



P.J. DICK
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July 2, 1997

Mr. Ralph J. Stephenson, P.E., P.C.
Consulting Engineer
323 Hiawatha Drive
Mt. Pleasant, Michigan 48858

**RE: NOTES FROM PARTNERING CHARTER SESSION #2
VA MEDICAL CENTER, ANN ARBOR, MICHIGAN
TUESDAY, MAY 6, 1997**

Dear Mr. Stephenson:

Enclosed, for your information and use, please find a copy of our Partnering Charter Session #2 Documentation Package. I thank you for your assistance in presenting this session.

I will keep you informed of our progress as this project moves toward completion.

Very truly yours,

P. J. DICK INCORPORATED

Dale R. Lostetter
Vice President, Operations

/kt
Enclosure
cc: File

**Notes From
PARTNERING CHARTER
SESSION #2**

**Clinical Addition and Renovation
Veterans Administration Medical Center
Partnering Charter Meeting
Ann Arbor, Michigan**

**Tuesday, May 6, 1997
Ypsilanti, Michigan**



HARLEY :: ELLINGTON DESIGN



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**Partnering Charter Session #2
Clinical Addition and Renovation
Veterans Administration Medical Center
Ann Arbor, Michigan
Tuesday, May 6, 1997**

Attending:

DALE LOSTETTA	P.J. Dick Inc.
CHRIS KYRLOS	VA CO.
Lowell Hanson	VA Medical Center
DAVID NORDAIS	LASO CONTRACTORS
William Mewer	LASO CONTRACTORS
John APROZZESE	O.I.W
GARY ALDEN	HUREN VALLEY GRASS
David Murphy	Kent Electric Service
DOUG WALZ	KENT ELECTRIC SERVICES
DAVID BOTBYL	KENT ELECTRIC SERVICES
Clatus Atkins	Cooperative Roofing -
PILL UNDERWOOD	LANDS & STRAFA, INC.
SWEN HOUSEHOLDER	VA R/E
DONALD H. MEYER	AUTOMATED CONSTRUCTION TECH.
LEW FRIEDMAN	S.D. COMUNALE
GEORGE COX	VA-RE
GEORGE KARADYLIAS	VA-RE
RANDY McMASTERS	VA-SEE
ROBERT HELLMAN	VA-RE
Salvatore A. Biundo	GIANNOLA MASONRY CO.
ERIC STEPHENSON	P.J. Dick Inc.
DAVE CARPENTER	HARLEY ELLINGTON DESIGN
DONALD A. ROWE	HARLEY ELLINGTON DESIGN
JEFF TOKAS	HARLEY ELLINGTON
RON STEHDA	" "
Bill Gelina	Bob Irsay
Tim BAUNELLE	ROBERT IRSAY CO.
JEFF LANGE	ROBERT IRSAY CO.
BARRY BANDUCA	P.J. DICK INC.
Tim Hanna	P.J. Dick Inc.
Neil Mutschler	PJ Dick Inc.

VA MEDICAL CENTER Ann Arbor, Michigan



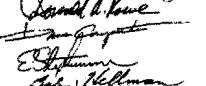
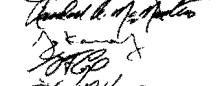
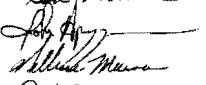
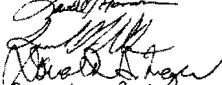
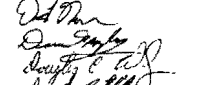
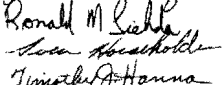
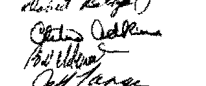
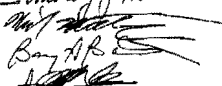


Revised Mission Statement
May 6, 1997

Veterans Administration Medical Center
Clinical Addition and Renovation Phase III
Clinical Addition Building 1 East
Ann Arbor, Michigan
Construction Partnering 2

Charter for Clinical Addition Phase III, Building 1 East - VAMC Ann Arbor, Michigan - as revised Tuesday May 6, 1997

1. **Mission.**
We commit to achieve the safe and efficient construction of a quality, state-of-the-art, clinical addition, meeting the health care needs of our veterans through a profitable and satisfying partnership following the principles of mutual trust, integrity and personal pride.
2. **Partnering Objectives.** In furtherance of their mission, the stakeholders on the VAMC Ann Arbor, Michigan, Clinical Addition shall endeavor to:
 1. Accurately submit changes, be they monetary or time related, to the project, in a timely, reasonable and fair manner.
 2. Recognize the importance of proper, timely, and complete training of owner's staff for all systems and equipment specified.
 3. Communicate the conditions and disruptive circumstances inherent in the demolition and construction activities, to the operations staff of the hospital.
 4. Accurately price changes to the project in a timely, reasonable and fair manner.
 5. Resolve changes and time related extension requests, including impact costs, in a timely manner including formal issuance of supplemental agreements.
 6. Maintain a clean, secure, accessible and well-planned job site.
 7. Prepare, distribute and regularly monitor and discuss, with VA and subcontractor input, a master project schedule, and update the schedule as required.
 8. Fulfill their respective responsibilities and commitments to permit on-time completion of the project.
 9. Close out the project in a proper and timely fashion avoiding:
 1. Premature requests for punch list inspection.
 2. Inclusion of non contractual requirements.
 3. Multiple punch lists of the same area.
 10. Communicate effectively in an open, honest manner with all appropriate stakeholders.
 11. Respect and treat others' work as you wish your work to be treated; accept responsibility for damage to others' work.
 12. Treat others as you would have them treat you.
 13. Prepare, package, and process invoices and submittals in a complete, accurate, timely, fair, and considerate manner consistent with the priorities of the contractors, designers, and the VA.
 14. Provide complete and unencumbered access to needed work areas in accordance with the project schedule.
 15. Make decisions in a timely manner and stand by the agreements you have made.
 16. Prepare well for progress meetings and make them brief and productive.
 17. Provide reasonable RCO and CCO budgets and identify insufficient budgets promptly.
 18. Prepare and respond promptly to requests for information and clarifications of contract documents.
 19. *Prepare and publish an issue resolution policy which stresses the timely resolution of conflict at the originating or lowest possible management level and seeks to avoid litigation.
 20. *Prepare, publish and implement a partnering evaluation system.

Footnotes:
*Indicates item to be prepared by stakeholders
() indicates responsibility for an item

	
Donald B. Howe	Donald B. Howe
	
E. Stinson	J. P. [unclear]
	
J. Hillman	J. Hillman
	
[unclear]	[unclear]
	
[unclear]	[unclear]
	
[unclear]	[unclear]



HARLEY ELLINGTON DESIGN



Partnering Notes - Clinical Addition Phase III - VAMC Ann Arbor, Michigan - disk 601
Charter for Clinical Addition Phase III, Building 1 East - VAMC Ann Arbor, Michigan - as
revisited Tuesday May 6, 1997

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20. *Prepare, publish and implement a partnering evaluation system.

Footnotes:

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- () indicates responsibility for an item

1. Meeting notes.

1. Partnering Charter meeting #2 - VAMC Ann Arbor, Michigan -
2. Date of charter meeting - Tuesday May 5, 1997
3. Planned time of meeting - 08:00 a.m. to 04:42 p.m.
4. Location - Marriott Conference Center, Ypsilanti, Michigan
5. Those attending charter meeting.
 1. Listed by organization
 1. Automated Construction Technologies
 1. Donald H. Meyer
 2. Consultants
 1. Ralph J. Stephenson, P. E. - chairman
 3. Cooperative Roofing Systems
 1. Cletus Adkins
 4. Department of Veterans Affairs
 1. George Cox - Resident Engineer
 2. Lowell Hanson - VA Medical Center
 3. Robert Hellman - Resident Engineer
 4. Swen Householder - Resident Engineer
 5. George Karaboylas - Resident Engineer
 6. Chris Kyrgos - VA CO.
 7. Randy McMasters - Senior Resident Engineer
 5. Giannola Masonry Company
 1. Salvatore Biundo
 6. Harley Ellington Associates
 1. Dave Carpenter - Lead Architect
 2. Donald A. Rowe
 3. Ron Siehda - Lead Electrical Engineer
 4. Jeff Zokas - Project Manager
 7. Huron Valley Glass Company
 1. Gary Alden

8. **Kent Electric Services, Inc.**
 1. Dave Botbyl
 2. Dave Murphy
 3. Doug Walz
9. **Landis and Staefa Power - Controls subcontractor to RICO.**
 1. Bill Underwood - Controls contractor
10. **Lasco Contractors, Inc.**
 1. David Norris
 2. William Maurer
11. **Ornamental Ironwork Co,**
 1. John Appruzese
12. **P. J. Dick Company**
 1. Barry Bandura - Project Manager
 2. Dale Lostetter - Vice President Operations
 3. Gary Mizla
 4. Neil Mutschler
 5. Eric Stephenson
13. **Robert Irsay Company (RICO) - HVAC contractor**
 1. James Brunelle
 2. Bill Gelina
 3. Jeff Lange
14. **S.A. Comunale Co.**
 1. Len Friedman - S.A. Comunale Co.
15. **Superior Siding and Decking**
2. **Listed by individual**
 1. Cletus Adkins - Cooperative Roofing Systems
 2. Gary Alden - Huron Valley Glass Company
 3. John Appruzese - Ornamental Ironwork Co,
 4. Barry Bandura - Project Manager - P. J. Dick Company
 5. Salvatore A. Biundo - Giannola Masonry Company
 6. Dave Botbyl - Kent Electric Services, Inc.
 7. James Brunelle - Robert Irsay Company (RICO)
 8. Dave Carpenter - Lead Architect - Harley Ellington Associates
 9. George Cox - Department of Veterans Affairs
 10. Len Friedman - S.A. Comunale Co.
 11. Bill Gelina - Robert Irsay Company (RICO)
 12. Tim Hanna - P. J. Dick Company
 13. Lowell Hanson - VA Medical Center
 14. Robert Hellman - Resident Engineer - Department of Veterans Affairs
 15. Swen Householder - Resident Engineer - Department of Veterans Affairs
 16. George Karaboylas - Resident Engineer - Department of Veterans Affairs

17. Chris Kyrgos - VA CO
18. Jeff Lange - Robert Irsay Company (RICO)
19. Dale Lostetter - Vice President Operations - P. J. Dick Company
20. Randy McMasters - Senior Resident Engineer - Department of Veterans Affairs
21. William Maurer - Lasco Contractors, Inc.
22. Donald H. Meyer - Automated Construction Technologies
23. Dave Murphy - Kent Electric Services, Inc.
24. Neil Mutschler - P. J. Dick Company
25. David Norris - Lasco Contractors, Inc.
26. Don Rowe - Harley Ellington Associates
27. Ron Siehda - Lead Electrical Engineer - Harley Ellington Associates
28. Eric Stephenson - P. J. Dick Company
29. Ralph J. Stephenson, P. E., Consulting Engineer - chairman
30. Bill Underwood - Controls contractor - Landis and Staefa Power
31. Doug Walz - Kent Electric Services, Inc.
32. Jeff Zokas - Project Manager - Harley Ellington Associates

6. **General notes.**

1. **Started meeting at 08:00 a.m.**

2. **Introductions**

1. Dale Lostetter

1. Introduced Chris Kyrgos - Project Manager - Washington, D.C.

2. Staff personnel introduced people from Veterans Administration, Harley Ellington Pierce Yee , Associates, P. J. Dick and others as appropriate

3. Self-introductions.

4. Staff reviewed current status of project

1. Randy McMasters - Senior Resident Engineer

1. Building just passed the approximate 50% point

2. Building is closed in

3. Permanent power is in place

4. Interior finishes ongoing at 1st and 3rd levels

5. Dry wall well along

6. Elevators to be in service soon

7. New roads and existing service drive will be put into work before landscaping.

8. Site roads will have to be closely knit into the medical center.

2. Barry

1. Still striving for an end of year completion

2. Starting fill and utilities at large infill area

3. Want to accomplish landscaping this fall

4. Skin going on well

5. Will be starting up the HVAC systems this fall

3. PM meeting

1. Reviewed mission statement - decided current charter mission remains valid
2. Dale Lostetter distributed and reviewed the project evaluations
3. Set next evaluation meeting on Thursday, August 7, 1997
4. Revised and signed charter

4. Completed meeting at 04:42 p.m.

7. Table work notes

1. Table #1 - Veterans Administration Project Management.

1. Group members

1. Robert Hellman - Resident Engineer
2. Swen Householder - Resident Engineer
3. George Karaboylas - Resident Engineer
4. Randy McMasters - Senior Resident Engineer
5. George Cox - Resident Engineer
6. Chris Kyrgos - from Washington, D.C. office

2. Problems others cause us

1. Keep project schedule correct and realistic
2. Quality control and coordination
3. Errors and omissions
4. Inaccurate cost proposals
5. Submittals not fully coordinated
6. Time extension request problems
7. Lack of understanding owner's goals
8. Confrontational & defensive attitudes & correspondence

3. Problems we cause others

1. Owner/client requested changes
2. Realistic completion dates for owner occupancy
3. Lack of available rough-in information

2. Table #2 - Harley Ellington Design and VA.

1. Group members

1. Dave Carpenter - Lead Architect
2. Don Rowe
3. Ron Siehda - Lead Electrical Engineer
4. Jeff Zokas - Project Manager
5. Lowell Hanson - VA medical center

2. Problems others cause us

1. Late design changes.
2. Timely shop drawings submittals
3. Complete shop drawing submittals (must contain info specific to item)
4. Time required for change order process.
 1. Idea --> co written --> co approved --> co quotes

5. Completion of project (including punch list items) prior to start of next phase.
 6. Equipment - provided by owner - and contractor installed
 1. Coordinate timing of delivery & installation
 2. Protection of equipment delivered early
 7. Timely and complete training for owner's staff for all equipment specified
 1. Follow up training for all equipment specified
 8. Provide adequate advance notice to owner for power, shut downs, road closings, parking changes, etc.
3. Problems we cause others
1. Drawing clarifications.
 2. Timely, accurate response to rfi's
 3. Shop drawing turn-around time
 4. Station driven design modifications - created by new staff
 5. Late delivery of owner supplied equipment
 6. Coordination of installation of owner contracted telecommunication system during clinical addition construction.
3. Table #3 - P.J. Dick Company
1. Group members
 1. Barry Bandura - Project Manager
 2. Tim Hanna
 3. Dale Lostetter - Vice President Operations
 4. Neil Mutschler
 5. Eric Stephenson
 6. Donald H. Meyer
 2. Problems others cause us
 1. Design
 1. Untimely changes
 2. Unclear & incomplete direction to changes made
 3. Slow final resolution to design changes
 4. Late VV, VC information
 2. Construction
 1. Premature delivery & overstocking of material
 2. Lack of clean up participation by subcontractors
 3. Manpower -- availability & attitude
 4. Timely subcontractor submission of invoices
 5. Timely subcontractor submission of change order proposals
 6. Not respecting the work of others
 7. Timely, fair & complete resolution of time related issues & costs.
 8. Not allowing others reasonable opportunity to do their work
 9. Lack of subcontractor involvement to insure a safe project (i.e. replace handrail)

3. Move in -- close out
 1. Receipt of complete comprehensive punch list
 2. Unclear, inconsistent application of close-out and turn-over process
 3. Limit of decision making authority
3. Problems we cause others
 1. Failure to police site storage
 2. Late submission of change order proposals
 3. Failure to control subcontractors
 4. Adequate quality control
4. **Table #4 - Mechanical and electrical subcontractors**
 1. Group members
 1. Bill Underwood - Controls contractor - Landis and Staefa Power
 2. Dave Botbyl - Kent Electric Services, Inc.
 3. Dave Murphy - Kent Electric Services, Inc.
 4. Doug Walz - Kent Electric Services, Inc.
 5. James Brunelle - Robert Irsay Company (RICO)
 6. Len Friedman - S.A. Comunale Co.
 7. Bill Gelina - Robert Irsay Company (RICO)
 8. Jeff Lange - Robert Irsay Company (RICO)
 2. Problems others cause us
 1. Material handling/storage
 1. Difficulty due to poor site logistics and no buck hoist
 2. Sequence of work/schedule revisions
 3. Lack of owner's responsibility to design intent or construction decisions.
 4. Lack of decision making/no one accepts responsibility
 5. Timeliness of change order approval
 6. Change orders and bulletins do not provide enough information to the intent of change orders
 7. Lack of uniform drawings
 8. Unclear rfi responses creates more rfi's
 9. Untimely notice of insufficient work, after submittal has been approved.
 10. Dry wall is ahead of schedule
 3. Problems we cause others
 1. Work on individual agencies
 2. Install work out of sequence
 3. Lack of clean up
 4. Material storage location
 5. Late equipment delivery
 6. Not maintaining schedule
 7. Failure to coordinate

5. Table #5 - Finish work subcontractors

1. Group members

1. Cletus Adkins - Cooperative Roofing Systems
2. Gary Alden - Huron Valley Glass Company
3. John Appruzese - Ornamental Ironwork Co,
4. Salvatore A. Biundo - Giannola Masonry Company
5. William Maurer - Lasco Contractors, Inc.
6. David Norris - Lasco Contractors, Inc.

2. Problems others cause us

1. Unrealistic schedule
2. Lack of adequate material handling plan
3. Timely processing of change orders
4. Job site clean-up
5. On site storage space

3. Problems we cause others

1. Lack of job clean-up
2. Undermanning of the job
3. Constant harassment of GC/arch and/or other trades ("crybabies")
4. Untimely material deliveries
5. Late quotes for bulletins and changes
6. Late or incomplete submittals

8. Individual mission statements - What is the most important result to be achieved for myself and my company by this project being successfully completed?

1. Mission task force members

1. Doug Walz
2. Randy McMasters
3. Barry Bandura
4. Dave Carpenter

2. Mission statements for partnering meeting #2

1. Not prepared by individual attendees.
2. Project mission task force recommended project management continue using current mission statement.
3. Current stakeholders agreed.

A. Partnering Survey

PARTNERING EVALUATION FORMS
FOR
CLINICAL ADDITION PHASE III
VAMC, ANN ARBOR, MI

Date: _____

Firm: _____

Partnering Factors:

1. Adversarial/Forcing/Avoidance/Self-Interest
- 2.
3. Accommodating/Compromising/Moderate Posturing
- 4.
5. Synergistic/Collaborative/Win/Team Interest

Charter Objectives

Rating

1. Regularly monitor and discuss, all anticipated outages with utility company and subcontractor input and provide maximum possible notice to the user of anticipated outages.

2. Provide reasonable FCO and COCO budgets and identify insufficient budgets promptly.

3. Accurately price changes to the project in a timely, reasonable and fair manner.

4. Approve changes in a timely manner including formal issuance of supplemental agreements.

5. Maintain a clean, secure, accessible and well-planned job site.

6. Prepare and respond promptly to requests for information and clarifications of contract documents.

7. Prepare, distribute and regularly monitor and discuss, with VA and subcontractor input, a master project schedule, and update the schedule as required.

8. Fulfill their respective responsibilities and commitments to permit on-time completion of the project.

9. Prepare and publish an issue resolution policy which stresses the timely resolution of conflict at the originating or lowest possible management level and seeks to avoid litigation.

10. Close out the project in a proper and timely fashion avoiding:
a) Premature requests for punch list inspection.
b) Inclusion of non-contractual requirements.
c) Multiple punch lists of the same area.

11. Communicate effectively in an open, honest manner with all appropriate stakeholders.

12. Communicate the conditions and disruptive circumstances inherent in the demolition and construction activities, to the operations staff of the hospital.

13. Prepare, package, and process submittals in a timely, fair, and considerate manner consistent with the priorities of the contractors, designers, and VA.

14. Respect and treat others' work as you wish your work to be treated; accept responsibility for damage to others' work.

15. Provide complete and unencumbered access to needed work areas in accordance with the project schedule.

16. Prepare, publish and implement a partnering evaluation system.

17. Treat others as you would have them treat you.

18. Make decisions in a timely manner and stand by the agreements you have made.

19. Prepare well for progress meetings and make them brief and productive.

Additional Comments:

Prepared by: _____

B. (II) *Summary of Results*

PARTNERING EVALUATION SPREADSHEET

COMPANY NAME	QUESTIONS/RATINGS																		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
P. J. DICK INC.	4.0	4.0	4.0	4.0	3.0	3.0	4.0	1.0	1.0	4.0	4.0	4.0	3.5	2.0	4.0	2.0	4.0	4.0	3.0
PJD-DUAL OPINION			3.0	1.0	4.0			4.0	4.0		1.0							2.0	
ROBERT IRSAY CO.		3.5	4.0	4.0	2.0	5.0	4.0	4.0	5.0		5.0	5.0	5.0	3.0	3.0		3.0	5.0	
S.A. COMUNALE	3.0	3.0	3.0	2.0	3.0	3.0	3.0	3.0	4.0		4.0	3.0	4.0	4.0	3.0	3.0	4.0	4.0	4.0
DELTA CONST.																			
LASO CONTRACTORS		3.0	3.0	3.0	5.0	3.0	3.0	5.0	5.0		3.0	3.0	3.0	1.0	1.0		3.0	3.0	3.0
COOP ROOFING	4.0	4.0	3.0	2.0	4.0	4.0	4.0	4.0	5.0		3.0	3.0	4.0	4.0	2.0	4.0	4.0	4.0	4.0
KENT ELECTRIC	5.0		3.0	1.0	4.0	2.0	3.0	4.0			2.0		4.0	4.0	1.0		3.0	4.0	4.0
VA	3.0	4.0	3.0	3.0	3.0		3.0	2.0	3.0		3.0	3.0		3.0	3.0	3.5	3.0	3.5	5.0
HED	3.0		3.0		2.0	4.0			2.0		4.0	4.0	3.0		4.0	2.0	4.0	4.0	4.0
RES ENGINEER	2.0	4.0	3.0	4.0	2.0	4.0	3.0	3.0	2.0		4.0	3.0	4.0		4.0	3.0	3.0	4.0	4.0
VAMC	3.0				3.0	3.0		3.0			3.0	4.0	3.0	4.0	4.0		4.0	3.0	
TOTALS	27.0	25.5	32.0	24.0	35.0	31.0	27.0	33.0	31.0	4.0	36.0	32.0	33.5	25.0	29.0	17.5	35.0	40.5	31.0
AVERAGES	3.3	3.6	3.2	2.6	3.1	3.1	3.3	3.3	3.4	4	3.2	3.5	3.7	3.1	2.9	2.9	3.5	3.6	3.8

C. (III) *Individual Responses*

PARTNERING EVALUATION FORMS
FOR
CLINICAL ADDITION PHASE III
VAMC. ANN ARBOR, MI

Date: 4/28/97
Firm: HEP

Partnering Factors:

1. Adversarial/Forcing/Avoidance/Self-Interest
- 2.
3. Accommodating/Compromising/Moderate Posturing
- 4.
5. Synergistic/Collaborative/Win/Team Interest

Charter Objectives

Rating

1. Regularly monitor and discuss, all anticipated outages with utility company and subcontractor input and provide maximum possible notice to the user of anticipated outages.

3

2. Provide reasonable FCO and COCO budgets and identify insufficient budgets promptly.

NA

THIS IS A CONTRACTOR/SUB CONTRACTOR
EVALUATION

3. Accurately price changes to the project in a timely, reasonable and fair manner.

3

4. Approve changes in a timely manner including formal issuance of supplemental agreements.

NA

THIS IS A CONTRACTOR/SUB CONTRACTOR
EVALUATION

5. Maintain a clean, secure, accessible and well-planned job site.

2

6. Prepare and respond promptly to requests for information and clarifications of contract documents.

4

7. Prepare, distribute and regularly monitor and discuss, with VA and subcontractor input, a master project schedule, and update the schedule as required.

NA

THIS IS A CONTRACTOR / IMPROPER CONTRACTOR / RE: INSIDE

8. Fulfill their respective responsibilities and commitments to permit on-time completion of the project.

NA

THIS OBJECTIVE IS UNCLEAR

9. Prepare and publish an issue resolution policy which stresses the timely resolution of conflict at the originating or lowest possible management level and seeks to avoid litigation.

2

10. Close out the project in a proper and timely fashion avoiding:
a) Premature requests for punch list inspection.
b) Inclusion of non-contractual requirements.
c) Multiple punch lists of the same area.

NA (FUTURE)

11. Communicate effectively in an open, honest manner with all appropriate stakeholders.

4

12. Communicate the conditions and disruptive circumstances inherent in the demolition and construction activities, to the operations staff of the hospital.

4

13. Prepare, package, and process submittals in a timely, fair, and considerate manner consistent with the priorities of the contractors, designers, and VA.

3

14. Respect and treat others' work as you wish your work to be treated; accept responsibility for damage to others' work.

NA

THIS IS CONTRACTOR/SUBCONTRACTOR
EVALUATION

15. Provide complete and unencumbered access to needed work areas in accordance with the project schedule.

4

16. Prepare, publish and implement a partnering evaluation system.

2

17. Treat others as you would have them treat you.

4

18. Make decisions in a timely manner and stand by the agreements you have made.

4

19. Prepare well for progress meetings and make them brief and productive.

4

Additional Comments:

Prepared by: DAN HOEY

PARTNERING EVALUATION FORMS
FOR
CLINICAL ADDITION PHASE III
VAMC, ANN ARBOR, MI

Date: 4/15/97
Firm: R/E OFFICE

Partnering Factors:

1. Adversarial/Forcing/Avoidance/Self-Interest
- 2.
3. Accommodating/Compromising/Moderate Posturing
- 4.
5. Synergistic/Collaborative/Win/Team Interest

Charter Objectives

Rating

1. Regularly monitor and discuss, all anticipated outages with utility company and subcontractor input and provide maximum possible notice to the user of anticipated outages.

2

2. Provide reasonable FCO and COCO budgets and identify insufficient budgets promptly.

4

3. Accurately price changes to the project in a timely, reasonable and fair manner.

5

4. Approve changes in a timely manner including formal issuance of supplemental agreements.

4

5. Maintain a clean, secure, accessible and well-planned job site.

2

6. Prepare and respond promptly to requests for information and clarifications of contract documents.

4

7. Prepare, distribute and regularly monitor and discuss, with VA and subcontractor input, a master project schedule, and update the schedule as required.

3

8. Fulfill their respective responsibilities and commitments to permit on-time completion of the project.

3

9. Prepare and publish an issue resolution policy which stresses the timely resolution of conflict at the originating or lowest possible management level and seeks to avoid litigation.

2

10. Close out the project in a proper and timely fashion avoiding:
a) Premature requests for punch list inspection.
b) Inclusion of non-contractual requirements.
c) Multiple punch lists of the same area.

11. Communicate effectively in an open, honest manner with all appropriate stakeholders.

4

12. Communicate the conditions and disruptive circumstances inherent in the demolition and construction activities, to the operations staff of the hospital.

3

13. Prepare, package, and process submittals in a timely, fair, and considerate manner consistent with the priorities of the contractors, designers, and VA.

4

14. Respect and treat others' work as you wish your work to be treated; accept responsibility for damage to others' work.

N/A

15. Provide complete and unencumbered access to needed work areas in accordance with the project schedule.

4

16. Prepare, publish and implement a partnering evaluation system.

3

17. Treat others as you would have them treat you.

3

18. Make decisions in a timely manner and stand by the agreements you have made.

4

19. Prepare well for progress meetings and make them brief and productive.

4

Additional Comments:

Prepared by: R/E OFFICE

PARTNERING EVALUATION FORMS
FOR
CLINICAL ADDITION PHASE III
VAMC, ANN ARBOR, MI

Date: 4/25/97
Firm: VH STANON

Partnering Factors:

1. Adversarial/Forcing/Avoidance/Self-Interest
- 2.
3. Accommodating/Compromising/Moderate Posturing
- 4.
5. Synergistic/Collaborative/Win/Team Interest

Charter Objectives

Rating

1. Regularly monitor and discuss, all anticipated outages with utility company and subcontractor input and provide maximum possible notice to the user of anticipated outages.

3

2. Provide reasonable FCO and COCO budgets and identify insufficient budgets promptly.

NA

3. Accurately price changes to the project in a timely, reasonable and fair manner.

NA

4. Approve changes in a timely manner including formal issuance of supplemental agreements.

NA

5. Maintain a clean, secure, accessible and well-planned job site.

3

6. Prepare and respond promptly to requests for information and clarifications of contract documents.

3

7. Prepare, distribute and regularly monitor and discuss, with VA and subcontractor input, a master project schedule, and update the schedule as required.

NA

8. Fulfill their respective responsibilities and commitments to permit on-time completion of the project.

3

9. Prepare and publish an issue resolution policy which stresses the timely resolution of conflict at the originating or lowest possible management level and seeks to avoid litigation.

NA

10. Close out the project in a proper and timely fashion avoiding:

NA

- a) Premature requests for punch list inspection.
- b) Inclusion of non-contractual requirements.
- c) Multiple punch lists of the same area.

11. Communicate effectively in an open, honest manner with all appropriate stakeholders.

3

12. Communicate the conditions and disruptive circumstances inherent in the demolition and construction activities, to the operations staff of the hospital.

4

13. Prepare, package, and process submittals in a timely, fair, and considerate manner consistent with the priorities of the contractors, designers, and VA.

3

14. Respect and treat others' work as you wish your work to be treated; accept responsibility for damage to others' work.

4

15. Provide complete and unencumbered access to needed work areas in accordance with the project schedule.

4

16. Prepare, publish and implement a partnering evaluation system.

NA

17. Treat others as you would have them treat you.

4

18. Make decisions in a timely manner and stand by the agreements you have made.

3

19. Prepare well for progress meetings and make them brief and productive.

NA

Additional Comments:

Prepared by: Jowell Hanson

PARTNERING EVALUATION FORMS
FOR
CLINICAL ADDITION PHASE III
VAMC, ANN ARBOR, MI

Date: 5/1/97
Firm: PJ DICK

Partnering Factors:

1. Adversarial/Forcing/Avoidance/Self-Interest
- 2.
3. Accommodating/Compromising/Moderate Posturing
- 4.
5. Synergistic/Collaborative/Win/Team Interest

Charter Objectives

Rating

1. Regularly monitor and discuss, all anticipated outages with utility company and subcontractor input and provide maximum possible notice to the user of anticipated outages.

4

VERY FEW UTILITY INTERRUPTION TO DATE.
WE ARE AWARE OF NO PROBLEMS

2. Provide reasonable FCO and COCO budgets and identify insufficient budgets promptly.

4

VA IS DOING A GOOD JOB IN THIS AREA

3. Accurately price changes to the project in a timely, reasonable and fair manner.

4/3

PRICING IS ACCURATE, REASONABLE AND FAIR.
COULD IMPROVE TIMELYNESS

4. Approve changes in a timely manner including formal issuance of supplemental agreements.

4/1

4) VA DOING GOOD JOB BUT COULD IMPROVE
TURNAROUND OF ELECTRICAL CHANGES.

1.) TIME RELATED ISSUES NOT RESOLVED.

5. Maintain a clean, secure, accessible and well-planned job site.

3/4

3) THIS IS A DAILY CHALLENGE ON A PROJECT OF
THIS SIZE AND IN THIS LABOR MARKET.
SOME SUBS USE SITE AS A WAREHOUSE WHICH
IMPEDES OTHERS.

4) WELL PLANNED.

6. Prepare and respond promptly to requests for information and clarifications of contract documents.

3

WHILE RESPONSE IS GENERALLY TIMELY THEY ARE SOMETIMES INCOMPLETE OR NON-RESPONSIVE.

7. Prepare, distribute and regularly monitor and discuss, with VA and subcontractor input, a master project schedule, and update the schedule as required.

4

CPM UPDATED MONTHLY. WEEKLY DETAIL COORDINATED AT WEEKLY MEETINGS

8. Fulfill their respective responsibilities and commitments to permit on-time completion of the project.

1/4

1) VA UNTIMELY DIRECTIVES HAVE MADE ON TIME COMP. IMPOSSIBLE.
4) CONTRACTORS ARE WORKING O.T., WEEKENDS & OUT OF SEQUENCE ATTEMPTING TO COMPLETE A-SRP WHO IS RESP FOR ADDED COSTS.

9. Prepare and publish an issue resolution policy which stresses the timely resolution of conflict at the originating or lowest possible management level and seeks to avoid litigation.

1/4

1) HAS NOT HAPPENED.
4) MOST ISSUES HAVE BEEN RESOLVED ON SITE.

10. Close out the project in a proper and timely fashion avoiding:

4

- a) Premature requests for punch list inspection.
- b) Inclusion of non-contractual requirements.
- c) Multiple punch lists of the same area.

→ IN-WALL INSPECTION PROCESS WORKING WELL

11. Communicate effectively in an open, honest manner with all appropriate stakeholders.

4/1

4) GENERALLY GOOD

1) DELAY RELATED ISSUES POOR

12. Communicate the conditions and disruptive circumstances inherent in the demolition and construction activities, to the operations staff of the hospital.

4

13. Prepare, package, and process submittals in a timely, fair, and considerate manner consistent with the priorities of the contractors, designers, and VA.

3 - 4

STAKEHOLDERS WORKING WELL IN THIS REGARD.

14. Respect and treat others' work as you wish your work to be treated; accept responsibility for damage to others' work.

2

TRADES ARE DIFFICULT TO CONTROL

15. Provide complete and unencumbered access to needed work areas in accordance with the project schedule.

4

16. Prepare, publish and implement a partnering evaluation system.

2

EFFECTIVENESS TO BE DETERMINED
TOOK TOO LONG TO EVALUATE AND
RECONVENING.

17. Treat others as you would have them treat you.

4

MUTUAL RESPECT IS EVIDENT.

18. Make decisions in a timely manner and stand by the agreements you have made.

4/2

GENERALLY GOOD BUT DECISIONS TO ISSUE
SOME DIRECTIVES MADE TOO LATE

19. Prepare well for progress meetings and make them brief and productive.

3

Additional Comments:

Prepared by: BARRY BANDURA PJD

PARTNERING EVALUATION FORMS
FOR
CLINICAL ADDITION PHASE III
VAMC, ANN ARBOR, MI

Date: 5-5-97
Firm: Kent Electric

Partnering Factors:

1. Adversarial/Forcing/Avoidance/Self-Interest
- 2.
3. Accommodating/Compromising/Moderate Posturing
- 4.
5. Synergistic/Collaborative/Win/Team Interest

Charter Objectives

Rating

1. Regularly monitor and discuss, all anticipated outages with utility company and subcontractor input and provide maximum possible notice to the user of anticipated outages.

5

The only utility company conflict would
have been initial cut-over from temp.
power. No Problem

2. Provide reasonable FCO and COCO budgets and identify insufficient budgets promptly.

0

Not Applicable

3. Accurately price changes to the project in a timely, reasonable and fair manner.

3

Kent Electric has been slow at times, but
in our opinion have been reasonable &
fair in pricing.

4. Approve changes in a timely manner including formal issuance of supplemental agreements.

1

Process has been slow on VAMC end with
several items in excess of one year.

5. Maintain a clean, secure, accessible and well-planned job site.

4

Kent Electric makes every effort to
to comply.

6. Prepare and respond promptly to requests for information and clarifications of contract documents.

2

Answers for most part have been slow.

7. Prepare, distribute and regularly monitor and discuss, with VA and subcontractor input, a master project schedule, and update the schedule as required.

3

Kent Electric is responsive to a RIA generated schedule on a weekly basis & has monthly input on Master Schedule.

8. Fulfill their respective responsibilities and commitments to permit on-time completion of the project.

4

Kent is trying to fulfill this commitment as best we can, however drawings & Approvals make this difficult.

9. Prepare and publish an issue resolution policy which stresses the timely resolution of conflict at the originating or lowest possible management level and seeks to avoid litigation.

10. Close out the project in a proper and timely fashion avoiding:
a) Premature requests for punch list inspection.
b) Inclusion of non-contractual requirements.
c) Multiple punch lists of the same area.

No comment @ this time.
11. Communicate effectively in an open, honest manner with all appropriate stakeholders.

2

Kent views this as a problem: Ex: Told to revise support method when 90% installed following approval via approved submittal

12. Communicate the conditions and disruptive circumstances inherent in the demolition and construction activities, to the operations staff of the hospital.

Not KES responsibility

13. Prepare, package, and process submittals in a timely, fair, and considerate manner consistent with the priorities of the contractors, designers, and VA.

4

Kent Electric has tried to do this.

14. Respect and treat others' work as you wish your work to be treated; accept responsibility for damage to others' work.

4

Kent Electric has attempted to comply.

15. Provide complete and unencumbered access to needed work areas in accordance with the project schedule.

1

There is a steady influx of material stored in basement preventing R.E.S. from maintaining furnished schedule. Kent has to store its material offsite. Double standard exists.

16. Prepare, publish and implement a partnering evaluation system.

~~##~~

17. Treat others as you would have them treat you.

3

Kent Electric would comply, however problems have occurred with (2) other trades.

18. Make decisions in a timely manner and stand by the agreements you have made.

4

Kent Electric will comply

19. Prepare well for progress meetings and make them brief and productive.

4

Agreed.

Additional Comments:

Prepared by:

David J. Catby

PARTNERING EVALUATION FORMS
FOR
CLINICAL ADDITION PHASE III
VAMC, ANN ARBOR, MI

Date: 5-1-97
Firm: S. D. COMPANY

Partnering Factors:

1. Adversarial/Forcing/Avoidance/Self-Interest
- 2.
3. Accommodating/Compromising/Moderate Posturing
- 4.
5. Synergistic/Collaborative/Win/Team Interest

Charter Objectives

Rating

1. Regularly monitor and discuss, all anticipated outages with utility company and subcontractor input and provide maximum possible notice to the user of anticipated outages.

3

2. Provide reasonable FCO and CCO budgets and identify insufficient budgets promptly.

3

3. Accurately price changes to the project in a timely, reasonable and fair manner.

3

4. Approve changes in a timely manner including formal issuance of supplemental agreements.

2

5. Maintain a clean, secure, accessible and well-planned job site.

3

6. Prepare and respond promptly to requests for information and clarifications of contract documents.

3

7. Prepare, distribute and regularly monitor and discuss, with VA and subcontractor input, a master project schedule, and update the schedule as required.

3

8. Fulfill their respective responsibilities and commitments to permit on-time completion of the project.

3

9. Prepare and publish an issue resolution policy which stresses the timely resolution of conflict at the originating or lowest possible management level and seeks to avoid litigation.

4

10. Close out the project in a proper and timely fashion avoiding:
a) Premature requests for punch list inspection.
b) Inclusion of non-contractual requirements.
c) Multiple punch lists of the same area.

11. Communicate effectively in an open, honest manner with all appropriate stakeholders.

4

12. Communicate the conditions and disruptive circumstances inherent in the demolition and construction activities, to the operations staff of the hospital.

3

13. Prepare, package, and process submittals in a timely, fair, and considerate manner consistent with the priorities of the contractors, designers, and VA.

4

14. Respect and treat others' work as you wish your work to be treated; accept responsibility for damage to others' work.

4

15. Provide complete and unencumbered access to needed work areas in accordance with the project schedule.

3

16. Prepare, publish and implement a partnering evaluation system.

3

17. Treat others as you would have them treat you.

4

18. Make decisions in a timely manner and stand by the agreements you have made.

4

19. Prepare well for progress meetings and make them brief and productive.

4

Additional Comments:

Prepared by: LEN FRIEDMAN

PARTNERING EVALUATION FORMS
FOR
CLINICAL ADDITION PHASE III
VAMC, ANN ARBOR, MI

Date: 5-1-97
Firm: _____

DELTA CONST. ASSOC.

Partnering Factors:

1. Adversarial/Forcing/Avoidance/Self-Interest
2. _____
3. Accommodating/Compromising/Moderate Posturing
4. _____
5. Synergistic/Collaborative/Win/Team Interest

Charter Objectives

Rating

1. Regularly monitor and discuss, all anticipated outages with utility company and subcontractor input and provide maximum possible notice to the user of anticipated outages. _____

EXCELLENT COOPERATION FROM P.J.D.

2. Provide reasonable FCO and COCO budgets and identify insufficient budgets promptly. _____

N/A

3. Accurately price changes to the project in a timely, reasonable and fair manner. _____

P.J. DICK'S FLOW OF INFO GOOD TO US.
DR. RETURNS HAVE BEEN SLOWED BY
SUPPLIERS DELAYS

4. Approve changes in a timely manner including formal issuance of supplemental agreements. _____

VERY GOOD

5. Maintain a clean, secure, accessible and well-planned job site. _____

VERY GOOD - TODAY

6. Prepare and respond promptly to requests for information and clarifications of contract documents.

R.I.F.I'S FROM ARCH. TEND
TO TAKE LONGER THEN WE
WOULD LIKE.

7. Prepare, distribute and regularly monitor and discuss, with VA and subcontractor input, a master project schedule, and update the schedule as required.

VERY GOOD - ALMOST
DAILY DISCUSSION

8. Fulfill their respective responsibilities and commitments to permit on-time completion of the project.

VERY GOOD

9. Prepare and publish an issue resolution policy which stresses the timely resolution of conflict at the originating or lowest possible management level and seeks to avoid litigation.

HAS NOT BEEN AN ISSUE TODAY

10. Close out the project in a proper and timely fashion avoiding:

- a) Premature requests for punch list inspection.
- b) Inclusion of non-contractual requirements.
- c) Multiple punch lists of the same area.

N/A.

11. Communicate effectively in an open, honest manner with all appropriate stakeholders.

BETWEEN MR. STEVENSON & BANDURA WE
CAN HONESTLY SAY THAT IT IS A RARE JOB
THAT WE GET THIS MUCH COOPERATION & ASSISTANCE.

12. Communicate the conditions and disruptive circumstances inherent in the demolition and construction activities, to the operations staff of the hospital.

VERY GOOD - BUT NOT NEEDED
THAT OFTEN

13. Prepare, package, and process submittals in a timely, fair, and considerate manner consistent with the priorities of the contractors, designers, and VA.

PROCESSING & RETURNS HAVE BEEN
PROMPT & IN STATED TIME FRAMES

14. Respect and treat others' work as you wish your work to be treated; accept responsibility for damage to others' work.

EXCELLENT

15. Provide complete and unencumbered access to needed work areas in accordance with the project schedule.

WE REALIZE WE ARE ON A VERY TIGHT
SITE W/ NO EXTRA ROOM - P.J. DIK HAS
DONE A GOOD JOB OF GETTING US SPACE
WHEN NEEDED

16. Prepare, publish and implement a partnering evaluation system.

17. Treat others as you would have them treat you.

WE CERTAINLY TRY TO - THERE
HAVE BEEN NO SHARPING MATCHES
TO DATE

18. Make decisions in a timely manner and stand by the agreements you have made.

EXCELLENT

19. Prepare well for progress meetings and make them brief and productive.

VERY GOOD

Additional Comments:

THE BEST THING ANY SUB CAN SAY
ABOUT REGARDING A GENERAL IS THAT
WE LOOK FORWARD TO WORKING ON THE
Prepared by: DUICE LAUKANCE NEXT JOB TOO!
SDET/TREAS. D.C.A

PARTNERING EVALUATION FORMS
FOR
CLINICAL ADDITION PHASE III
VAMC, ANN ARBOR, MI

Date: 4/28/97
Firm: LASD

Partnering Factors:

- ENEMY opposes, resists*
1. Adversarial/Forcing/Avoidance/Self-Interest NO → Con
 2. _____
 3. Accommodating/Compromising/Moderate Posturing YES → Pro
 4. _____
 5. Synergistic/Collaborative/Win/Team Interest HELP → Maybe So

interaction of discreet agencies
Charter Objectives

Rating

1. Regularly monitor and discuss, all anticipated outages with utility company and subcontractor input and provide maximum possible notice to the user of anticipated outages.

N/A

2. Provide reasonable FCO and COCO budgets and identify insufficient budgets promptly.

3/1 - ?

3. Accurately price changes to the project in a timely, reasonable and fair manner.

3

4. Approve changes in a timely manner including formal issuance of supplemental agreements.

3

5. Maintain a clean, secure, accessible and well-planned job site.

5

6. Prepare and respond promptly to requests for information and clarifications of contract documents.

3

7. Prepare, distribute and regularly monitor and discuss, with VA and subcontractor input, a master project schedule, and update the schedule as required.

3

8. Fulfill their respective responsibilities and commitments to permit on-time completion of the project.

5

9. Prepare and publish an issue resolution policy which stresses the timely resolution of conflict at the originating or lowest possible management level and seeks to avoid litigation.

5

10. Close out the project in a proper and timely fashion avoiding:

- a) Premature requests for punch list inspection.
- b) Inclusion of non-contractual requirements.
- c) Multiple punch lists of the same area.

11. Communicate effectively in an open, honest manner with all appropriate stakeholders.

3

12. Communicate the conditions and disruptive circumstances inherent in the demolition and construction activities, to the operations staff of the hospital.

3

13. Prepare, package, and process submittals in a timely, fair, and considerate manner consistent with the priorities of the contractors, designers, and VA.

3

14. Respect and treat others' work as you wish your work to be treated; accept responsibility for damage to others' work.

1

15. Provide complete and unencumbered access to needed work areas in accordance with the project schedule.

1

16. Prepare, publish and implement a partnering evaluation system.

N/A

17. Treat others as you would have them treat you.

3

18. Make decisions in a timely manner and stand by the agreements you have made.

3

19. Prepare well for progress meetings and make them brief and productive.

3

Additional Comments:

NONE

PARTNERING EVALUATION FORMS
FOR
CLINICAL ADDITION PHASE III
VAMC, ANN ARBOR, MI

Date: 5/5/97
Firm: RICO

Partnering Factors:

1. Adversarial/Forcing/Avoidance/Self-Interest
- 2.
3. Accommodating/Compromising/Moderate Posturing
- 4.
5. Synergistic/Collaborative/Win/Team Interest

Charter Objectives

Rating

1. Regularly monitor and discuss, all anticipated outages with utility company and subcontractor input and provide maximum possible notice to the user of anticipated outages.

N/A

2. Provide reasonable FCO and COCO budgets and identify insufficient budgets promptly.

3 1/2

SOME BUDGETS ARE SHORT.

3. Accurately price changes to the project in a timely, reasonable and fair manner.

4

4. Approve changes in a timely manner including formal issuance of supplemental agreements.

4

5. Maintain a clean, secure, accessible and well-planned job site.

2

VA DOES NOT PROVIDE SUFFICIENT
SPACE, JOBSITE CONDITIONS ARE
POORLY PLANNED. MATERIAL HANDLING
EXCESSIVE DUE TO LACK OF ACCESSABILITY,
RUCK HOIST ELEVATION, ETC.

6. Prepare and respond promptly to requests for information and clarifications of contract documents.

5

7. Prepare, distribute and regularly monitor and discuss, with VA and subcontractor input, a master project schedule, and update the schedule as required.

4

8. Fulfill their respective responsibilities and commitments to permit on-time completion of the project.

4

9. Prepare and publish an issue resolution policy which stresses the timely resolution of conflict at the originating or lowest possible management level and seeks to avoid litigation.

5

EXCELLENT

10. Close out the project in a proper and timely fashion avoiding:
a) Premature requests for punch list inspection.
b) Inclusion of non-contractual requirements.
c) Multiple punch lists of the same area.

11. Communicate effectively in an open, honest manner with all appropriate stakeholders.

5

12. Communicate the conditions and disruptive circumstances inherent in the demolition and construction activities, to the operations staff of the hospital.

5

13. Prepare, package, and process submittals in a timely, fair, and considerate manner consistent with the priorities of the contractors, designers, and VA.

5

14. Respect and treat others' work as you wish your work to be treated; accept responsibility for damage to others' work.

3

RICO DOES NOT FEEL THAT FAVORIS
WE GIVE ARE BEING RECIPROCATED

15. Provide complete and unencumbered access to needed work areas in accordance with the project schedule.

3

TRADES SUCH AS DRUMMER AND STEEL
HAVE BEEN ALLOWED TO DISTRIBUTE MATERIAL
IN MANNERS WHICH INTERFERE WITH MEP TRADES

16. Prepare, publish and implement a partnering evaluation system.

N/A

17. Treat others as you would have them treat you.

3

DITTO RESPONSE TO #14

18. Make decisions in a timely manner and stand by the agreements you have made.

5

19. Prepare well for progress meetings and make them brief and productive.

N/A

Additional Comments:

Prepared by: JIM BRUNNELL, ROBERT INSLEY CO.

PARTNERING EVALUATION FORMS
FOR
CLINICAL ADDITION PHASE III
VAMC, ANN ARBOR, MI

Date: 4-18-97
Firm: Cooperative Roofing

Partnering Factors:

1. Adversarial/Forcing/Avoidance/Self-Interest
- 2.
3. Accommodating/Compromising/Moderate Posturing
- 4.
5. Synergistic/Collaborative/Win/Team Interest

Charter Objectives

Rating

1. Regularly monitor and discuss all anticipated outages with utility company and subcontractor input and provide maximum possible notice to the user of anticipated outages.

4

2. Provide reasonable FCO and COCO budgets and identify insufficient budgets promptly.

4

3. Accurately price changes to the project in a timely, reasonable and fair manner.

3

4. Approve changes in a timely manner including formal issuance of supplemental agreements.

2

We have not had Timely responses to change order request.

5. Maintain a clean, secure, accessible and well-planned job site.

4

6. Prepare and respond promptly to requests for information and clarifications of contract documents.

4

7. Prepare, distribute and regularly monitor and discuss, with VA and subcontractor input, a master project schedule, and update the schedule as required.

4

8. Fulfill their respective responsibilities and commitments to permit on-time completion of the project.

4

9. Prepare and publish an issue resolution policy which stresses the timely resolution of conflict at the originating or lowest possible management level and seeks to avoid litigation.

5

10. Close out the project in a proper and timely fashion avoiding:
a) Premature requests for punch list inspection.
b) Inclusion of non-contractual requirements.
c) Multiple punch lists of the same area.

11. Communicate effectively in an open, honest manner with all appropriate stakeholders.

3

Sometimes suggest unrealistic schedules

12. Communicate the conditions and disruptive circumstances inherent in the demolition and construction activities, to the operations staff of the hospital.

3

13. Prepare, package, and process submittals in a timely, fair, and considerate manner consistent with the priorities of the contractors, designers, and VA.

4

14. Respect and treat others' work as you wish your work to be treated; accept responsibility for damage to others' work.

4

15. Provide complete and unencumbered access to needed work areas in accordance with the project schedule.

2

Have had to jump around for work

16. Prepare, publish and implement a partnering evaluation system.

4

17. Treat others as you would have them treat you.

4

18. Make decisions in a timely manner and stand by the agreements you have made.

4

19. Prepare well for progress meetings and make them brief and productive.

4

Additional Comments:

Overall, this has been a very good project
with good coordination and management.

Prepared by: Chris Adkins

PARTNERING EVALUATION FORMS
FOR
CLINICAL ADDITION PHASE III
VAMC, ANN ARBOR, MI

Date: 5/2/97
Firm: VA

Partnering Factors:

1. Adversarial/Forcing/Avoidance/Self-Interest
- 2.
3. Accommodating/Compromising/Moderate Posturing
- 4.
5. Synergistic/Collaborative/Win/Team Interest

Charter Objectives

Rating

1. Regularly monitor and discuss, all anticipated outages with utility company and subcontractor input and provide maximum possible notice to the user of anticipated outages.

3

2. Provide reasonable FCO and COCO budgets and identify insufficient budgets promptly.

4

3. Accurately price changes to the project in a timely, reasonable and fair manner.

3

4. Approve changes in a timely manner including formal issuance of supplemental agreements.

3

5. Maintain a clean, secure, accessible and well-planned job site.

3

6. Prepare and respond promptly to requests for information and clarifications of contract documents.

7. Prepare, distribute and regularly monitor and discuss, with VA and subcontractor input, a master project schedule, and update the schedule as required.

3

8. Fulfill their respective responsibilities and commitments to permit on-time completion of the project.

2

For the VA - Building
Division 10 - Structure

9. Prepare and publish an issue resolution policy which stresses the timely resolution of conflict at the originating or lowest possible management level and seeks to avoid litigation.

3

10. Close out the project in a proper and timely fashion avoiding:

- a) Premature requests for punch list inspection.
- b) Inclusion of non-contractual requirements.
- c) Multiple punch lists of the same area.

1

11. Communicate effectively in an open, honest manner with all appropriate stakeholders.

3

12. Communicate the conditions and disruptive circumstances inherent in the demolition and construction activities, to the operations staff of the hospital.

3

13. Prepare, package, and process submittals in a timely, fair, and considerate manner consistent with the priorities of the contractors, designers, and VA.

14. Respect and treat others' work as you wish your work to be treated; accept responsibility for damage to others' work.

3

15. Provide complete and unencumbered access to needed work areas in accordance with the project schedule.

3

16. Prepare, publish and implement a partnering evaluation system.

3.4

17. Treat others as you would have them treat you.

3

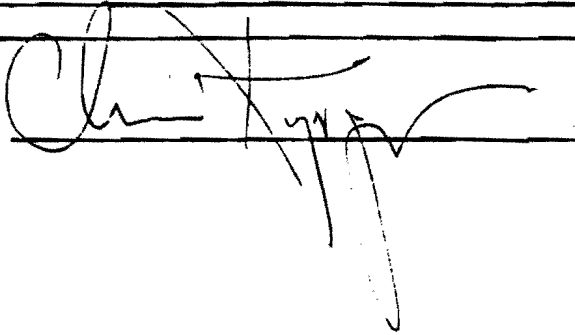
18. Make decisions in a timely manner and stand by the agreements you have made.

3.4

19. Prepare well for progress meetings and make them brief and productive.

5

Additional Comments:

Prepared by:  J.M.