
JU. Better communications
JV. Problems solved when encountered

JW. Written notification within 48 hours for cleanup
JX. Commitment to resubmit shop drawings w/ in two days
JY. If you knowingly are going to have a delay, contact the other parties ahead of time
JZ. Sub to talk directly to AE with permission of GC
KA. Audit eachother's work (problem & schedule)
KB. Keep commitments (I'll be there Monday")
KC. Work as a team
KD. Maintain clean site (dumpster)
KE. Priority of submittals
KF. Back charges, none
KG. Issue contracts and change orders in a timely manner before commencement of work.
KH. Maintain open communications
KI. Have shorter turnaround on shop drawings, RFQ, RFI
KJ. Review solutions to problems with better attitudes--open mind
KK. resolve disputes fast
KL. make sure job is properly manned and managed
KM. identify and follow chain of command
KN. 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
KO. 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

KP. 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

KQ. 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

KR. 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

KS. 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

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KT. 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

KU. 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

KV. 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 builts 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

KW. 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

KX. Submittal process

KY. 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

KZ. Legal matters
LA. 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

LB. Policies and Procedures
1. education on paperwork necessary and proper procedures/owner requirements - 8
2. field change orders - 2

LC. Processing Revisions
1. clearly defined scope e of work and costs - 1
2. establish streamlined process to make quick decisions and resolve problems - 1
3. timely communication of work changes - 1

LD. 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

LE. Constructibility
1. clearly defined scope - 5
2. allow input from subs in advance - 8
3. materials easily attained - 8

LF. Establish a final budget
LG. Determine who/how FFE will be purchased
LH. Prepare and publish submittal process
LI. P and P proposal request, review and approval process
LJ. P and P proposal request, review and approval process
LK. Establish formal medical staff review process
LL. Provide for review of plans/specs etc. to insure good documentation
LM. Establish a community project review process
LN. Provide a formula process to allow opportunity for all to review/input
LO. Reconfirm design objectives by 3/11 meetings
LP. Establish conflict resolution format
LQ. Idea clearing house to act on all ideas
LR. Establish life cycle cost for significant systems
LS. Cooperation
LT. Attention to detail

LU. Communication
LV. Establish budget schedule, and scope
LW. Define
    1. Innovation
    2. User friendly
    3.
LX. Develop a multidiscipline quality plan, do it right the first time
LY. HKS to BWBR hand off
LZ. Attitude- I want to help you perform your job successfully
MA. Attitude-Have to have fun
MB. Review/input/approval, define formal process of Owner
MC. Maintain partnering effectiveness
MD. Be a good listener
ME. Define corporate image to be projected
MF. Provide complete and accurate CDs
MG. Define Q/A expectations and process
MH. Define schedule for information exchange between disciplines
MI. Document/communicate design decisions
MJ. Maintain positive attitude
MK. Define decision making process re: design issues
ML. Establish quality assurance program
MM. Establish relationship between team members outside of daily work
MN. Establish agreed upon estimating procedures environment to allow each team member to succeed
MO. Create are environment to allow each team member to succeed
MP. Have all team member tour owner (and other) health care facilities
MQ. Establish decision making guidelines
MR. Establish target date for owner occupancy
MS. Establish procedure to evaluate drawings conformance with program and VE requirements

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VI. Individual mission statements

A. #1

1. abd
   To complete the project with a minimum of conflict with labor unions internal and external to the mac.
2. 987
   To work with the contractors involved with the project. To help resolve questions and problems, in a timely fashion, working with the architect and engineer. And to try to help the contractors maintain their schedules.
3. abc1
   Fire safety during construction physical injury prevention. All systems & construction according to state building & fire codes as well as life safety codes. Final operational check of all systems upon completion.
4. 945
   Greater satisfaction on the part of ground transportation customers of the airport.
5. -
   To keep the front of the Lindberg Terminal operating smoothly & safely with a minimum of disruption to the public.
6. zz top
   Most important result:
   within budget
   safety to workers & travelling public (no major accidents
7. 130
   Project completed on-time, within budget in safe manner while maintaining a semblance of normal activities in projet area.
8. 123a
   See to it that this project is completed within the timeframe and at or under the given budget.
9. 224
   A totally functional mechanical systems.
10. 123b
    Complete the GT4 Upper Level Roadway project with the least disruption to the normal operations of the airport.
11. nak
    To provide a safe construction program comparable with the work area & environment on time & within budget.
12. 954
    This project will be completed without significant impact to the environment and with minimal inconvenience to the travelling public.
13. abc2
    Safety: the safe and clean worksite with no hassle.
14. pt2
    Areas of concern:
    1. scheduling
    2. involvement
    3. quantities
    4. flexibility

Interpret/assist the owner and contractors' understanding of the traffic opportunities to minimize disruption and impact to the general travelling public.

15. tc7
    This project needs to be absolutely safe by having safety come before all other decisions on this project.
16. gjv
    To assist the construction team such that the engineering subcontractors can successfully complete their work on schedule & within the project budget.
17. rab
    The most important result to be achieved by this project is the construction of an attractive, functional, low maintenance upper level roadway that will adequately serve airport users for many years.
18. dlh
    Improve safety and convenience to the travelling public.
19. cwf
    Complete the project work on time with the quality standards met. Keep the construction and public safety incidents to an absolute minimum. Coordinate the construction with the public use of the airport facilities.
20. wlh 9822
    Fully acquaint the public, tenants, and users of the temporary inconveniences and ultimate benefits of the GTC project.
21. r2d
    Project completion within schedule and budget, with no significant impacts to the travelling public.
22. wpg
    Create the most user-friendly, comfortable method of getting people to (their ground transportation) the terminal.
23. ret
    To cause as little as possible disruption to general public sa is possible.
24. meh
    The safe & efficient movement of people utilizing the GTC
25. rr
    Review drawing to find problems, conflicts, proper materials, meet mac standards. Better way of doing job, location of equipment. Electrical eqiupment to do job the way we want it.
    Coordination with contractors
    Inspection - done according to documents
    work done has been done
26. 1x3
    To facilitate a safe and more rapid movement of people from terminal off airport and visa-versa.
27. 666
    Attaining the most safe, efficient, maintenance-free project during and lasting after the project's completion.
28. pjr
    The single most important result for my group is that this project be litigation-free & that adversarial relationships are not fostered.

29. xvw
    To successfully inform airport users of construction impacts to maintain pedestrian & vehicular operations during a safe construction period.
30. 01
    To work as a team and produce a quality project through a program of trust, integrety and cooperation.
31. 02
    To work together in a team atmosphere, communicate openly, and cooperate fully in the construction of a high grade quality building that we can be proud of upon its timely completion.
32. 03
    Completion of a quality facility with appropriate benefits to all participants without legal disputes and in a manner that is enjoyable to all.
33. 04
    To insure that our goals and objectives are totally met, within the framework and intent of the contract documents, in a comfortable, safe, and conflict free environment.
34. 05
    We as a team seek top create a quality product, maintaining both sensitivity and integrity of design, a facility constructed in a cooperative spirit, on schedule, resulting in an equitable/pleasant experience for all.

35. 06
    Work together in an enjoyable manner to produce a project where each partner would be proud to accept personal responsibility for quality, cost, time for completion and functionalbility.
36. 07
    Cooperate through communication and timely performance to create a quality product within the allotted time and within budget.
37. 08
    Safely deliver a quality product in sequence, on time and under budget.
38. 09
    Having an open line of communication in an effort to construct the project on time, within budget, safely and without adversarial relationships.
39. 10
    Acting as a "team", complete construction and activation on time with quality, recognizing each player's need for reasonable profit.
40. 11
    Work together to produce a high quality project in a win/win partnership.
41. 12
    Recognizing our common objectives we agree to strive together to construct on time and within budget the VAMC, Detroit project to the highest quality standards commensurate with its mission of serving veterans and the community.
42. 13
    Produce the quality facility on time, within budget, without accidents, without litigation and have fun doing it.

43. 14
To agree on practical goals and objectives that will be acted on throughout the project - no matter how few, rather than glowing, flowery platitudes that will never be realized.
44. 15
Complete this project in a manner we can all be proud of with respect to everyone's expectation in a spirit of cooperation.

45. 16
We commit to produce the construction of VAMC, Detroit on time, within budget recognizing the realistic goals of all participants in a way each one of us and our organizations, can take pride in.
46. 17
To ultimately provide a state of the art health care facility for veterans in a manner such that the construction is completed safely, on time, within budget and without major disputes or litigation, and meets the goals of the participants.
47. 18
To produce a quality job on time and within budget and enjoy doing it.
48. 19
The mission is - through cooperation, communication and understanding build and activate a medical facility that results in pride and satisfaction for all involved parties.
49. 20
To work together as a team to produce a high quality, functionally complete medical facility, on time as designed.
50. 21
Construct a quality building on time, within budget, with safe working conditions and no claims.
51. 22
To work together as partners to complete this high profile on time, as designed and at a mutually agreed price.
52. 23
Produce a project of the highest quality obtainable within the specified time frame and cost, while having fun accomplishing our goal.
53. 24
Construct a high quality - usable facility in a timely, safe and cost effective manner. All the while enjoying the process.
54. 25
Construct a quality, profitable, cost effective and safe project on schedule with minimum conflict or impact on other members of the construction team.
55. 26
We seek to produce a quality, on time project, with open communications, cost savings, pride and at a fair profit.
56. 023
To construct, start-up, debug & punch out project before contract completion date.
57. 522
The project should be completed on time, within budget, and be fully operational as per contract specifications.

58. 616
To provide correctly operating equipment within the time requirement of the project.
59. 7s7
To have a combined sewer overflow system capable of smooth operation requiring routine maintenance, serving the city, and fulfilling environmental requirements.
60. a
To complete a successful, quality project in a timely manner while avoiding litigation.
61. a7b
As a contractor, it is our goal to complete this project to a high quality standard to enhance our reputation and produce a profit for our efforts.
62. abc1
The project be successfully complete in a n orderly manner to please the customer and to make it profitable for everybody.
63. abc2
To provide a facility constructed according to plans and specification that will be of beneficial use to owner and general public with minimal operational and maintenance cost.
64. abc3
Complete job on time & have it done to the best standards, also have the company make money.
65. aio
Owner has a quality job and contractors make a profit.
66. d72
To complete the project on time & within budget while allowing the owner to participate in its involvement, the engineer to cooperate with all involved & the contractor a reasonable profit.
67. deb
To maintain a profitable project, not necessarily from a money aspect but also image.
68. end
A properly built facility constructed safely, within budget and on time according to the construction documents and applicable regulations.
69. fc1
To be profitable and responsible in our duties of helping to construct this project which will help keep our local environment clean and friendly.
70. ger
Profitable completion, owner satisfaction and strengthening of professional contacts for future projects.
71. jwv
To insure that the project is constructed to meet the requirements of the city's NPDES permit in a safe and efficient manner while maintaining the operation of the existing system.
72. las
To complete the project under the evidence of the contract specifications within time and budget.
73. lkn
The most important result is to have each company and individual to make a fair and honest profit, at no other persons expense.

74. wak
To obtain a quality result (job) in compliance with the project documents.
75. xyz
To promote the quality of our company's services, and product to the owner and general contractor, and to maintain our profit margin.
76. fud
To complete project as soon as possible to control river pollution.

77. rml
Improve river quality.
78. jwv
To aid in the construction of this project, insuring that it meets the requirements mandated, while maintaining the operation of (the) remaining collection system.
79. abc
To avoid scheduling problems as it relates to installation & fragmentation of material requirements to maintain job progress.
80. xyz
Project to be completed on time, profit realized at job's end.
81. 023
Project completed on time minimiz
ing lengthy job close-out procedings
82. 345
To complete this project on time within budget to the satisfaction of all concerned.
83. xyz2
Complete quality project in timely manner which will produce maximum profit.

84. a,b,c
The most important result to be achieved on this project would be to complete this project on time and within budget.
85. abd
Spence Brothers to make a profit and be ahead of schedule--a job every body is proud of and at budget.
86. abc2
Owner will have a satisfactory working facility.
87. ade
A quality product with participating parties making their anticipated profit.
88. ove
Complete the project, within budget and time to meet the requirements and regulations mandated with minimum disruption to the operation of the existing facilities.

89. jwc
To ensure the safety and health and environment of on site employees and surroundig communities while providing an accident free job and producing the customers and community with a quality job, error free.
90. abc3
This jobis to be built better than the owner's expectations, also to have no lost time accidents.

91. xyz2
Our mssion on this job is to supply a good product without any problems and that our services and employees work together with the program.
92. #3
To complete the project ahead of schedule with no injuries or accidents, and the general contractor along with all the subs showing a profit.
93. 01
Develop & maintain a construction site project team that brings the project in on time, below cost, and with safety the top priority.
94. 02
To identify the environmental condition of on-site soil & material, protect the health and safety of workers, and the public, using effective & timely methods.
95. 03
Our mission for this project is to complete the project in a timely manner and satisfactorily to the owner, engineer, general contractor & subcontractors & suppliers. We will attempt to stress communication and avoid problems, cost overruns, unsafe working conditions & try to work together & bene?? a trust among all parties
96. 04
The mission of this partnering group is to deliver a quality project which exceeds expectations; delivered early - with cost savings to owner, and profitability to partners.
97. 05
To observe & facilitate the construction of the Webber Street Retention Treatment Basin so that the City's obligations under M-DNR orders are met and to ensure current collection and treatment continues to operate within the city's NPDES permit.
98. 06
To place as much resteel efficiently and effectively as possible, and to coordinate placement with Spence to keep job running smooth.
99. 07.
Mission - To assure construction of a facility which meets all requirements of the DNR while ensuring quality materials and construction and staying reasonably within the budget.
100. 08.
To construct and put into operation the Webber Retention Basin on time, at least cost, with a cooperative effort of all parties involved.
101. 09.
To complete this project profitably, safely, on time, and to leave the owner & engineer completely satisfied with the results and the experience.
102. 10.
My organization's mission for this project is to provide a constructible, rational and economical project with full participation of all parties involved.
103. 11.
My mission on the Webber project is first to make a profit for Spence Brothers without causing any deaths or bad injuries to any person on the job. My policy has always been to see that the owner has as good a job or building as possible in my power to do it even if it requires extra effort on my part. I think we should all be proud of what we have done.

104. 12.
To certify that a structure according to plans & specifications has been completed and during the construction process, field questions, comments,, and facilitate communication between contractor & engineer.
105. 13.
Work with general contractor and design to build a quality project for the City of Saginaw.
106. 14.
To assist with the construction field observations and help insure the electrical and instrumentation operate in accordance with the design intent.
107. 15.
To provide a quality, finished project to the owner that is economical, on time, and profitable with a minimum amount of conflict between all involved parties.
108. 16.
to provide a high quality specified product in a timely manner which shall facilitate the construction of a lasting structure.
109. 17.
To do the job for the general contractor and the owner to the best of our ability on a timely fashion (and) at all times try to maintain an excellent safety program.
110. 18.
As an engineer to be a partner in this project, assisting the contractor to do their job using the plans & specifications as a guideline so the owner gets what they need.
111. 19.
To create a high quality, safe project that benefits all working on the project financially, socially, and technically, while benefiting the environment without adverse effects to anyone.
112. 20.
To help build a within budget project for the City of Saginaw, no accidents, and profitable for my company and general contractor. Leave job being proud of what we built, and with a high recommendation for the next project.
113. 21.
To help insure (a) quality project in accordance with plans & specifications by providing experienced personnel, informing appropriate authority of test results in a timely manner and provide recommendations as needed.
114. 22.
To give the owner the project he paid for and that will perform the intended function.
115. 23.
This team commits to deliver a quality project on time, on budget, safely, and at a profit to all through a mutual cooperation among all parties.
116. 24.
To do this job in a timely manner without anyone getting hurt on the job. Try to make the profit on the job that you made when you bid the job.
117. 25.
1. Furnish drawings & equipment required by instrumentation & control specifications of the contract documents.
2. Assist contractors to properly install equipment.
3. Assist owner to start up & operate the equipment.
4. Make a profit.

118. 26.
We will strive to jointly and collectively construct the Webber St. Basin on time and within budget with the highest quality available.
119. 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
120. kkv
To design the electrical systems for the building, which will effectively support the operation of an innovative "user friendly" medical facility
121. mech
As mechanical engineers, our mission is to provide systems that will meet the owner's expectations and stand tests of time.
122. 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.
123. 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.
124. 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.
125. 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.
126. rgk
To help the joint venture management provide effective leadership and make informed decisions that result in a completed project that exceeds their expectations.
127. 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.
128. 029
We are committed to provide the project team complete and accurate information to allow the owner to achieve their goals.
129. 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.
130. none 1
Work, with professional input, to design and build a user friendly health care campus to support the future of health care services.
131. 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.

132. 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.
133. 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.
134. 01
To work as a team and produce a quality project through a program of trust, integrety and cooperation.
135. 02
To work together in a team atmosphere, communicate openly, and cooperate fully in the construction of a high grade quality building that we can be proud of upon its timely completion.
136. 03
Completion of a quality facility with appropriate benefits to all participants without legal disputes and in a manner that is enjoyable to all.
137. 04
To insure that our goals and objectives are totally met, within the framework and intent of the contract documents, in a comfortable, safe, and conflict free environment.
138. 05
We as a team seek top create a quality product, maintaining both sensitivity and integrity of design, a facility constructed in a cooperative spirit, on schedule, resulting in an equitable/pleasant experience for all.

139. 06
Work together in an enjoyable manner to produce a project where each partner would be proud to accept personal responsibility for quality, cost, time for completion and functionalbility.
140. 07
Cooperate through communication and timely performance to create a quality product within the allotted time and within budget.
141. 08
Safely deliver a quality product in sequence, on time and under budget.
142. 09
Having an open line of communication in an effort to construct the project on time, within budget, safely and without adversarial relationships.
143. 10
Acting as a "team", complete construction and activation on time with quality, recognizing each player's need for reasonable profit.
144. 11
Work together to produce a high quality project in a win/win partnership.
145. 12
Recognizing our common objectives we agree to strive together to construct on time and within budget the VAMC, Detroit project to the highest quality standards commensurate with its mission of serving veterans and the community.

146. 13
Produce the quality facility on time, within budget, without accidents, without litigation and have fun doing it.

147. 14
To agree on practical goals and objectives that will be acted on throughout the project - no matter how few, rather than glowing, flowery platitudes that will never be realized.

148. 15
Complete this project in a manner we can all be proud of with respect to everyone's expectation in a spirit of cooperation.

149. 16
We commit to produce the construction of VAMC, Detroit on time, within budget recognizing the realistic goals of all participants in a way each one of us and our organizations, can take pride in.

150. 17
To ultimately provide a state of the art health care facility for veterans in a manner such that the construction is completed safely, on time, within budget and without major disputes or litigation, and meets the goals of the participants.

151. 18
To produce a quality job on time and within budget and enjoy doing it.

152. 19
The mission is - through cooperation, communication and understanding build and activate a medical facility that results in pride and satisfaction for all involved parties.

153. 20
To work together as a team to produce a high quality, functionally complete medical facility, on time as designed.

154. 21
Construct a quality building on time, within budget, with safe working conditions and no claims.

155. 22
To work together as partners to complete this high profile on time, as designed and at a mutually agreed price.

156. 23
Produce a project of the highest quality obtainable within the specified time frame and cost, while having fun accomplishing our goal.

157. 24
Construct a high quality - usable facility in a timely, safe and cost effective manner. All the while enjoying the process.

158. 25
Construct a quality, profitable, cost effective and safe project on schedule with minimum conflict or impact on other members of the construction team.

159. 26
We seek to produce a quality, on time project, with open communications, cost savings, pride and at a fair profit.

B. #2

1. 023
   To successfully build, start-up, test/demonstrate & punch out this project before the contract completion date.
2. 522
   The team will commit themselves to establish lines of communication that will allow for a timely and successful completion of this project, within budget and fully operational.
3. 616
   To provide quality equipment on a timely basis that meets the expectations of the owner and engineer.
4. 7s7
   To construct a functioning, combined sewer overflow system to serve the city in a cost-effective manner, avoiding legal tie-ups and regulatory problems.
5. a
   Provide a quality project in accordance with the plans and specifications, in a timely manner and within budget.
6. a7b
   To construct a project with high quality, on time and at a profit for the efforts put forth.
7. abc1
   Work with owner-engineer and other trade to get job done in a timely order.
8. abc2
   To provide constructible, economical and rational project that is profitable and to the mutual satisfaction of owner and all parties involved.
9. abc3
   Quality of job and company did make a profit, without the profit our company will not see next project.
10. aio
    Complete a quality and profitable project for the owner and contractors.
11. d72
    Through positive, effective communication and cooperation among O, E, & G.C. (owner, engineer, and general contractor?) using the contract documents, P & S (plans and specifications?) as a guide, complete the job in a safe, profitable and acceptable manner.
12. deb
    To provide a completed project that meets all the player expectations.
13. end
    A quality project on time, within budget, safely, & profitability by being timely in services, communicating, and cooperating.
14. fc1
    To be profitable and responsible while cooperating with all others involved to construct this project in a timely and safe manner for the people.
15. ger
    Profitability for those involved, owner satisfaction and a strengthening of professional contacts for future projects.
16. jwv
    To assure that this project meets the requirements of the city's NPDES permit, while maintaining the operation of the overall collection and treatment system, in the most cost effective and efficient manner.

17. las
    Our overall mission remains the same; that is to receive what we asked for in the most economical and timely manner with the least amount of disappointments.
18. lkn
    To provide the owner with a quality job and to make a profit in doing so. This will result in allowing us to do more work in the future.
19. wak
    To provide a safe, quality project on schedule & within budget.
20. xyz
    To have open lines of communication with job superintendent, so we can provide the highest quality product on a timely basis, with sufficient profit.
21. 123
    Communicate with general contractor & design professionals, cost impacts, so as to minimize costs incurred by all parties.
22. 123
    To provide our services in the most timely and responsive manner.
23. 123
    Satisfy the requirements described by the NCS problem statement, goals and concepts witin budget and schedule.
24. 480
    A completed project that satisfies the needs of all members of the team
25. ???
    Provide a facility for our client on time within budget that provides the maximum satisfaction.
26. ???
    To develop a functional cost effective building in shortest time with minimum disruption to owner.
27. ???
    The most important result to be achieved is complete, quality project conforming with the owner's requirements and budget within the schedule.
28. das
    To bring the job in on time with owner completely satisfied.
29. dej
    To manage the design and construction of this facility to meet the owners needs.
30. L3r
    To provide a quality electrical system on time and within budget to NCS
31. ncs
    A profitable & timely completion of the project for all concerned.
32. rml
    To make decisions and answer questions as quickly as possible.

33. fud
    To help obtain the completion with the least delay and utmost cooperation which should eleminate additional costs.

34. abd
    Make a profit for company. Do a good job for owner. Be ahead of schedule.

35. ade
    A quality product with all participants making more than their anticipated profits.
36. abc
    Our company and our subs will profitably provide the owner a satisfactorily operable facility.
37. 023
    To complete the project safely, profitably, on time, and to the sataisfaction of all parties.
38. xyz
    Complete the project in a safe and timely manner that will allow maximum profitability for our company
39. xyz(316)
    I would like to see this project completed on time within budget, safely, and at a profit for all.
40. 101
    To maintain good communications and orgnization with other companies and engineering on the job.
41. 456
    To complete this project on time, working well with all other parties.
42. rrc
    Meet all requirements of GC and owner in a timely manner and help profits of all.
43. xyz(2)
    Our mission on the result (of our work) is to make sure our profit is the best we can produce.
44. a,b,c,
    Our mission is to complete the project profitably.
45. abc (2)
    To set guidelines that we all can live with to complete the project.
46. oue
    Being able to meet the regulations mandated by the state and federal agencies in the most economical and timely manner while having a good time.
47. jwv
    To ensure this project is constructed to meet requirements while maintaining operation of the remainder of the system.
48. juc
    To maintain a high level of safety and environmental awairness to the community with a high level of housekeeping which would include inspections carried out at least once a month, which would provide quality and stability for our company.
49. abc(3)
    To maintain a clean and safe worksite completed ahead of schedule and profitable for all concerned parties.
50. abc(4)
    Build job without legal intervention beyond owners expectation.

Ralph J. Stephenson, P. E.
Consulting Engineer
October 7, 1993

VII. Project charters

A. Charter A

1. Mission

Beyond the contract requirements the project partners will achieve a quality project, mutual success, and avoid litigation by a commitment to:

- a safe work place,
- effective communications,
- trust, and
- timely action

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

a) Maintain partnering effectiveness
   (1) Prepare & publish a partnering effectiveness measurement system.
   (2) Meet regularly and evaluate partnering effectiveness
   (3) Take prompt steps to correct any deterioration of partnering effectiveness.

b) Maintain effective project communication
   (1) Be available
   (2) Minimize response times
   (3) Maintain an appropriate level of documentation.

c) Submittals
   (1) Prepare & publish submittal processing guidelines
   (2) Process submittals in a timely manner
   (3) Insure proper distribution of submittals

d) Planning & scheduling
   (1) Prepare, issue & maintain current project schedules
      (a) Long term
      (b) Short term

e) Maintain a clean & well managed work place
   (1) Minimize time lost due to accidents
   (2) Be a good neighbor to adjoining area residents
   (3) Use good construction site housekeeping practices

f) Close out project in a proper & timely fashion
   (1) Prepare & publish acceptable close out guidelines
   (2) Establish clearly defined punch out procedures & standards early in the project.

g) Maintain good job morale & attitudes
   (1) Promote partnering attitudes at all levels of contract administration.
   (2) Have pride in your work.

h) Resolve problems effectively
   (1) Prepare & publish a responsive conflict resolution system.
   (2) Promptly resolve conflicts at lowest possible levels.
   (3) Attempt to anticipate & prevent damaging problems

B. **Charter B**

Mission.

Through mutual trust and cooperation, we will strive to recognize and satisfy the owner's needs and provide a quality project on schedule, within budget, safely, profitably and to the satisfaction of all concerned.

date printed: October 30, 1993

Ralph J. Stephenson, P. E.
Consulting Engineer
October 7, 1993

Objectives

I. Establish and maintain an effective and timely decision making process.
   A. Set, define and follow appropriate communication paths and methods.
   B. Provide timely and meaningful information to make proper decisions.
      1. Program statements
      2. Design documents
      3. Schedules
      4. Budgets
   C. Prepare and process submittals promptly and fairly.

II. Develop and implement an alternative dispute resolution system.
   A. No litigation.
   B. Promptly resolve conflicts at lowest possible levels.
   C. Be proactive in problem solving.

III. Payments.
   A. Pay properly submitted invoices promptly.

IV. Maintain good job morale and attitudes.
   A. Have Fun.
   B. Encourage partnering attitudes.
   C. Be proud of your contribution to the project.

V. Close out project promptly and properly.
   A. Prepare and publish close out items of work and guidelines to accomplish this work.

VI. Properly manage cost and schedule.
   A. Employ intelligent and timely use of cost/benefit concepts on the project.

VII. Remain open and receptive to the ideas and needs of other project partners.
   A. Be sensitive to the special space and functional needs of the owner.
   B. Seek, respect and consider input from other team members.
   C. Strive to educate and communicate to employees, all project team members and the public regarding safety and access during construction.

VIII. Define and maintain quality standards expected by the owner within budget constraints.

C. **Charter C**

Mission

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

Objectives

a) Maintain control of design costs and construction budgets
   (1) Prepare and publish Design Development based total target cost
   (2) Prepare and publish must, want, and wish list
   (3) Prepare and publish FFE budget
   (4) Prepare and publish life cycle costing guidelines
   (5) Prepare and publish preconstruction costing guidelines

b) Properly document project activities
   (1) Prepare and publish guidelines for single source documentation
   (2) Make decisions promptly
   (3) Prepare and distribute glossary
   (4) Prepare and publish payment policies

(5) Prepare, publish and periodically update schedule for entire project
(6) Prepare and publish submitting, reviewing, and approving process guidelines

c) Maintain an effective mode of communication on project
(1) With medical and non medical staff
(2) With surrounding community
(3) With regulatory agencies

d) Provide approvals promptly from proper management level

e) Define standards of performance expected so as to achieve program conformance
(1) Provide forum for periodic total project review by entire preconstruction team
(2) Do it right the first time
(3) Define community image to be projected by project team and the facility

f) Establish issue resolution process
(1) Prepare and publish conflict resolution guidelines
(2) Resolve issues promptly and at originating level
(3) No litigation

g) Generate and maintain high levels of project team morale
(1) Exhibit and expect others to exhibit good partnering practices

D. Charter D

1. 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.

2. Objectives

a) Maintain a clean and well maintained work site
(1) Experience no lost time from accidents.
(2) Be a good neighbor.
(3) Use good construction site housekeeping practices.

b) Effectively administer the project
(1) Prepare & publish an acceptable payment procedure.
(2) All parties submit complete, accurate & timely billings.
(3) Prepare & publish an acceptable submittal processing procedure.
(4) Treat each other fairly

c) Close out the project in a proper & timely fashion
(1) Prepare & publish acceptable close out guidelines.
(2) Establish clearly defined punch out procedures and standards early in the project.

d) Maintain effective lines of communication.
(1) Recognize the need for quality information.
(2) Minimize response times in all matters.
(3) Maintain an appropriate level of documentation.
(4) Be available.

e) Resolve problems effectively
(1) Develop, approve, and implement a responsive conflict resolution system
(2) Resolve disputes and conflicts at the originating level if at all possible.

(3) Resolve disputes and conflicts as quickly as possible.
(4) Eliminate the need for third party legal involvement

f) Limit cost growth
(1) Maintain objective attitude toward constructability.
(2) Develop cost effective measures to apply to all job related activities.
(3) Recognize owner's needs in occupation and operation of project.

g) Maintain technical excellence in all program, design & construction work.
(1) Owner abate promptly as required
(2) Define and clearly communicate quality standards expected
(3) Maintain constructability of the project.
(4) Properly plan and schedule the work.
(5) Do it right the first time.

h) Maintain good job morale & attitudes
(1) Promote partnering attitudes at all levels of contract administration.
(2) Have pride in your work.
(3) Have fun.

i) Maintain partnering effectiveness
(1) Prepare and publish a partnering effectiveness measurement system.
(2) Meet on a scheduled, regular basis and formally evaluate partnering effectiveness.
(3) Take prompt steps to correct any deterioration of partnering effectiveness on the project.

E. Charter E

1. Mission
a) We the Project Team commit to construct a quality facility, on time and within budget, maximizing safety, communication, & cooperation so that all participants can be proud and profitable in their accomplishments.

2. Objectives - to accomplish our misson we recognize a need to work to the following goals and objectives.
a) Submittals
(1) Clarify objectives and expectations of the submittal process
(2) Minimize submittal and approval times
(3) Provide accurate, prompt, clear, concise approvals

b) Payments
(1) Make payments in accordance with the published flow chart process

c) Information processing & paperwork
(1) Expedite all information and indicate desired response times
(2) Maintain open lines of communication among Project Team members
(3) Be available
(4) Attempt to offer possible solutions to questions within a proper scope
(5) Provide clear responses to requests for information

d) Legal matters
(1) No litigation
(2) Settle disputes at originating level

e) Abatement
(1) Establish, approve and publish a plan of abatement
(2) Abate promptly

f) Planning and scheduling
   (1) Provide, obtain, and use accurate activity information
   (2) Clearly monitor the project against the plan and schedule
   (3) Commit to, and fulfill man hour projections
g) Decision making
   (1) A/E team to regularly inspect work and advise compliance
   (2) Define and clearly communicate quality expectations
   (3) Properly empower those at all decision making levels
h) Policies and procedures
   (1) Prepare, review, approve and publish policies and procedures that will serve as guidelines to manage the project
i) Site layout and management
   (1) Formulate and publish a trash removal & parking plan
   (2) Properly establish and maintain bench marks and control lines
j) Processing revisions
   (1) Provide written authorization prior to work proceeding
   (2) Respond to requests for information, bulletins and change orders promptly
   (3) Prepare, approve & publish a flow chart for processing revisions
k) Be a good partnering neighbor
   (1) Commit to protecting your work and the work of others
   (2) Show all participants due respect and acknowledgement
   (3) Maintain proper work sequences
l) Total quality management
   (1) Prepare, approve, publish, and commit to a TQM program