

Ralph J. Stephenson, P. E., P. C.
Consulting Engineer
323 Hiawatha Drive
Mt. Pleasant, Michigan 48858-9096
ph 517 772 2537
e-mail - ralphjs@gte.net
October 19, 1999

Listed below are projects on which I have chaired the project team charter meeting.

- **Veterans Administration Medical Center** - 1992 - Detroit, Michigan
New urban replacement hospital.
- **Michigan Millers Insurance** - Christman Company - 1992 - Lansing, Michigan
Home office building and renovation.
- **West Suburban Health Campus** - 1993 - Minneapolis, Minnesota
New out-patient clinic.
- **Webber Street Retention Basin** - 1993 - Saginaw, Michigan
Storm water retention basin.
- **Magnesium Products of America** - Christman Company - 1993 - Eaton
Rapids, Michigan
New extrusion plant.
- **Muskegon Community College** - 1993 - Muskegon, Michigan
New community college facility.
- **Fitzhugh Retention Basin Job** - 1993 - Saginaw, Michigan
Storm water retention basin.
- **National Computer Systems** - 1993 - Iowa City, Iowa
New building and renovation for computer processing facility.
- **Michigan Millers Insurance revisited** - Christman Company - 1993 - Lansing,
Michigan
Home office building and renovation.
- **Frankenmuth Mutual Insurance Office Building** - 1993 - Frankenmuth,
Michigan. H. C. Hendricks and Sons Construction Company.
Home office building addition and renovation.
- **Minneapolis Airport GTC Staff Partnering** - 1993 - Minneapolis, Minnesota
Internal partnering charter for owner and management staff.

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- **Minneapolis Airport GTC Construction Partnering** - 1993 - Minneapolis, Minnesota
Major renovation of Minneapolis-St. Paul International Airport.
- **Salt/Fraser retention basin** - Spence Brothers - 1993 - Saginaw, Michigan
Storm water retention basin.
- **Veterans Administration Medical Center revisited** - 1994 - Detroit, Michigan
New urban replacement hospital.
- **Bavarian Inn** - 1994 - Frankenmuth, Michigan
Resort expansion.
- **Yellow Freight Terminal** - 1994 - Middletown, Connecticut
New consolidated freight trucking facility.
- **Carson City School Addition** - 1994 - Carson City, Michigan
New addition and renovation of existing school facilities.
- **L.L. Pelling Office and Maintenance Building** - 1994 - Cedar Rapids, Iowa
New and expanded facilities.
- **Fan Pier Federal Court House - GSA** - 1994 - Boston, Massachusetts
New urban Federal Court building.
- **Automobile Association of America** - 1994 - Dearborn, Michigan
Expansion and renovation of office and computer facilities.
- **Black & Veatch Office Building** - 1995 - Kansas City, Missouri
New addition to existing headquarters building.
- **NBD Suburban Office Complex** - 1995 - Farmington Hills, Michigan
New office facilities for NBD.
- **Clinton Memorial Hospital design** - 1995 - St. Johns, Michigan
Major community hospital design, remodeling and addition.

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- **Saginaw Chippewa Public Safety Building - 1995 - Mt. Pleasant, Michigan**
New court and police facility for the Saginaw Chippewa Indian Tribe.
- **Boston Fan Pier Federal Court House partnering update #1 - 1995 - GSA - Boston, Massachusetts**
Charter updating for new urban Federal Court building.
- **Birmingham CSO retention basin - 1995 - Birmingham, Michigan**
Large urban area storm water retention basin designed to control storm water flooding.
- **Oakland University Science and Technology Building - Troy, Michigan - for Department of Management and Budget, State of Michigan - 1995**
New science and technology facility on university campus.
- **Veterans Administration Hospital remodeling and addition - Ann Arbor, Michigan - 1995**
Remodeling and new construction of clinical facilities at a major veterans hospital.
- **Psychiatric Rehabilitation Center - St. Louis, Missouri - for Department of Mental Health, State of Missouri - 1995**
Demolition, renovation, and construction of new facility, and remodeling of existing facilities for large mental health program.
- **Chrysler PowerTrain facility - Chrysler Technological Center, Chrysler Corporation - 1995 - Auburn Hills, Michigan**
Major automotive dynamometer test facility.
- **Dansville school renovation and addition - 1995 - Dansville, Michigan**
School renovation and addition to existing facilities.
- **Renovation of housing for Sisters of the Holy Cross - 1995 - St. Mary's College, South Bend, Indiana**
Extensive renovation and additions - existing housing facilities for Sisters of the Holy Cross.

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- **High School Renovation and Addition** - 1995 - Eaton Rapids, Michigan
Renovation and addition to existing high school complex.
- **Central Michigan Community Hospital design partnering** - 1996 - Mt. Pleasant, Michigan
Addition and extensive remodeling of community hospital and related facilities.
- **Levitt Center for University Advancement** - University of Iowa, Iowa City, Iowa
New facility for the Center for University Advancement on the campus of the University of Iowa.
- **Oakland University Science and Technology Building** - 1996 - Troy, Michigan
Charter updating for Department of Management and Budget, State of Michigan
- **Boston Fan Pier Federal Court House partnering update #2** - 1996 - GSA - Boston, Massachusetts
Second charter updating for new urban Federal Court building.
- **Leslie High School** - 1996 - Leslie, Michigan
New 133,000 square foot high school complex.
- **Clinton Memorial Hospital Construction** - 1996 - St. Johns, Michigan
Major community hospital remodeling and addition.
- **Dow Environmental and Engineering Sciences Building** - Michigan
Technological University, Houghton, Michigan
New 167,000 square foot environmental, biological, and geological classroom laboratory, and office building .
- **Veterans Administration Medical Center Patient and NHCU Buildings** - North Chicago, Illinois
Major renovation of existing Medical Center facilities.

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- **Wayne County Waste Water Treatment Plant - Wyandotte, Michigan**
Renovation and upgrade work for the major waste water treatment plant.
Project cost about \$40 million.
- **Iowa State Capitol Restoration - Des Moines, Iowa**
Renovation and new construction for upgrading and renovating the Iowa State Capitol Complex.
- **Construction of new bascule span on Main Street Bridge - Green Bay, Wisconsin - Wisconsin Department of Transportation**
- **Chrysler Powertrain CTC Phase III - Chrysler Technological Center, Chrysler Corporation - 1997 - Auburn Hills, Michigan**
Updating charter for major automotive dynamometer test facility.
- **Reconstruction of U.S. 12 in Whitewater, Wisconsin - Wisconsin Department of Transportation - Whitewater, Wisconsin**
- **Clinton Memorial Hospital Construction partnering updating - 1997 - St. Johns, Michigan**
Progress review of partnering charter for major community hospital remodeling and addition.
- **Veterans Administration Hospital remodeling and addition - Ann Arbor, Michigan - 1997**
Review and updating of charter for remodeling and new construction of clinical facilities at a major veterans hospital.
- **LaCrosse State Road Improvement project - Wisconsin Department of Transportation - LaCrosse, Wisconsin**
Major improvement for heavy traffic urban section of main state road.
- **Michigan Chapter AGC remodeling and addition - Lansing, Michigan - 1997**
Remodeling of portions of the AGC office.
- **University of Notre Dame Main Building Renovation - Notre Dame, Indiana - 1997**

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Major renovation and remodeling of Main Building on campus of Notre Dame University.

- **UAW/GM Human Resources Center - Detroit, Michigan - 1997**
New facility for developing and conducting resource development and training programs.
- **Central Michigan Community Hospital Construction - Mt. Pleasant, Michigan - 1997**
Renovation and addition of a medical office building to community hospital facility.
- **Mt. Pleasant School District Building Improvement program - Mt. Pleasant, Michigan - 1997 bond issue - 1998 - Granger Construction Company**
Renovation and construction of school buildings in the District.
- **Detroit Public Schools Building Envelope Restoration construction - Detroit, Michigan - 1998 - Detroit Board of Education - Major renovation of the exterior close-in elements of several existing school buildings.**
- **Michigan Technological University - Rozsa Center for the Performing Arts - Houghton, Michigan - 1998 - New \$15 million performing arts center for the MTU Department of Fine Arts.**
- **Central Michigan University - Mt. Pleasant, Michigan - Existing library remodeling and addition - 1999 - \$37 million updating program for CMU main campus library**
- **University of Michigan Professional Studies Classroom Building - Flint, Michigan - New classroom facility on Flint, Michigan campus - 1999**

In addition to the above I have conducted seven major partnering seminars and workshops for the University of Wisconsin, a project management and partnering workshop for the facilities staff at Miami University in Oxford, Ohio: and have given several talks on partnering and alternative dispute resolution techniques for educational, professional, and technical organizations. Recently I completed a book on design and construction project partnering published by John Wiley and Sons. I

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have also prepared and presented two papers to annual conventions of the National Society of Professional Engineers, one on alternative dispute resolution and one on partnering techniques.

1. Partnering Charter Meetings - chaired by Ralph J. Stephenson, P.E. - d 685

1. Project charters prepared for design and construction projects

1. Veterans Administration Medical Center Job 92:22 d309 (vam) - 04/16/92 see also 94:10
2. Christman Company Michigan Millers Insurance Job 92:37 d325 (mmi) - 08/19/92
3. West Suburban Health Campus Job 93:18 d350 (wsh) - 03/05/93
4. Webber Street Retention Basin Job 93:29 d357 (web) - 04/22/93
5. Christman Company Magnesium Products of America Job 93:41 d371 (mpa) - 06/25/93
6. Muskegon Community College Job 93:43 d378 (muc) - 07/23/93
7. Fitzhugh Retention Basin Job 93:50 d379 (ftz) - 08/16/93
8. National Computer Systems Job 93:53 d385 (ncs) - 09/09/93
9. Christman Company Michigan Millers Insurance revisited Job 93:55 d325 - 09/13/93
10. Frankenmuth Mutual Insurance Job 92:50 d337 (fmi) - 01/28/93
11. Minneapolis Airport GTC Staff Job 93:62 d384 (msf) - 08/23/93
12. Minneapolis Airport GTC Construction Job 93:63 (mco) - 08/24/93
13. Salt/Fraser Spence Job 93:58 d357 (sfs) - 10/13/93
14. Veterans Administration Medical Center Job 94:10 d309 - 02/10/94 - see also 92:22
15. Bavarian Inn Job 94:24 d426 (bav) - 05/03/94
16. Yellow Freight Job 94:28 d434/370 (yfr) - 06/22/94
17. Carson City Job 94:41 d450 (cci) - 10/19/94
18. L.L. Pelling Job 94:39 d454 (llp) - 10/21/94
19. Boston Fan Pier Federal Court House Job 94:40 d456 (bfp) - 10/26/94-10/27/94 - see also 95:20
20. AAA Job 94:44 d461 (aaa) - 12/14/94
21. Black & Veatch Office Building - Christman 95:11 d476 (b&v) - 03/09/95
22. NBD Office Building - A. J. Etkin Construction - 95:14 d481 (nbd) - 04/06/95
23. Clinton Memorial Hospital - Christman 95:18 d485 (cmh) - 04/19/95
24. Saginaw Chippewa Public Safety Building - Three Rivers 95:19 d487 (cps) - 04/24/95
25. Boston Fan Pier Federal Court House updating #1 95:20 d490 (fp2) - 04/26/95 - see also 94:40
26. Birmingham CSO retention basin - Sorensen Gross 95:22 d489 (csg) - 05/04/95
27. Oakland University Science and Technology Building - Department of Management and Budget 95:23 d493 (ous) - 05/22/95
28. Veterans Administration Ann Arbor - Job 95:26 d497 (vaa) - 06/28/95
29. Missouri Department of Mental Health - Psychiatric Rehabilitation Center - Job 95:36 d506 (dmh) - 06/15/95

30. Chrysler Powertrain CTC - Job 95:39 d508 (chr) - 10/03/95
31. Granger Dansville School System - Job 95:40 d509 (ger) - 10/04/95
32. Augusta Hall - Troyer Group - Job 95:43 d511 (tgr) - 10/12/95
33. Eaton Rapids - Granger - 95:51 d520 -10/04/95
34. Central Michigan Community Hospital - 96:14 d539 - 03/18/96
35. University of Iowa CUA - Job 96:15 d541 - 03/26/96
36. Oakland University - Job 95:23 d493 - 4/23/96
37. Boston Fan Pier Update #2 - Job 96:11 d490 (also see Jobs 94:40 and 95:20)
4/25/96
38. Granger - Leslie High School - Job 96:19 d542 - 5/1/96
39. Christman Clinton Memorial Hospital Facility Enhancement Project - Job 96:24
d485 (also see Job 95:18) - 5/30/96
40. MTU Environmental Science and Engineering Building - Job 96:29 d548 (mtu)
- 06/19/96
41. North Chicago VA Medical Center - Job 96:31 d 550 - 7/16/96
42. Wayne County Waste Water Treatment Plant/Wyandotte, MI - Job 96:36 d
559 8/26/96
43. Hansen/Christman Capitol Complex, DesMoines, IA - Job 96:53 d574 -
11/18/96
44. WDOT Green Bay Bridge - Job 96:57 d577 - 12/17/96
45. WDOT Whitewater US 12 reconstruction - Job 97:04 d593 - 2/25/97
46. Chrysler Powertrain CTC Phase III - Job 95:39 d594 - 2/11/97
47. Clinton Memorial Hospital Partnering Charter #2 - Job 97:13 d485 - 4/29/97
48. VA AnnArbor Construction Partnering #2 - Job 97:14 d601 - 5/6/97
49. WDOT La Crosse Partnering - Job# 97:15 d605 - 5/28/97
50. AGC Michiga Expansion - Job #97:22 d618 - 7/1/97
51. Notre Dame Main Building Renovation - Job 97:27 d623 - 7/29/97
52. UAW / GM Human Resources Center - Job 97:36 d627 - 9/29/97
53. CMCH Construction - Job 97:42 d637 - 11/21/97
54. Mt Pleasant Schools Bond Issue 97 - Design - Job 97:47 d643 - 1/6/98
55. Detroit Public Schools Building Envelope Renovation - Job 98:23 d668 -
7/16/98
56. Michigan Technological University Rozsa Performing Arts Center - Job 98:22
d670 - 08/26/98
57. Central Michigan University library remodeling and addition - Job 99:20 -
d722 - 09/14/99
58. University of Michigan Professional Studies Classroom Building - Job 99:30 -
d726 - 10/15/99

2. Teaching Charters prepared in workshops and seminars

1. U of Q Wex 92 Job 92:36 d298 (wx1) - 11/09/92
2. NSEDS WEX 93 Job 93:38 d367 (wx2) - 05/22/93
3. WEX 94 Job 94:37 d418 (wx3) - 06/12/94

Project charter list

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4. WEX 95 95:41 d513 (wx4)
5. WEX 96 96:45 d570 (wx5) - 10/31/96
6. WEX 97 97:24 d592 & 638 (wx6) - 11/06/97
7. GSA WEX PM Mod 3 Boston 98:18 d657 (wx7)
8. Miami U Facilities Staff seminar - Oxford, Ohio - Ditler Community College
Case Study - 99:14 - d707, 708 - 05/27/99



Partnering Charter

①

Mission statement

● We the undersigned recognize that we all have common objectives. We therefore agree to strive together to construct the Detroit VAMC safely, on time and within budget to the highest quality standards commensurate with its mission of serving veterans and the community.

● To achieve our mission we believe in the following principles

- Commitment
- Mutual trust
- Integrity
- Personal pride

Charter objectives

01. Maintain open lines of communications

- a. Recognize the need for quality information
- b. Minimize submittal and response times in all matters

02. Keep paper and administrative work to a minimum

03. Develop and implement an alternative conflict resolution system

- a. Prompt resolution of conflicts at lowest possible level
- b. Eliminate need for Contracting Officer decisions

Thu, Apr 16, 1992

Page 1



Partnering Charter

- c. Fair interpretation of ambiguities
 - d. Be proactive (not reactive) in problem solving
 - e. Maintain objective attitude toward constructability and practicality
 - f. Accept responsibility for your actions or inactions
 - g. Have empathy in all matters
 - h. Clearly describe changes to contract work
04. Limit cost growth
- a. Develop cost effective measures
05. Maintain clean, efficient, secure work site
- a. No lost time due to accidents
 - b. Properly staff project
 - c. Be a good neighbor
06. Seek to maintain good job morale and attitudes
- a. Promotion of partnering attitudes at all levels of contract administration
 - b. Have fun
 - c. Have pride in your product
07. 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
 - d. Recognize owner's needs in occupation and operation of the facility
08. Close out job in proper and timely manner
09. Maintain and implement a partnering evaluation system

[Handwritten signatures]
 John Kij...
 Michael...
 James...
 J. Henderson
 Michael...
 Joe...
 Mark...

[Handwritten signatures]
 David S. Ryska
 Thu Apr 16, 1992

[Handwritten signatures]
 Angelo...
 David S. Ryska
 Wm. B. Wall

[Handwritten signatures]
 William...
 Page 2

J.M. Hammond Rick Schwach

M. M. Mohr (2)

Art C... (signature)

Charter for Michigan Millers Mutual Insurance Addition & Renovation

August 18, 1992

- 1. Mission
 - 1. 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 mission we recognize a need to work to the following goals and objectives.
 - 1. Submittals
 - 1. Clarify objectives and expectations of the submittal process
 - 2. Minimize submittal and approval times
 - 3. Provide accurate, prompt, clear, concise approvals
 - 2. Payments
 - 1. Make payments in accordance with the published flow chart process
 - 3. 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
 - 4. Legal matters
 - 1. No litigation
 - 2. Settle disputes at originating level
 - 5. Abatement
 - 1. Establish, approve and publish a plan of abatement
 - 2. Abate promptly
 - 6. 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
 - 7. 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
 - 8. Policies and procedures
 - 1. Prepare, review, approve and publish policies and procedures that will serve as guidelines to manage the project
 - 9. Site layout and management
 - 1. Formulate and publish a trash removal & parking plan
 - 2. Properly establish and maintain bench marks and control lines
 - 10. 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
 - 11. 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
 - 12. Total quality management
 - 1. Prepare, approve, publish, and commit to a TQM program

Eric Hammond
 William Beck
 M. B. Adams
 D.M. Rogers
 Carl...
 Dick...
 Ray...
 Tom...
 Kathy...
 John Watten

John...
 Paul...
 Joe...
 Robert...
 David...
 Dan...
 Michael...
 Frank...
 August 19, 1992

Jim...
 David...
 G...
 P...
 D...
 Thomas...

West Suburban Health Campus- Project Charter

Mission

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

3

Objectives

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

Tom Sady

Fahmeer Kolbeck

Steve Tarsney
Emuel

Michael

MP

Renee
Derek

Gene J. Hornet

Paul

March 5, 1993

Chuck Capellan

John

W. J. / 10

Charter for Magnesium Products of America Project

Mission

As a team, design and safely construct a world-class magnesium diecasting facility on time, within budget, while developing positive and profitable relationships among all team members.

Objectives

- a) **Alternative Dispute Resolution**
 - (1) Resolve problems in an effective, timely and fair manner at the lowest level possible.
 - (2) Address all issues in professional, non-personal, timely manner
 - (3) Maintain an active, open issue log
- b) **Close out and Final Payment**
 - (1) Implement rolling punch list technique
 - (2) Prepare and publish acceptable close out guidelines
- c) **Communicate Effectively at All Levels**
 - (1) Attend meetings and be accessible
 - (2) Maintain flow and tracking of documents and information
 - (3) Maintain effective written communication and documentation
- d) **Control Cost Growth**
 - (1) Document approved changes and forecast potential changes
 - (2) Define and resolve outstanding design issues quickly
 - (3) Recognize owner's desire to control operations and maintenance costs.
- e) **Expedite Project Payments**
 - (1) Maintain invoicing procedures so as to facilitate prompt payment
- f) **Quality Control**
 - (1) Define quality objectives
 - (2) Conduct preinstallation meetings
 - (3) Keep all field testing current
 - (4) Perform quality review throughout design and construction
- g) **Job Morale, Attitudes, Good Neighbor, Good Work Site**
 - (1) Maintain a clean and safe work environment
 - (2) Maintain a teamwork attitude with openness and respect for other contractors' work
- h) **Leadership, Responsibility and Authority Definition**
 - (1) Identify and communicate organizational responsibilities to all team members
 - (2) Issue timely goals/objectives for weekly activities progress meetings, field activity
 - (3) Educate team to specific needs/design of all process equipment
- i) **Maintain Partnering Effectiveness**
 - (1) Prepare and publish partnering effectiveness procedures
- j) **Planning and Scheduling**
 - (1) Publish exception report highlighting critical path, behind schedule and changes
 - (2) Monitor, update and issue project schedules
 - (3) Communicate schedule changes and requirements
 - (4) Issue timely goals and objectives for weekly activities, progress meetings and field activity
- k) **Revisions and Submittals**
 - (1) Interface shop drawings between trades
 - (2) Define submittal priorities, turn around commitments and lead times

Time printed: 6:26 PM

date printed: June 25, 1993

Robert R. Blanchard
John H. Haski

Joe E. [Signature]
Francis E. Ponder

Ken [Signature]
Rene [Signature]

[Vertical signature]

Robert R. Blanchard
John H. Haski
Ken [Signature]
Ken [Signature]

[Handwritten signatures]

[Large handwritten signatures and notes]

A. Charter for Webber Street Retention Basin project

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

Jim Stuart

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.

*Christopher Tomby
John W. Scott
Linda L. Corso*

Habesbauer

*Don Basinger
John A. Auer*

Robert B. Buehler

Laurena J. Kelly

Larry Kuch

date printed: April 22, 1993

*Steve Glowacki
Wave Hill*

*James R. Schwaner
David May*

Makson Esam

Arck Wische

Steven C. O'Malley

Shannon D. Damm

E.A. Spence

Douglas M. Spence

Robert Esam

John Curtis

Ray D. Bryant

John M. Jacobs

Jack L. Heim

- 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

A. Charter for Muskegon Community College Project

1. Mission

We will strive to construct the Muskegon Center for Higher Education in a quality, safe, professional, and profitable manner, within the limits of the project budget and the schedule while satisfying all participants.

2. Objectives

a) Objective categories derived from group discussions

- (1) All partners (stakeholders) agree to submit, review & process in a timely manner, all shop drawings, samples, requests for payment, revisions, & other important documentation
 - (a) Set submittal priorities, and establish time frames for processing.
 - (b) Submit bulletin pricing as soon as possible
 - (c) Take time to review shop drawings and answer questions.
 - (d) Be available
 - (e) Let those involved know about problems immediately
 - (f) Make timely notification to subs of expectations (schedules, submittals, manpower.
- (2) Prepare a proper and reasonable construction schedule with involvement & commitment from all participants & utilize for proper management of project.
 - (a) Identify shut downs in schedules
 - (b) Limit use of construction site until project is substantially complete
 - (c) Consider preparation of a critical path plan and schedule for the project.
 - (d) Properly assign priorities to operations in all work areas
 - (e) Provide regularly updated issues of the project schedule.
- (3) Establish & identify effective lines of communication
 - (a) Clarify chain of command and identify single source responsibility.
 - (b) Follow through on decision making.
 - (c) Maintain effective communications within the project team.
 - (d) Be willing to cooperate with other trades.
 - (e) Keep paperwork to a minimum.
 - (f) Respect other trades needs.
- (4) Resolve problems effectively.
 - (a) Be reasonable in resolving problems
 - (b) Provide prompt answers to field problems by partners.
 - (c) Let partners know about problems immediately
- (5) Limit cost growth
 - (a) Limit unnecessary change requests
 - (b) Expedite contracts, bulletins, and change orders.
- (6) Establish & implement a proper project close out procedure as specified.
 - (a) Limit use of new facility until project is substantially complete

- (b) Provide appropriate facility training to the right people.
- (c) Establish and follow clearly defined close out procedures.
- (7) Maintain a clean, safe & orderly work site.
 - (a) Plan for proper delivery and storage of materials and equipment
 - (b) Be a good partnering neighbor.
 - (c) Be a good neighbor to adjoining community.
 - (d) Provide skilled and trained personnel.
 - (e) Provide adequate and safe equipment and tools.
 - (f) Continue to find methods of improving site storage & parking space availability.
- (8) Establish & maintain a partnering evaluation system
 - (a) Prepare and publish a partnering effectiveness measurement system.
 - (b) Meet on a scheduled, regular basis and formally evaluate partnering effectiveness.
 - (c) Take prompt steps to correct any deterioration of partnering effectiveness on the project.

Makeon Isom

A. Charter for Fitzhugh Retention Basin Project

1. Mission.

We commit to profitably construct this project within contract bid amounts in a safe and timely manner, providing for Owner requirements and quality workmanship as defined by contract, and through:

- Cooperation
- Communication
- Trust
- Respect

2. Objectives

- a) Maintain effective, timely, and directed communications throughout the project.
 - (1) Each organization prepare and submit a project directory and an organizational chart for this project to the General Contractor.
 - (2) Periodically review communications systems and update as required.
- b) Maintain effective, timely and accurate documentation of project activities and issues.
- c) Prepare and publish accurate long and short term work plans and schedules.
 - (1) Maintain plans and schedules so as to properly achieve mission.
- d) Make timely project payments within the requirements of the contract provisions.
- e) Maintain Owner's operations as required by contract provisions.
 - (1) Owner will communicate operational needs promptly and accurately.
- f) Maintain a clean, safe project site.
 - (1) Be a good neighbor to adjacent businesses.
- g) Close out project cleanly, quickly and effectively.
 - (1) Owner, Engineer of record, and General Contractor prepare and publish close out guidelines.
- h) Prepare, submit and process submittals accurately, fairly, and promptly.
 - (1) Provide schedule of required submittals.
- i) Be a good partner.
 - (1) Follow through on commitments.
 - (2) Be available.
 - (3) Treat each other fairly.
- j) Establish and implement an issue resolution system.
 - (1) Promptly resolve problems at the originating level of management.
 - (2) Involve affected parties in problem discussions.
 - (3) Avoid litigation.
- k) Employ intelligent and timely use of cost/benefit concepts on the project.

Tommy Bradburn
 Michael Mason
 Robert R. Long
 Cheryl D. McVane
 Deborah Miles
 The Hill
 Guy Burt
 Andrew J. Barnes
 John Street
 John S. Padaluma
 CA Kehres-Dietrich

Quinn Currier
Jack Kiani

[Signature]

Jerry Zimmerman
David Hill

John W. Vasold
David L. Love

Partnering Charter for National Computer Systems Iowa City, Iowa Project

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.

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.

Panel Chairman

Robert Smith

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David Wellsted

Jeffrey Wolnik

W. A. F. - R. A. Dault

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date printed September 9, 1993

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Charter for Michigan Millers Mutual Insurance Addition & Renovation - revisited September 13, 1993

1. Mission

1. 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 mission we recognize a need to work to the following goals and objectives.

1. Submittals

- 1. Clarify objectives and expectations of the submittal process
- 2. Minimize submittal and approval times
- 3. Provide accurate, prompt, clear, concise approvals

2. Payments

- 1. Make payments in accordance with the published flow chart process

3. 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

4. Legal matters

- 1. No litigation
- 2. Settle disputes at originating level

5. Abatement

- 1. Establish, approve and publish a plan of abatement
- 2. Abate promptly

6. 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

7. 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
- 4. Avoid using the partnering charter as leverage in unfair negotiations

8. Policies and procedures

- 1. Prepare, review, approve and publish policies and procedures that will serve as guidelines to manage the project

9. Site layout and management

- 1. Formulate and publish a trash removal & parking plan
- 2. Properly establish and maintain bench marks and control lines

10. Processing revisions

- 1. Provide authorization, preferably written, 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

11. 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

12. Total quality management

- 1. Prepare, approve, publish, and commit to a TQM program

13. Long Term Partnering Results

- 1. In doing this, we improve our & other's professional and technical abilities and help insure an ongoing relationship with other partners.

J.M. Hammond
Jim Penland
Rick Schmitt
Jay C. Holt
Paul R. Johnson
Ray J. Sillars
Jay Younger
John Hittman
John Hittman

Eric Hamel

[Signature]

Walter Miller
Frank R. Kish
Gary W. [unclear]

[Signature]
[Signature]
[Signature]
[Signature]

Walter J. [unclear]

[Signature]
John W. [unclear]
[Signature]

[Signature]
Paul [unclear]
[Signature]
[Signature]

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Charter for Frankenmuth Mutual Insurance

1. Mission

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

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

1. Maintain lines of effective communications

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

2. Paper and Administrative work

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

3. Prepare and implement an Effective Alternative Dispute Resolution System

- 1. General contractor to appoint resolution task force

4. Cost Management

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

5. Good Worksite

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

6. Job Morale & Attitude

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

7. Quality Control

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

8. Payment

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

9. Legal matters

- 1. Avoid litigation

Harvey E. Korn
David W. Kuhn
W. O. Beaulieu
Ronald W. Barlein
Brian F. Stone
Jim Edman
Mutual Bezman
Paul M. Wood
Janet D. Docton
Paul M. Wood
John W. Bly
John W. Bly
John W. Bly
John W. Bly

Tom H...
Levy Stanton
Bob Cassino
Edm. Bal...
Steve R. Fournier
...

January 28, 1993

A. Charter for MAC/GTC construction

1. Mission statement

To deliver, to the owner's satisfaction, a safe, profitable project, while maintaining professional quality, in which the community can take pride and satisfaction.

2. Charter objectives

- a) Be a good project partner.
 - (1) Maintain a mutual respect for all individuals involved.
 - (2) Be cooperative and open with your partners.
 - (3) Listen well and strive to understand other's concerns.
 - (4) Address the issue, not the person.
 - (5) Be an active participant in project related matters.
- b) Communicate effectively.
 - (1) Ask how your intentions and your actions might affect others - don't assume.
 - (2) Communicate in a timely, forthright, and thorough manner.
 - (3) Maintain an appropriate level of documentation.
- c) Manage your work well.
 - (1) Be available.
 - (2) Ensure capable staff is available.
- d) Prepare and maintain an accurate and timely planning and scheduling system.
 - (1) Honor schedule commitments.
 - (2) Prepare and process submittals in a timely and fair manner.
- e) Maintain ongoing airport operations.
 - (1) Be aware of the public's needs.
 - (2) Make the public aware of our needs.
 - (3) Remember - MAC customers may be you, your family - or even your future customers.
- f) Maintain a good work site.
 - (1) Effectively allocate and manage available storage areas.
 - (2) Keep site clean and well organized.
- g) Strive to avoid litigation.
- h) Process project revisions promptly.
 - (1) Conduct management walk throughs as needed to identify potential project revisions.
 - (2) Promptly and thoroughly document and disseminate changes through agreed upon channels.

- i) Prepare and publish a project chain of command showing communications flow, responsibilities, and authority.
- j) Maintain partnering effectiveness.
 - (1) Prepare and implement a partnering evaluation system.
 - (2) Prepare and implement an issue resolution system.
- k) Control cost growth through controlled revisions.
 - l) Close out the project in a proper and timely manner.
- m) Maintain good project attitude and morale.
 - (1) Encourage pride in workmanship.
 - (2) Have fun.

Thomas Lind
 Robert Epps
 J.J. Tolson
 Robert P. Rubin
 Daniel J. Martin

~~Richard~~
 B. R. ...
 Jim Fox
 Larry O'Brien
 Todd M. DeLeon
 Jack D. Mason
 Thomas R. ...

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Bruce Bell
 [Signature]

Rick Klato
 H. H. Wae
 Richard
 Jakamish

Dave ...
 James D. ...
 Craig ...
 ...
 Brian ...
 Paul ...
 Mark E. ...
 J. L. ...

date printed: November 23, 1993

2
 [Signature]
 John Barber

Salt/Fraser Combined Sewer
Overflow Control Facility
Retention Treatment Basin
Saginaw, Michigan

Ralph J. Stephenson, P. E., P. C.
Consulting Engineer
October 13, 1993

B. Charter for Salt/Fraser retention basin project

1. Mission.

Complete this project to meet the expectations of the owner, in a safe and timely manner, within budget, so as to be profitable for all parties and without third party intervention.

2. Objectives

a) Job morale & attitude.

- (1) Behave toward others on the project as you would have them behave toward you.
- (2) Maintain an open mind and healthy attitude towards resolving problems.

b) Communications

- (1) Communicate effectively with others.
- (2) Pre, are and publish a project organization chart.
- (3) Provide prompt notification of expected delays to the project.

c) Provide adequate manpower to meet job commitments.

d) Use Alternative Dispute Resolution - ADR.

- (1) Prepare and implement an issue resolution system for the project.
- (2) Resolve disputes quickly and at the lowest level possible.

e) Submittals

- (1) Process submittals expeditiously.
- (2) Assign processing priorities to all submittals.
- (3) Where deemed reasonable, minimize resubmittal requirements.

f) Planning and scheduling.

- (1) Provide and regularly update project schedules.
- (2) Provide required information to update project schedules.

g) Keep paperwork to a minimum and process all paperwork promptly.

- (1) Recognize the importance of project documentation.
- (2) Execute contracts, change orders and field orders for project work promptly.
- (3) Promptly process all Requests for Quotes and Requests for Information.

h) Be a good neighbor

- (1) Commit to and implement effective partnering practices on project.
- (2) Be a good community neighbor.
- (3) Be a good project neighbor.
- (4) Maintain a clean, safe worksite.

i) Policies and procedures.

- (1) Establish project guidelines for policies and procedures.
 - (a) backcharges.
 - (b) cleanup.
 - (c) chain of command protocol.
 - (d) close out.

j) Payment.

- (1) Establish and implement prompt payment to all from all project participants.

Handwritten notes:
Jeff Hammer
Dennis Moore

Handwritten signature:
Jim Howard

Handwritten notes:
Tom R...
Mark...
John...
Steve Howachi

Handwritten signatures and notes:
G. L. Spence
George Brokop
Bob Kiege
John W. V...
E.A. Spence III
M. Scholtz

Bavarian Inn Expansion
Frankenmuth, Michigan
Partnering Charter

Just Zebuda Keech
Ed Barry

Ralph J. Stephenson, P. E.
Consulting Engineer
May 3, 1994

(15)

2. Charter signature copy

- a) Mission:
To deliver our project safely, on time, within budget, while maintaining quality, a spirit of co-operation, enjoyment, profitability, and a mutual respect for others' interests.
- b) Objectives
 - (1) Establish and maintain an effective approval process.
 - (a) Prepare & publish submittal guidelines.
 - (b) Keep re-submittals to a minimum.
 - (2) Be a good onsite and offsite neighbor.
 - (a) Be a good neighbor to each other, to Inn guests and staff and to the community.
 - (b) Respect the work of other trades.
 - (c) Provide proper resources to maintain work progress.
 - (3) Closing out.
 - (a) Project task force prepare & publish a close out guideline.
 - (b) Complete your work promptly & well.
 - (c) Document & communicate changed conditions.
 - (4) Communications.
 - (a) Prepare & publish project communications guidelines.
 - (b) Clearly communicate expectations.
 - (c) Respect and be receptive to contractors' suggestions and input.
 - (5) Control cost growth.
 - (a) Avoid or minimize back-charges.
 - (6) Maintain a clean and effective work site.
 - (a) Prepare & publish construction staging & storage guidelines.
 - (b) Mutually establish guidelines for a clean and effective work site.
 - (7) Job staff morale & attitude.
 - (a) Prepare and publish partnering guidelines for project staff (orientation).
 - (b) Conduct orientation and training sessions on partnering and the partnering charter for onsite & offsite employees.
 - (8) Avoid legal entanglements and resolve issues effectively.
 - (a) Make a good faith effort to resolve all project disputes quickly, on site & at the originating level.
 - (b) Establish and maintain an issue resolution policy.
 - (9) Mutually establish clear and acceptable organizational authority and responsibility guidelines.
 - (10) Keep project related paperwork accurate and timely.
 - (11) Project task force establish and stakeholders maintain a monthly partnering evaluation system.
 - (12) Accurately prepare, submit and process payment requests at all project levels.
 - (13) Maintain proper plans and schedules.
 - (a) Prepare and periodically update and publish a master project plan and schedule.
 - (b) All parties will work together to establish schedules early and often.

Paul [unclear]
Richard [unclear]
Michelle [unclear]
David [unclear]
Hal [unclear]
Rubbe [unclear]
Robert [unclear]
David [unclear]
John [unclear]
Ed [unclear]
Bob [unclear]
Frank [unclear]
Alan [unclear]

H. [unclear]
Ralph J. Stephenson, P. E.
Jack [unclear]
C. [unclear]
Herald [unclear]
John [unclear]
John [unclear]
Richard [unclear]
David [unclear]
Robert [unclear]
Mark [unclear]
Wendy [unclear]

Stephen [unclear]
Wendy M. Keeler
Mark [unclear]
Richard [unclear]
Edgar [unclear]
Alan [unclear]
Robert [unclear]

date printed: May 3, 1994

Connecticut Consolidation Terminal
Yellow Freight System, Inc.
Middletown, CT

3. Charter for Connecticut Consolidation Terminal, Yellow Freight System, Inc. - Middletown, Connecticut

a) Mission:

Through teamwork, cooperation, commitment and communication, we will build a truck terminal with quality workmanship, on schedule, safely, within budget, and with profitability for all partners.

b) Objectives:

- (1) Do it right the first time!
- (2) All parties recognize and understand that the success of this project construction rests to a great extent on proper handling of site conditions.
- (3) Prepare and publish organization, authority, and responsibility guidelines for management of the project.
- (4) All parties will strive to reduce excessive and unnecessary resubmittals of shop drawings and other submittals.
- (5) Implement specific approval guidelines for all submittals.
- (6) Develop, approve and implement a responsive conflict resolution system.
 - (a) Identify and resolve disputes and conflicts at the originating level, and as quickly as possible.
- (7) Implement an acceptable revision process.
- (8) Experience no lost time from accidents.
- (9) Be a good on-site and off-site neighbor.
- (10) Use good construction housekeeping practices.
- (11) Review, agree upon, and implement an acceptable payment process at all contractor levels, including change orders and close out processes.
- (12) All parties will strive to close out the project in a timely and efficient manner.
- (13) Define and maintain an acceptable and effective protocol for project communications.
- (14) Promote partnering attitudes and awareness at all levels.
- (15) All partners will remain receptive to new ideas and fresh approaches.
- (16) Prepare, issue, execute, and update project schedules in a timely, accurate manner, with full project partner participation.
- (17) ..Strive to keep project management staff changes to a minimum
- (18) All project participants will consider the regulatory bodies and public utilities as team members.
- (19) All project team members will accept responsibility for their actions.

James Sabonich

B. Port

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date printed: June 22, 1994

Robert

Richard J. ...

Albert ...

W. ...

Craig A. ...

Don Anase

James ...

Michael ...

Ed ...

Q. B. ...

Charles ...

Steve ...

[Handwritten signature]

John ...

Maurice ...

(16)

partnering team

Carson City Middle-High School
 Carson City, Michigan
 Wednesday, October 19, 1994

Kim Tompkins

Robert M Johnson

John McKenzie

1. Signature charter for Carson Middle/High School project.

a) Project mission statement

This partnering team commits to safely deliver a quality project that is on time, within budget, and profitable for all, through continual communication and cooperation.

b) The stakeholders signing this charter will strive to adhere to the following objectives:

- (1) Do it right the first time.
- (2) To print and distribute a payment release requirement process.
- (3) To attend all progress meetings held while my work is proceeding on site, or as required by the Construction Manager.
- (4) To assign a resolution date & attempt to meet the date for all decisions required.
- (5) To process all submittals and deliveries to maintain the current project schedule.
- (6) To prepare, publish and maintain a current project construction plan and schedule.
- (7) To provide and maintain material, equipment, and skilled manpower levels adequate to meet current schedule requirement.
- (8) Each contractor to perform their own punch list prior to the owner management group (owner, architect/engineer, construction manager) writing their punch list.
- (9) Strive for zero punch lists at completion.
- (10) To promptly submit operating and maintenance (o & m) manuals and to follow close-out procedures as required by the contract and in a timely manner.
- (11) To be proactive toward job site storage areas, cleanliness, security, layout, and sequencing of stored materials.
- (12) All stakeholders will inform and enforce the conditions of the partnering charter on their employees and their sub contractors.
- (13) To respect the rights and property of all stakeholders. (follow the Golden Rule).
- (14) To establish and maintain a regular partnering evaluation system.
- (15) To commit to open dialogue.
- (16) Identify ultimate decision makers (the individuals at the lowest management levels that can make final binding decisions in any project related matter).
- (17) Distribute meeting minutes to all ultimate decision makers.
- (18) As stakeholders if we don't know for sure, we will find out....we will not assume.
- (19) To resolve potential interferences with other trades early enough to avoid installation conflicts or delays.
- (20) To process contract revisions promptly.
- (21) To respect the no tobacco provisions per school policy.
- (22) Be available.
- (23) To attempt to avoid issue settlement through litigation.
- (24) To establish and maintain an issue resolution policy that encourages dispute resolution promptly and at the originating level wherever possible.
- (25) Maintain good job morale and attitudes.

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Brad Peterson

[Handwritten signature]

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Bob Sager

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[Handwritten signature]

Barbara Doyle

L. L. Pelling office & maintenance facility
Partnering Charter

A. Signature charter

1. Mission.

To construct a functional, state-of-the-art L. L. Pelling Company facility, combining total quality, craftsmanship, and safety in a timely manner, within budget, to the satisfaction of all partners.

2. Objectives - all partners on this L. L. Pelling job agree to:

- a) Maintain a safe, clean, and well organized work site.
- b) Do it right and complete the first time.
- c) Treat each other fairly and honestly.
- d) Maintain mutual respect for other partners and their work.
- e) Be proactive in seeking solutions to problems.
- f) Train all personnel to use and adhere to the partnering charter.
- g) Prepare & publish submittal processing guidelines.
- h) Prepare and publish a billing and payment process.
- i) Review and resolve actual and potential discrepancies between trades.
- j) Prepare and publish weather related contingency plans.
- k) Prepare and publish formal lines of communication and responsibility.
 - l) Prepare and publish all change approval processes with price limits.
- m) Promptly notify other partners about potential off site material fabrication problems.
- n) Provide and maintain a current schedule of all project work including rough-in and finishes.
- o) Maintain project material, labor, and equipment quality at the levels specified in the contract documents.
- p) Prepare, publish, and commit to a set of punchlist, and close out guidelines, and conduct user orientation as part of the close out process.
- q) Recycle waste material whenever possible.
- r) Maintain accurate construction record documents on site.
- s) Make timely decisions on finish materials and colors.
- t) Be available!
- u) 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.
- v) Prepare and publish a partnering evaluation process.
- w) Have fun and take pride in your work.

Handwritten signatures: Cheryl Smith, Chuck Finnegan

Handwritten signature: Gerald Finney

Handwritten signature: Charles Erickson

Handwritten signature: David McInnes

Handwritten signatures: Stuart Grayson, Roger A. Howell

Handwritten signature: Sandra Lighthall
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Handwritten signature: Michael J. Shmidt

Handwritten signature: Richard K. Lockhart
date printed: October 21, 1994

Handwritten signature: Bob Welch SM#

Handwritten signature: [unclear]

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Handwritten signature: [unclear]

Handwritten signature: R.A. [unclear]

Federal Courthouse - Fan Pier
General Services Administration
Boston, Massachusetts

Ralph J. Stephenson, P. E.
Consulting Engineer
October 26, 1994

1. Charter Signature Copy

a) Mission.

Recognizing the enduring contribution the Boston Federal Courthouse will make to the system of justice and to the community, we will produce this building in accordance with the established design intent, to the highest standards of construction, within the established parameters of contract, schedule, and budget.

We will work together in a manner that will allow each member of the project team to take pride and feel personal satisfaction in his or her contribution to the successful completion of the building.

In furtherance of this mission, the stakeholders on the Boston Federal Courthouse project agree to:

b) Objectives

- (1) Respect design and construction excellence as a fundamental goal to be achieved.
- (2) Be available.
- (3) Make timely decisions in all project related matters.
- (4) Prepare, publish and implement a project procedures manual that provides all stakeholders guidelines for:
 - (a) Submittal processing.
 - (b) Payment processing including retention.
 - (c) Revision and change order processing.
 - (d) Time commitments for procedures.
 - (e) Prioritizing assignments.
- (5) Establish & implement procedures acceptable to all stakeholders, to expeditiously process requests for information (rfi's).
- (6) Mutually prepare, publish, implement, and keep current a project schedule that is useful to all stakeholders.
- (7) Prepare & publish a chart of channels for communication, responsibility, and authority.
- (8) To establish and implement close out guidelines that provide direction for:
 - (a) Punching out the job.
 - (b) Prompt issuance of the Certificates of Substantial Completion.

Thomas B. Adams
Richard A. Johnson

- (c) Setting intermediate occupancy dates.
- (d) Maintenance and transmission of contract record documents.
- (9) Maintain a safe, orderly, well organized work site.
- (10) Do it right the first time.
- (11) Identify and remedy incorrect performance in a timely manner.
- (12) Plan for, and meet the human resource needs of the project.
- (13) Use human and technological resources to their maximum effectiveness.
- (14) Keep paperwork to a minimum.
- (15) Meet their individual and organizational obligations.
- (16) Respect financial profit as an incentive for private sector stakeholders.
- (17) Establish a trustful work environment with other stakeholders.
- (18) Establish and maintain good informal working relations on the job.
- (19) Minimize disputes and resolve conflicts quickly and at the lowest possible management level.
- (20) Prepare, issue and implement an dispute resolution system.
- (21) Prepare, issue and implement a partnering evaluation system.
- (22) Maintain key personnel continuity on the project.
- (23) Respect others and their work.
- (24) Extend the spirit of partnering to all project participants.
- (25) Strive to maintain high job morale and cooperative attitudes among all project participants.

Carlton P. Woodcock
Robert M. Shuck
Yvesing Sun
Robert Moore
Jan P. Oby

Spanky aviano
Edna Mills
Partnering Charter Meeting
Mohamed Boughth
Jim McHardy
James C. Estabrook
Chris W. Ferguson

John Miller
Stephen Lew
Robert Baker
Kenneth B. Waring
John E. ...
Beth Ann ...
John M. ...
Margaret ...
Stephen G. Marshall
Arad Kaufman
Richard Letter

VII. Charter for AAA Expansion Program

A. Mission

To plan design and construct a facility which meets or exceeds the project team's goals to:

- Satisfy AAA Michigan's needs and expectations,
- Minimize operational disruptions,
- Achieve on-time, in-budget performance,

by optimally utilizing team member skills through a process that will be recognized as an industry benchmark.

B. Objectives - In recognition of the importance of achieving their mission all stakeholders agree to:

1. *Prepare and publish an approved owner project budget in a timely manner.
2. Make timely decisions and abide by them.
3. *Prepare, publish, and monitor a comprehensive design, construction, and move-in plan and schedule. This plan and schedule is to be reviewed and updated as required by project conditions.
4. *Prepare and publish invoicing procedures for all levels of project operations.
5. Make prompt, full payment of all properly submitted pay requests.
6. Respect the ideas, needs, expertise, and work of others on the project.
7. *Prepare & publish project commissioning and project close out guidelines and procedures.
8. Provide adequate resources to properly maintain and complete the project work.
9. Approve and publish final project program documents in a timely manner.
10. *Prepare and publish procedures for bidder selection, and award of all construction subcontracts.
11. Strive to reduce the time required and improve the results achieved by project meetings: this to be encouraged through agenda planning and prompt issue of meeting minutes.
12. Be fair and reasonable on pricing adds and deducts for proposed changes.
13. Strive to minimize cost creep, time creep and disruptive revisions to the project work.
14. *Prepare and publish an approved quality control system for preparation of contract documents.
15. *Maintain and publish a current project cost estimate and cost-accounting.
16. Establish effective project management and technical communications channels with all other stakeholders.
17. *Prepare and publish procedures for tracking and resolving open issues.
18. *Prepare & publish procedures for approval and release of design systems, packages, and features.
19. *Prepare and publish procedures for processing project changes.
20. *Prepare and publish procedures for processing change orders.
21. *Establish value engineering / enhancement procedures.

22. *Prepare and publish bid packaging procedures for all trades and disciplines.
23. *Prepare, approve, and publish a mobilization and construction phasing plan.
24. *Prepare and publish submittal processing procedures.
25. *Prepare and publish substitution procedures.
26. Conduct preconstruction meetings with subcontractors.
27. Avoid litigation.
28. *Prepare and publish procedures for issue resolution.
29. *Prepare, publish, and implement a partnering evaluation procedure.
30. Strongly consider the construction, review, and approval of prototypes for selected systems.
31. Be available.
32. Do it right the first time.

~~J. Dummer~~
~~Paul B. ...~~
Paul B. ...
Alan P. Hargreaves
Maestri
Tony A. Smith
William J. ...
Robert A. ...
Thomas C. Min

~~...~~
~~...~~
Michael J. ...
Sam ...
al woody
P. ...
Michael E. ...
Dunniway

Partnering Charter for Black & Veatch
Office Building Addition

1. Signature copy of Charter

a) Mission.

Our team, through open communication, trust, and respect will safely deliver a high quality project in a manner which is enjoyable, profitable, and successful and is completed within budget and on schedule.

b) Objectives - the stakeholders agree to the following actions that will lead to accomplishment of the partnering charter mission:

- (1) *Prepare and publish a chart showing lines of communication, responsibility, and authority on the project.
- (2) Approve and pay all properly submitted invoices promptly and completely.
- (3) Be proactive in identifying and resolving interferences within the work, and maintaining effective interfaces among stakeholders.
- (4) Organize and manage the project to maximize effectiveness of project participants and their work.
- (5) Be fair and reasonable in submitting, evaluating, and approving project changes affecting cost, schedule, and quality.
- (6) Establish and maintain the workmanship quality required by the contract documents.
- (7) Maintain partnering effectiveness by involving all levels of project personnel.
- (8) *Prepare, publish, monitor and evaluate partnering effectiveness as measured by the charter actions.
- (9) Resolve project issues in a fair and timely manner at the originating level wherever possible.
- (10) *Prepare and publish an issue resolution policy and procedure .
- (11) Maintain a clean and safe work environment and be a responsible on-site and off-site neighbor.
- (12) Treat other stakeholders as you would have them treat you.
- (13) Provide, process, and distribute all submittals in an accurate, complete, and timely manner.
 - (a) Insure revisions are incorporated into the work as required.
- (14) Make project decisions in a proper, timely, and well informed manner to maintain project quality and performance.
- (15) Support and participate in the preparation of a project schedule and a plan of action with regular monitoring and updating.
- (16) Be available and responsive.
- (17) Be open, honest, precise, and timely in all project communications.
- (18) *Prepare and publish close out guidelines early in the project.
 - (a) Implement close out in a complete and timely manner.
- (19) Endeavor to consistently provide and maintain knowledgeable personnel on the project as needed.
- (20) Have fun.

Handwritten signatures and notes:

- Top left: *Bob...*
- Top center: *James Smith* (circled), *Robert D. Walker*
- Top right: *John...*
- Left margin: *Bob...*, *John...*, *...*
- Right margin: *John...*, *...*
- Bottom left: *James...*, *Ray...*
- Bottom center: *...*
- Bottom right: *Scott...*, *...*
- Very bottom: *...*, *Donald A. Haley*, *Stephen D. Cole*

I. Charter for NBD Expansion Program

A. Mission

Create and safely construct a functional facility that meets NBD's present goals and objectives, and provides for future flexibility within quality, time, and cost parameters.

To achieve our mission we pledge to dedicate ourselves to:

- commitment,
- mutual trust,
- integrity,
- personal pride

B. Objectives - In recognition of the importance of achieving their mission all stakeholders agree to:

1. Clearly disseminate all relevant information in a concise and timely manner, and within clearly defined lines of communications and responsibility.
2. All stakeholders will ensure that the project goals and their goals remain consistent with each other.
3. Make all decisions in a timely fashion and in the best interest of the project.
4. Pursue all project activities with open minds and with the main focus on solutions and resolutions.
5. Take ownership of the project.
6. *Prepare, publish, and implement an issue resolution policy and procedure.
7. *Prepare, publish, and implement a partnering evaluation system
8. Resolve all issues and problems so far as possible at the originating or lowest level of management.
9. Properly staff and maintain a project team with a minimum of disruptive changes.
10. Maintain continuous cost/benefit controls consistent with project requirements.
11. Be responsible for presenting informed opinions, while respecting and encouraging the opinions of others on the project.
12. Abide by, and support informed decisions made by the appropriate decision makers.
13. Strive to maintain an environment that fosters achievement of the project team's expectations for opportunity, satisfaction, recognition, and reward.
14. Provide all appropriate project documentation accurately and in a timely manner.
15. *Develop and adhere to a team project-specific quality assurance program.
16. Be receptive and constructive concerning revisions that can be expected over the life of the design and construction of the project.
17. *Prepare, publish, and implement a revision processing procedure.
18. *Prepare, publish, and maintain an accurate design and construction action plan and schedule.
19. *Prepare and publish a chart showing lines of project organization, communication, and responsibilities.
20. Conduct meetings in a manner to conserve project resources while addressing pertinent issues.
21. *Prepare and publish a project glossary of terms.
22. *Prepare and publish a prequalification selection process for trade contractors.

Robert S. Eckman By St
 Robert S. Eckman
 Chairman
 Board of Directors

Ralph J. Stephenson
 P.E.
 Project Manager

[Signatures: Robert S. Eckman, Ralph J. Stephenson, John P. Beck, John J. Gorman, Walt Beyer, John H. Calt, John E. Lakeman, etc.]

* Indicates objectives requiring special preparation by the stakeholders.

[Large signatures at the bottom: John H. Calt, John E. Lakeman, etc.]

I. Charter for Clinton Memorial Hospital Facility Enhancement Project

A. Mission Statement:

The CMH Facility Enhancement Project will provide the Community with a facility that is:

- Patient and user friendly;
- Modern, convenient, and attractive;
- Safe and accessible;
- Efficient and cost effective;
- Designed to meet present and future community health care needs.

B. Objectives - In recognition of the importance of achieving their mission all stakeholders, as a team, agree to:

1. *Prepare, publish, and support a matrix showing lines of responsibility, communication, and authority.
2. *Prepare and publish an integrated construction phasing plan showing staff and patient flow.
3. *Design and implement an internal and external signage, traffic, and parking plan.
4. *Isolate construction activities to maintain the environmental integrity and safety of all ongoing hospital operations to the greatest extent possible.
5. Design to the program and budget.
6. Work closely with all regulatory agencies to assure compliance to their current standards and regulations.
7. Keep community informed of project progress.
8. Ensure that the project goals and the stakeholder's goals remain consistent with each other.
9. *Prepare, support, and maintain an achievable project plan and schedule of the work.
10. *Prepare, publish, and implement a partnering evaluation system.
11. *Prepare, publish, and implement a dispute resolution system designed to resolve conflicts at the lowest possible management level.
12. *Prepare and implement a security plan for the project.
13. Make timely decisions.
14. *Define the general requirements and procurement needs of the project.
15. Process all design submittals in a timely and fair manner.
16. Treat others as you would have them treat you.

* Indicates objectives requiring special preparation by the stakeholders.

Jeff Harris

Danny

Donald Radmacher

Kathryn Dwyer

Scott

Carol

Steven

Carol A. Eckley, R.T.

Richard B. Wheeler

John Kelly White

Antonia Radmacher

Robert P. Walsh

Karen Crosby

Pat

Marion Yuba

I. Charter for Saginaw Chippewa Indian Tribe Public Safety Building

A. Mission statement

To develop, construct, and complete the job by all team members to achieve a long lasting and high quality facility that will meet or exceed the needs of the owner, users and Tribal members by establishing high standards through timely and productive professional team concepts.

B. The stakeholders on the Saginaw Chippewa Indian Tribe Public Safety Building agree, as a team, to strive to:

1. Provide the Tribal Council information and data they need to make timely decisions in project-related matters.
2. Control cost growth in the use of the contingency fund by properly and fairly pricing proposed revisions to the project.
3. Continuously apply cost/benefit analysis to their trade work.
4. *Prepare and publish close out definitions and procedures.
5. Maintain close communications between general contractors on work affecting the Public Safety building (owner).
6. Maintain communications with the neighboring farm operator whose activities impact project progress. (owner will lead in this objective)
7. Promptly process and pay properly prepared and submitted pay requests.
8. Orient new on-job trade personnel on unique features on the project not normally encountered on other projects.
9. Maintain a safe, secure, and well planned work site.
10. Treat others as you would have them treat you.
11. *Prepare, publish, and implement a partnering evaluation system.
12. Do it right the first time.
13. Respond promptly to requests for information.
14. Address the issues not the persons.
15. Maintain key project staff on the job through completion.
16. Ensure that the project goals and the stakeholder goals remain consistent with each other.
17. Maintain good day-to-day communications on the job site.
18. Prepare, support, and maintain an achievable project plan and schedule.
19. Promptly prepare, provide, process, and return submittals.
20. *Maintain weekly tracking and expediting of critical action items.
21. Make decisions promptly.
22. Enjoy your work and have fun.
23. Bring operating personnel and user groups on job at the appropriate point in the project.
24. Promptly resolve job site interferences and conflicts between drawings and specifications.

Grant Lambert
Vic Baumgartner
Eric Star
Mark Rensch
Michael Hottel

Dreg House
Dave Livermore
Edd Jewell
Rick Harsch
Dan Kojewicz
William Mclays
Adman

*Indicates item that requires special preparation by stakeholders.
 () indicate organization or individuals responsible for the objective.

I. Signature Charter - updating as of April 26, 1995.

A. Mission.

Recognizing the enduring contribution the Boston Federal Courthouse will make to the system of justice and to the community, we will produce this building in accordance with the established design intent, to the highest standards of construction, within the established parameters of contract, schedule, and budget.

We will work together in a manner that will allow all members of the project team to take pride and feel personal satisfaction in their contribution to the successful completion of the building and provide fair reward to those participating in the process.

B. Objectives: In furtherance of their mission, the stakeholders on the Boston Federal Courthouse project shall endeavor to:

1. Respect design and construction excellence as a fundamental goal to be achieved.
2. Be available.
3. Make timely decisions in all project related matters.
4. *Prepare, publish and implement agreed-upon project procedures that provide all stakeholders guidelines for:
 - a) Submittal and request for information (rfi) processing, including agreed-upon schedules and response times to meet the needs of all parties.
 - b) Prompt payment processing including retention.
 - c) Revision and change order processing, including a streamlined process for minor changes (\$1000 or less).
 - d) Time commitments for procedures.
 - e) Prioritizing assignments.
5. Practice fairness in price proposals, backcharges, and all other financial matters.
6. *Mutually prepare, publish, implement, and keep current a project action plan and schedule of work that is useful to all stakeholders.
7. *Prepare & publish a chart of channels for communication, responsibility, and authority.
8. *To establish and implement close out guidelines that provide direction for:
 - a) Punching out the job.
 - b) Prompt issuance of the Certificates of Substantial Completion.
 - c) Setting intermediate occupancy dates.
 - d) Maintenance and transmission of contract record documents.
9. Maintain a safe, orderly, well organized work site.
10. Do it right the first time.
11. Identify and remedy incorrect performance in a timely manner.
12. Plan for, and meet the human resource requirements of the project.

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

13. Use human and technological resources to their maximum effectiveness.
14. Keep paperwork to a minimum.
15. Meet their individual and organizational obligations.
16. Respect financial profit as an incentive for private sector stakeholders.
17. Establish a trustful work environment with other stakeholders.
18. Establish and maintain good informal working relations on the job.
19. Minimize disputes and resolve conflicts quickly and at the lowest possible management level.
20. *Prepare, issue, and implement a dispute resolution system.
21. *Prepare, issue and implement a partnering evaluation system.
22. Maintain key personnel continuity on the project.
23. Respect others and their work.
24. Extend the spirit of partnering to all project participants.
25. Strive to maintain high job morale and cooperative attitudes among all project participants.
26. *Prepare and publish, in conjunction with other stakeholders, a work area plan to be implemented by affected stakeholders. (general contractor)
27. Be explicit and constructive in submittal review comments.
28. Treat others as you would have them treat you.
29. Have fun.

1/7/11

JACK KING

John Cornelius James Miller
of GMA

Jan B. ...

Chris Gajano

Yusung Jung
Terri Tall

Barbara Manfred

Paul Cleary

Richard Kleyer
Richard J. ...

Brian Devron
Paul Healey

Brian X. ...

Robert F. ...

George C. ...
Chris W. ...

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

Kenneth ...

William ...
A. ...

I. Charter for Birmingham CSO Retention Tank - Birmingham, Michigan

A. Mission statement

To provide a professionally managed project, completed on time and within budget, while striving to meet the City of Birmingham's expectations, and demonstrating a commitment to teamwork, communication, safety and pride of workmanship.

B. The stakeholders on the Birmingham CSO Retention Treatment Basin project agree, as a team, to strive to:

1. Be sensitive in all matters dealing with the public and the news media.
2. Maintain timely and open lines of communication at all organizational levels.
3. *Prepare and publish guidelines to being a good off and on site neighbor (sg, owner, hrc). Guidelines will consider such items as:
 - a) Pedestrian courtesy.
 - b) Site safety and cleanliness.
 - c) Surrounding road conditions.
 - d) Traffic congestion.
 - e) Site noise levels.
 - f) Work days and work hours.
 - g) Construction worker parking.
 - h) Related informational signage.
4. Avoid litigation to the greatest extent possible.
5. *Develop and implement an alternative dispute resolution system.
6. Resolve conflicts and disputes quickly and at the lowest possible organizational level.
7. *Prepare, publish, and monitor a construction schedule to be regularly reviewed and updated with the input of affected parties.
8. Keep all paperwork current and in compliance with contract requirements.
9. *Prepare and publish project close out guidelines; item to consider include:
 - a) Operating and maintenance manual submission.
 - b) Roles of operating and user personnel.
 - c) Walk through.
 - d) Training
 - e) Dry check out.
 - f) Clean water check out.
 - g) Calibration.
 - h) Construction record documents.
 - i) Startup, acceptance, and turnover.
 - j) Warranty period definition
 - k) Minimize preparation of multiple punch lists.
10. *Prepare and publish a project chart showing lines of communication, authority, and responsibility.

11. Prepare, submit, review, and process all submittals in a fair and timely manner and meet to discuss complicated or controversial submittals.
 12. Request and make required decisions promptly and communicate results accurately and clearly.
 13. Manage project to minimize or eliminate conflicts between trades.
 14. Maintain a positive attitude and be sensitive to the needs, problems, and work of other stakeholders.
 15. Treat others as you want you to be treated.
 16. *Prepare, publish, and implement a project partnering evaluation system.
 17. Honor our commitments and take time to be involved in fulfilling our project mission.
 18. Staff the project adequately with competent personnel as necessary to maintain the agreed upon plan and schedule of work.
 19. Do it right the first time.
- C. *Indicates item requires special preparation by stakeholders.
() indicate organization or individuals responsible for accomplishing the objective.

Scott J. [Signature]

I. Charter for Oakland University Science and Engineering Building.

A. Mission.

The Oakland University Science & Engineering Building TEAM, through mutual respect, will construct a state-of-the-art learning facility, by achieving quality, safety and timely delivery.

B. Objectives: In furtherance of their mission, the stakeholders on the Oakland University Science and Engineering Building shall endeavor to:

1. Accurately price changes to the project in a timely and fair manner.
2. Approve changes in a timely manner.
3. Respond promptly to requests for information and clarifications of contract documents.
4. *Prepare and publish an issue resolution policy which stresses the resolution of conflict at the originating or lowest possible management level.
5. Maintain continuity of key job personnel.
6. Properly staff and maintain competent personnel and equipment required on the project.
7. *Prepare and publish a project directory showing people, work category, position and alternate contact.
8. Prepare, distribute and regularly monitor and discuss, with subcontractor input, a master project schedule, and update schedule as required.
9. Process submittals and payment requests in a timely manner.
10. Maintain a clean, safe, accessible and well-planned job site.
11. Maintain continuity of work points between trades.
12. Respect and treat others' work as you wish your work to be treated; accept responsibility for damage to others' work.
13. Plan for future service access to equipment during mechanical, electrical and plumbing coordination meetings with user input.
14. *Prepare and publish a construction traffic and parking plan.
15. *Prepare and publish a rolling close-out procedure.
16. Provide adequate data re: user-furnished equipment for construction to proceed as desired.
17. Avoid litigation.
18. Provide prompt notification of planned and required shut downs and outages from and to the contractors and the University.
19. *Prepare, publish and implement a partnering evaluation system.
20. Have Fun.

Footnotes:

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

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Handwritten signature: James A. Vukobratovic

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Handwritten signature: Ben Fedala

Handwritten signature

Handwritten signature: K. Vukobratovic

Handwritten signature: Dawn M. [Signature]

Handwritten signature

Handwritten signature: Paul [Signature]

Handwritten signature: Tim [Signature]

Handwritten signature

Handwritten signature: Roy E. Bejill

Handwritten signature: Ben [Signature]

Handwritten signature: Jerome A. [Signature]

Handwritten signature: Larry Turner

Handwritten signature: Michael D. Smith

Handwritten signature: Gary L. Shannon

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

I. Charter for Clinical Addition Phase III, Building 1 East - VAMC Ann Arbor, Michigan

A. 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.

B. Objectives: In furtherance of their mission, the stakeholders on the VAMC Ann Arbor, Michigan. Clinical Addition shall endeavor to:

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. Fulfil 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 the 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.

Footnotes:

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

Del Wagon
Bob Hellman
Walter M. Zykyj
David Shrive
Robert J. Roberts
Bill Underwood
John Bull
Thomas E. Decker
Walter

Ray A. B...
Frank
David D. Decker
James Schreiner
Robert D. Brown
Walter Lindley
Tom Bennis
Steve Boushoulder
Jeff Zaker

Printed: 5:16:44 PM

page 1

Date printed: June 28, 1995

I. Charter for Psychiatric Rehabilitation Center, Department of Mental Health, St. Louis, Mo.

A. Mission.

The mission of the High Point Partnership team is to design and build a mental health rehabilitation facility, in which all team members and the community can take pride, that enhances the quality of life for DMH clients, and effectively promotes their integration into the community while maintaining public safety.

B. Objectives: In furtherance of their mission, the stakeholders on the Psychiatric Rehabilitation Center project will endeavor to:

1. Maintain DMH client safety and user satisfaction during construction.
2. Design and construct a facility that is built within the time and cost terms of the lease-purchase documents.
3. Design and construct a facility that is built so as to recognize the need for the builders and the designers to achieve a reasonable financial profit on their work.
4. *Provide in a timely manner to the Division of Design and Construction a written description of any changes necessary for the project completion. (user, contractor, architect/engineer of record)
5. *Prepare, follow, and use the project chain of command, communication, and authority as compiled and published by the Division of Design and Construction. (all stakeholders)
6. Promptly prepare and respond to requests for information, substitutions, and clarifications of contract documents.
7. Recognize and be sensitive to the needs of other stakeholders on the project.
8. *Prepare, publish, implement, and evaluate, on a regular basis, the effectiveness of the partnering system.
9. Be a good on-site and off-site neighbor.
10. Promptly prepare, submit, and process all payment requests.
11. Promote a clean and safe job environment.
12. Prepare and process submittals in a timely, fair, and considerate manner consistent with the priorities of the contractors, designers, and the owner.
13. Maintain an adequate management and work force to fulfill their contract commitments.
14. 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.
15. Adhere to the current master construction schedule in effect on the project.
16. *Prepare and publish an issue resolution policy which stresses the need for timely resolution of conflict at the originating or lowest possible management level and seeks to avoid litigation.
17. Promptly review and determine the merit of properly submitted requests for extensions of time.
18. Have fun and celebrate the successful completion of the project.

Footnotes:

- *indicates item to be prepared by stakeholders
- () indicates what party has responsibility for an item

[Handwritten signatures]
Ralph J. Stephenson, P. E.
Consulting Engineer

I. Charter for Psychiatric Rehabilitation Center, Department of Mental Health, St. Louis, Mo.

A. Mission.

The mission of the High Point Partnership team is to design and build a mental health rehabilitation facility, in which all team members and the community can take pride, that enhances the quality of life for DMH clients, and effectively promotes their integration into the community while maintaining public safety.

B. Objectives: In furtherance of their mission, the stakeholders on the Psychiatric Rehabilitation Center project will endeavor to:

1. Maintain DMH client safety and user satisfaction during construction.
2. Design and construct a facility that is built within the time and cost terms of the lease-purchase documents.
3. Design and construct a facility that is built so as to recognize the need for the builders and the designers to achieve a reasonable financial profit on their work.
4. *Provide in a timely manner to the Division of Design and Construction a written description of any changes necessary for the project completion. (user, contractor, architect/engineer of record)
5. *Prepare, follow, and use the project chain of command, communication, and authority as compiled and published by the Division of Design and Construction. (all stakeholders)
6. Promptly prepare and respond to requests for information, substitutions, and clarifications of contract documents.
7. Recognize and be sensitive to the needs of other stakeholders on the project.
8. *Prepare, publish, implement, and evaluate, on a regular basis, the effectiveness of the partnering system.
9. Be a good on-site and off-site neighbor.
10. Promptly prepare, submit, and process all payment requests.
11. Promote a clean and safe job environment.
12. Prepare and process submittals in a timely, fair, and considerate manner consistent with the priorities of the contractors, designers, and the owner.
13. Maintain an adequate management and work force to fulfill their contract commitments.
14. 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.
15. Adhere to the current master construction schedule in effect on the project.
16. *Prepare and publish an issue resolution policy which stresses the need for timely resolution of conflict at the originating or lowest possible management level and seeks to avoid litigation.
17. Promptly review and determine the merit of properly submitted requests for extensions of time.
18. Have fun and celebrate the successful completion of the project.

[Handwritten signatures]

Footnotes:

*indicates item to be prepared by stakeholders
() indicates what party has responsibility for an item

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A. Design Charter for CTC Phase III - Powertrain Expansion- Auburn Hills, Michigan

1. **Mission:** We commit to deliver a "state of the art" test facility that meets or exceeds customer expectations for developing world class products into the 21st century while fulfilling program functional, cost, timing and team partnering objectives.
2. **Objectives:** In furtherance of their mission all program team partners on the CTC Phase III - Powertrain Expansion project will endeavor to:
 - a) Clearly consense, state and ensure understanding of requirements.
 - b) Clearly identify their must, want and wish lists.
 - c) *Recognize and properly manage revisions to program scope.
 - d) Establish and commit to attainable schedules within the framework of the master schedule prepared by the Construction Manager.
 - e) *Prepare and issue in conjunction with all partners a master schedule (Walbridge-Aldinger).
 - f) Provide early identification and resolution of potential problem areas to all affected partners through the issue tracking system.
 - g) *Prepare and publish an issue tracking system.
 - h) Identify and resolve constructibility issues as early as possible in the design process.
 - i) Establish and communicate priorities for estimating and scheduling resources to support the program (Program Management Team).
 - j) Provide owner with adequate explanation of design concepts and details in design review meetings.
 - k) *Establish procedure to ensure that design development documents maintain integrity of project budget (Design Team).
 - l) Protect the integrity of the design development estimate throughout preparation of construction documents.
 - m) *Prepare, follow, and use the project chain of command, communication, decision-making, and authority as compiled and published by the Program Management Team.
 - n) Make and communicate all decisions in a timely fashion.
 - o) Eliminate nonvalue added paperwork, meetings and other support processes.
 - p) Operate within the scope of their responsibilities and authority, to provide effective management on the project.
 - q) Delegate to and empower managers to manage at their level of responsibility and authority.
 - r) *Prepare and publish a Chrysler revision management procedure (Chrysler project personnel).
 - s) *Prepare and publish supplier and vendor relationship guidelines for the use of all project team partners (Chrysler Procurement).
 - t) To perform work only upon proper authorization.
 - u) To provide adequate information in a timely manner for making proper decisions.
 - v) Be available within the constraints of the work day.
 - w) *Prepare and publish an issue resolution policy which stresses the need for timely resolution of conflict at the originating or lowest possible management level and seeks to avoid litigation.
 - x) *Prepare, publish, implement, and evaluate, on a regular basis, the effectiveness of the partnering system.
 - y) *Prepare and publish a documentation matrix showing routing for all submittals (Documents Standards Support Team).
 - z) *Establish a tracking process for design review, issue-for-construction review changes, comments and revisions.
 - aa) Do unto others as they would have others do unto them.
 - ab) Prepare and publish procedures for incorporating shop drawings processing into the master schedule.
 - ac) All design changes authorized in the field need to be approved by the designers.

- ad) Balance the impact of cost, quality, technology and schedule when executing project changes.
- ae) Maintain continuity of assigned personnel during the project life.
- af) Ensure that issue-for-construction documents are complete and free of interferences.
- ag) Ensure all design documents will include the requirements of the commissioning plan.
- ah) *Prepare and publish complete and accurate bid package scope and procedures. (Walbridge-Aldinger)
- ai) Consider the regulatory authorities as part of the project team.
- aj) Have fun doing it right!

Footnotes:

- *indicates item to be prepared by partners
- () indicates what party has responsibility for an item

Footnotes:

- *indicates item to be prepared by stakeholders
- () indicates what party has responsibility for an item

RH Kent
 Paul Hadley
 David G. R...
 Pete...
 Pete...
 Richard J. Don...
 David Knight
 Paul A. Loney
 William F. L...
 Blake E. Gilfoe
 Ron Squand
 Michel Bann...
 John...
 Ron...
 Paul...
 Don...
 Joe...



(31)

A. Construction Charter for Dansville Schools, Dansville, Michigan

1. Mission:

To work together as a team to construct a quality learning environment within the time and budget constraints.

2. Objectives: All team members on the Dansville Schools project will endeavor to:

- a) Maintain open lines of communication
- b) Be cooperative
- c) No surprises
- d) Solicit all team member's input for planning and scheduling
- e) Maintain a construction environment that is nondisruptive to students, staff, and the public
- f) Keep disruptions of school activities to a minimum
- g) Maintain a clean, secure, accessible, and well-planned job site
- h) Accurately prepare and properly distribute project documentation in a timely manner
- i) Anticipate, identify, and accurately communicate potential job problems
- j) Maintain a close relationship between expectations and reality
- k) Maintain a continuous and efficient work force and effective procurement to ensure quality, sequence, and schedule
- l) Treat others as you would have them treat you
- m) Do it right the first time and strive to achieve a zero punch list
- n) Foster understanding of construction documents
- o) Stay in touch with the project, i.e. reading meeting minutes, attending meetings as needed, and being available for input
- p) *Prepare, publish, implement, and evaluate, on a regular basis, the effectiveness of the partnering system
- q) *Prepare, publish, and use a project chain of command
- r) *Prepare, publish, and issue a resolution policy which stresses the need for timely resolution of conflict at the originating or lowest possible management level and seeks to avoid litigation
- s) Make the project a fun place to work and to meet new friends

Footnotes:

*indicates item to be prepared by team members and their firms
() indicates what party has responsibility for an item

Dennis Spitzer
Christa Treeburger
Paul Allen
Stacy Bishop
Temp Petty
Brant St Clair
Edward [unclear]
Claudia Ruckler
Gene [unclear]
Jordan Carter

I. Design Partnering Charter - Augusta Hall Renovation for the Sisters of the Holy Cross

A. Mission:

We, the Augusta Partners, commit to create a simple, functional, attractive small-group community living and ministry space for ambulatory aging sisters. In an interdependent partnering process we will give appropriate attention to quality, budget, schedule and communication. We will learn the partnering process together and celebrate our cooperative accomplishment.

B. Objectives: In furtherance of our mission the Augusta Partners will :

1. *Prepare and honor a plan and schedule of the program, design, and construction work and update the work plan and schedule as required by project conditions.
2. *Prepare and publish a project program statement. This will involve a dream team, the project owner representatives, the project designers, and the project builders. The program statement will define needs, wants, wishes, all related to function, form, time and cost. (task force appointed by the Augusta Partners)
3. Identify and resolve constructability issues as early as possible in the design process.
4. *Prepare and publish an issue resolution policy which stresses the need for timely resolution of conflict at the originating or lowest possible management level and seeks to avoid litigation.
5. Make all decisions and provide all approvals at our management level promptly, fairly and with consideration of the requirements of the project program (Augusta Partners or their appointed task forces).
6. Refer all project matters requiring decisions and/or approvals at management levels outside their authority to the General Council. (includes only approval of program, design, budget, and schedule at completion of schematic design, design development, and subcontractor bidding phase)
7. Recognize that project decisions affect facilities, neighbors, and others outside the project and communicate appropriately.
8. *Prepare, follow, and use the project chain of communication, decision-making, and authority as compiled and published by the Augusta Partners.
9. Differentiate between input and decisions.
10. Evaluate and communicate reasonable design alternatives when more than one option exists.
11. Work together to recognize, resolve and minimize the impacts of unforeseen problems that may exist in renovation of Augusta Hall.
12. *Prepare and publish a calendar of project events that indicates when key personnel are needed to participate in project management. The Augusta Partners will provide backup management where required.
13. *Prepare, publish, and implement a partnering evaluation system by which the effectiveness of the system is regularly monitored.
14. *Establish and implement a design and cost estimating system that permits management of the project to design and build within the allowable capital cost of the project.
15. Honor the spirit of the home of the Sisters of the Holy Cross and conduct ourselves and manage the work of our employees and subcontractors accordingly.
16. Eliminate non value added paperwork, meetings and other support processes.
17. Provide timely decisions relative to special materials and equipment, and systems needed on the project.
18. *Establish and implement a method by which authentic mechanical and electrical cost and technical information can be obtained during the design period.

Footnotes:

- *indicates item to be prepared by the Augusta Partners
- () indicates what party has responsibility for an item

Thomas P. Good
Sister Joan Marie Stankman, CSC
Sister Anne Marie Stearns
with Kathleen Mononey etc
David L. Burk
David L. Burk

James A. Wingard
Jeff Bohm
Bill Fosko
Ray Sen

Michael D. Seal
Howard E. Emerson

1. Construction Charter for Eaton Rapids Elementary Schools Additions and Renovations

1. Mission:

The mission of the Eaton Rapids school building partners is to create an effective elementary educational environment for current and future learners of the school community that is delivered through mutual cooperation, on schedule, within budget, safely and profitably for all.

2. Objectives: All Eaton Rapids school building partners on the Elementary Schools projects will endeavor to:

1. Communicate all issues in a timely fashion.
2. Develop a realistic plan of work and project schedule and honor it.
3. Do it right the first time.
4. Avoid litigation.
5. To provide accurate data and adequate time to ensure pricing changes that are fair and timely.
6. Plan for the future not for the past.
7. Anticipate events - be proactive.
8. Provide proper resources to support the agreed-upon plan and schedule of work.
9. *Prepare, publish and adhere to the lines of communication, authority, and responsibility for the Eaton Rapids school building partnering team.
10. Be sensitive to the informational needs of the Eaton Rapids school building partners.
11. Be familiar with the contract documents.
12. Make decisions in a timely manner and stand by the agreements you have made.
13. *Prepare and publish an issue resolution system that stresses prompt resolution at the originating level.
14. Provide required documentation and approvals within the mutually agreed upon time frame.
15. *Communicate the principles of partnering on this project to all participating parties.
16. Treat others as you would have them treat you.
17. Be willing to suggest and consider cost and time effective options.
18. Maintain a clean, safe, and well organized project site.
19. Prepare, publish and adhere to a close out plan.
20. Strive for a zero punch list.
21. Prepare, publish and implement a project partnering evaluation system.
22. Promote and adhere to acceptable standards of conduct by the project team on the site.
23. Prepare well for progress meetings and make them brief and productive.
24. Have fun!

Footnotes

- *indicates item to be prepared by team members and their organizations
- () indicates what party has responsibility for an item

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[Handwritten signature: McHenry page]
[Handwritten signature: Charles page]
[Handwritten signature]

[Handwritten signature: Mike Rocca]
[Handwritten signature: Byron Zubeck]
[Handwritten signature: Steve]
[Handwritten signature: Pal]
[Handwritten signature: David P. Premer]
[Handwritten signature: Al]
[Handwritten signature: Charles C. Bowes]

[Handwritten signature: John]
[Handwritten signature: Judy Sutton]
[Handwritten signature: Jay Alfaro]
[Handwritten signature: Jeff Taylor]
[Handwritten signature: Charles]
[Handwritten signature: RW Bean]

I. Design Partnering Charter - Central Michigan Community Hospital Additions & Renovation Program - Mt. Pleasant, Michigan

34

A. Mission:

As CMCH Partners we will strive to provide all stakeholders a sense of achievement, honor and satisfaction by focusing on quality, teamwork and effective communication to deliver health care services safely and efficiently while designing and building an enhanced health care facility on time and within budget.

B. Objectives: In furtherance of our mission the CMCH Partners will:

1. Commit to communicate clearly, precisely, and accurately, and in a timely manner with respect to all project matters.
2. *Prepare and publish a matrix showing roles and responsibilities of the project team members. (Christman)
3. *Establish and implement a process for reviewing ongoing project design and costs towards the end preparation of a guaranteed maximum price. (Hobbs + Black and Christman)
4. *Prepare, publish, and honor a master plan and schedule of the Major Project Series and update the work plans and schedules as required by project conditions. (Christman)
5. Make and document all decisions, and provide all approvals at our management level promptly, fairly and with consideration of the requirements of the project program.
6. *Prepare and publish a calendar of project events that indicates when key personnel are required to participate in project management activities. The CMCH Partners will attend and participate in all required meetings and provide back up management where necessary. (Christman)
7. Make timely submittals and conduct appropriate meetings to keep the regulatory agencies informed of project status, needs, outstanding issues, and current plans and schedules.
8. Insure that work to be inspected by the regulatory agencies is complete with all necessary documentation before scheduling their inspections.
9. Treat others as you would like to be treated.
10. Recognize that project decisions affect facilities, neighbors, and others outside the project, and communicate appropriately.
11. Recognize and respect the needs and priorities of all members of the project team, patients, and CMCH staff.
12. Continue to recognize and respect the value of input from all CMCH customers, and from all operational and management levels within the CMCH organization.
13. *Prepare and publish an issue resolution policy which stresses the need for timely resolution of conflict at the originating or lowest possible management level and seeks to avoid litigation. (partnering task force)
14. *Prepare, publish, and implement a partnering evaluation system by which the effectiveness of the system is regularly monitored. (partnering task force)
15. During the design and construction phases, plan and maintain patient care functions, and essential mechanical, electrical, and other support systems and services.
16. Keep all CMCH employees and staff informed of the project characteristics and the partnering process.
17. Strive to ensure the detailed design is understood and acknowledged by the end user.
18. Strive to minimize changes to the project once commitments to the program, design, and costs have been made.

Footnotes

- *indicates item to be prepared by the CMCH Partners in conjunction with John Wezensky
- () indicates what party has major responsibility for an item

Stephenson
Christman
Hobbs + Black
Christman

Stephenson M. Kelly
Christman
Wezensky

Blake
Yerman
Tom Wezensky
Lough

Manuel F. Fitt
Shirley Becker
Charles F. Hausman
Walter B. Pyszczkowski

Walter B. Pyszczkowski

LET M-S MANUS

1. Construction Project Partnering Charter - University of Iowa Levitt Center for University Advancement, Iowa City, Iowa

1. Mission:

As CUA Partners we will safely construct a world class building - within budgets and schedules, and with superb craftsmanship and teamwork - that will meet or exceed expectations and maximize the pride of everyone involved.

2. Objectives: In furtherance of our mission the CUA Partners will strive to:

1. *Prepare and implement guidelines for screening proposed changes to the project prior to requesting formal pricing of the changes. (owner, user, designers)
2. Control revisions being considered for the project to maintain the planned budget.
3. Communicate clearly, accurately and in a timely manner through appropriate project channels.
4. *Prepare and publish a communications flow chart showing roles and responsibilities of all project team members. (MAC in conjunction with all CUA partners)
5. Provide adequate backup data, within expectations, to allow timely and accurate decisions to be made by members of the project team.
6. Make and document all decisions, and provide all approvals at their management level promptly, fairly and with consideration of the requirements of the project.
7. *Prepare and publish an issue resolution policy which stresses the need for timely resolution of conflict at the originating or lowest possible management level and seeks to avoid litigation. (partnering task force to be appointed)
8. *Prepare, publish, monitor and honor a construction plan and schedule in conjunction with all CUA partners, and evaluate and update the work plans and schedules as required by project conditions. (MAC)
9. Provide resources to fulfill contract & charter obligations.
10. Close out the project promptly, completely, and fairly and in accordance with the contract documents.
11. *Prepare, publish, and implement a partnering evaluation system by which the effectiveness of the system is regularly monitored. (partnering task force to be appointed)
12. Completely process submittals in a timely, fair manner.
13. Recognize that project conditions and decisions affect other CUA partners in achieving the overall design intent.
14. Preplan work recognizing the impact such plans have on achieving the design intent.
15. Ensure the design is understood and acknowledged by all the CUA partners. (designers)
16. Take pride in our work, respect the ideas and work of others and treat others as you would have them treat you.
17. *Prepare and publish a calendar of project events that indicates when key personnel are required to participate in project management activities. The CUA Partners will attend and participate in all required meetings and provide backup management where necessary. (owner, MAC)
18. Provide for timely and professional technical inspection services with appropriate feedback to those affected.

Footnotes:

*indicates item to be prepared by selected CUA Partners
() indicates what party has major responsibility for an item

Don Marsh Jon Tierney

Stephen B. ...
Jon W. ...

Carroll ...
 Robert T. ...
 Roger O. ...
 S. J. ...
 DEAN EVANS
 Carroll ...
 Ben D. ...
 Hugh J. ...
 Lynn Johnson
 Mike Cunningham
 Harry Blalocke
 Greg Willey
 date printed: March 25, 1996
 Gary Tack
 Jon Wall
 Jonathan
 Ron ...
 Jim ...

**I. Charter for Oakland University Science and Engineering Building -
revisited April 23, 1996**

A. Mission.

The Oakland University Science & Engineering Building TEAM, through mutual respect, will construct a state-of-the-art learning facility. This will be achieved by accomplishing timely completion while maintaining quality and safety, and optimizing the benefits and satisfaction gained by all parties involved.

B. Objectives: In furtherance of their mission, the stakeholders on the Oakland University Science and Engineering Building shall endeavor to:

1. Encourage the participation of all parties at all project levels in the partnering process and the partnering spirit.
2. Accurately price changes to the project in a timely and fair manner.
3. Approve and process changes in a timely manner.
4. Respond promptly to requests for information and clarifications of contract documents.
5. Maintain the current issue resolution policy. (The current policy stresses the resolution of conflict at the originating or lowest possible working level.)
6. Maintain continuity of key job personnel.
7. Properly staff and maintain competent personnel, and equipment required on the project.
8. Distribute and regularly monitor and discuss, with subcontractor input, a master project schedule, and update schedules as required.
9. Continue to process submittals and payment requests in a timely manner.
10. Improve on maintaining a clean, safe, accessible and well-planned job site.
11. Continue to maintain continuity of work points between trades. (Work points refer to building control coordinates and elevations.)
12. Respect and treat others' work as you wish your work to be treated; accept responsibility for damage to others' work.
13. Plan for future service access to equipment during mechanical, electrical and plumbing installation.
14. Enforce the construction traffic and parking plans.
15. *Prepare, publish and implement a rolling punch list and close out procedure.
16. Provide adequate data re: user-furnished equipment for construction to proceed as desired.
17. Avoid litigation.
18. Continue to provide prompt notification of planned and required shut downs, and outages from and to the contractors and the University.
19. Continue to implement the partnering evaluation system (involving new participants).
20. Have Fun!

Footnotes

* indicates item to be prepared by stakeholders

() indicates responsibility for an item

Handwritten notes on the left margin:
By Zick
[unclear]
[unclear]

Handwritten signature on the right margin:
R. J. Stephenson

Handwritten signature on the right margin:
[unclear]

Handwritten signature on the left margin:
[unclear]

Handwritten signature on the right margin:
[unclear]

Handwritten signature: Rick [unclear]

Handwritten signature: [unclear]

Handwritten signature: James M. Sillis

Handwritten signature: Richard L. Stahl

Handwritten signature: [unclear]

Handwritten signature: [unclear]

Handwritten signature: Bernard Pomante

I. Signature Charter - updating #2 as of April 25, 1996.

A. Mission.

Recognizing the enduring contribution the Boston Federal Courthouse will make to the system of justice and to the community, we will produce this building in accordance with the established design intent, to the highest standards of construction, within the established parameters of contract, schedule, and budget.

We will work together in a manner that will allow all members of the project team to take pride and feel both personal and professional satisfaction in their contribution to the successful completion of the building, and provide fair reward to those participating in the process.

B. Objectives: In furtherance of their mission, the stakeholders on the Boston Federal Courthouse project shall endeavor to:

1. Respect design and construction excellence as a fundamental goal to be achieved.
2. Be available.
3. Make timely decisions in all project related matters.
4. Continue to improve and implement agreed-upon project procedures that provide all stakeholders guidelines for:
 - a) Submittal and request for information (rfi) processing, including agreed-upon schedules and response times to meet the needs of all parties.
 - b) Prompt payment processing including retention.
 - c) Revision and change order processing, including a streamlined process for minor changes (\$1000 or less).
 - d) Time commitments for procedures.
 - e) Prioritizing assignments.
5. Practice fairness in price proposals, backcharges, and all other financial matters.
6. Mutually prepare, publish, implement, and keep current a project action plan and schedule of work that is useful to all stakeholders.
7. Prepare, publish, and keep current a chart of channels for communication, responsibility, and authority.
8. *Establish and implement close-out guidelines that provide direction for:
 - a) Punching out the job
 - b) Prompt issuance of the Certificates of Substantial Completion.
 - c) Setting intermediate occupancy dates.
 - d) Maintenance and transmission of contract record documents.
9. Maintain a safe, orderly, well organized work site.
10. Do it right the first time.
11. Identify and remedy incorrect performance in a timely manner.
12. Plan for and meet the human resource requirements of the project, and maximize opportunities for women and minorities.

13. Use human and technological resources to their maximum effectiveness.
14. Keep paperwork to a minimum.
15. Meet their individual and organizational obligations.
16. Respect financial profit as an incentive for private sector stakeholders.
17. Establish a trustful work environment with other stakeholders.
18. Establish and maintain good informal working relations on the job.
19. Minimize disputes and resolve conflicts quickly and at the lowest possible management level.
20. *Prepare, issue, and implement a dispute resolution system.
21. Continue implementing a partnering evaluation system.
22. Maintain key personnel continuity on the project.
23. Respect all project participants and their work.
24. Extend the spirit of partnering to all project participants.
25. Maintain high job morale and cooperative attitudes among all project participants.
26. Maintain, in conjunction with other stakeholders, a work area plan to be implemented by affected stakeholders.
27. Be explicit and constructive in submittal review comments.
28. Treat others as you would have them treat you.
29. Have fun.

Footnotes

1. *indicates item to be prepared by stakeholders

Richard Kleeve
W. M. Co.
John J. Smith
Don W. Thompson
Richard E. Amalago
Michael...
Jim...
John R. B...
Stewart

John J. Menzie
Dea Campbell
James M. Kelly
Ann Kayman
Blaise Gardner
Joseph Mason
...
...

Charter for Leslie High School, Leslie, Michigan

A. Mission

Our mission is to provide the community of Leslie a first class educational facility. We shall build solid relationships, meet project goals on time and within budget, creating a source of pride and satisfaction for all involved.

B. Objectives: All team members on the Leslie High School project will endeavor to:

1. Avoid surprises!
2. Provide timely communications, responses, decisions... and be available.
3. Keep current with project status and requirements.
4. Adhere to agreed upon schedules and resource commitments.
5. *Prepare, monitor and update, with subcontractor and owner input, a realistic schedule (Granger Construction.)
6. Maintain a well planned and clean work site.
7. Respect other team members' work and abilities.
8. Be accountable for your actions.
9. Recognize individual and team accomplishments.
10. Treat others as you would like to be treated.
11. Strive to avoid litigation.
12. Do it right the first time.
13. Submit properly prepared requests for payment.
14. Have fun!
15. Strive to resolve job conflicts quickly and at the originating or lowest possible level.
16. *Prepare, publish, and implement a partnering evaluation system (stakeholders task force)
17. Strive for a zero punch list.

Footnotes:

*indicates item to be prepared by team members and their firms
() indicates what party has responsibility for an item

Daniel J. Gray
 James S. Hammond
 Jack Aune
 Karm Hoodley
 David H. De...
 Jennie...
 Jennie...
 Russell H. Adams
 Roger Churchill
 Jerry...
 Josh...
 Ed...
 Ken Mason
 T. Heath
 Ed...
 Tom D. Smith
 G.L. Borshart
 Kristine...
 Jerry Mack

1. Charter for construction of the Clinton Memorial Hospital Facility Enhancement Project - St Johns, Michigan

1. Mission Statement

To provide a quality community-friendly facility, we commit our best efforts to be an open and honest partner to achieve the common objectives of all participants.

2. Objectives - In recognition of the importance of achieving their mission all FEP stakeholders, as a team, agree to

1. Carefully evaluate and be sensitive to the impact that construction activities may have on the environmental integrity and safety of all ongoing hospital operations.
2. Make progress and coordination meetings productive and brief by preparing well, and bringing both problems and solutions to the table.
3. *Develop a organizational matrix showing lines of communication and responsibility to be maintained on the project. (Christman)
4. Respect and treat other's and their work as you wish you and your work to be treated; accept responsibility for damage to other's work.
5. Prepare and respond promptly and completely to requests for information and clarification of contract documents.
6. Ask questions and request information clearly and accurately
7. *Prepare, support, monitor, and maintain achievable project schedules and phasing plans, with input from all parties to the project. (Christman and FEP Stakeholders).
8. Work closely with all regulatory agencies to assure compliance to their current standards and regulations.
9. Insure that each of their management team members is fully aware of the requirements of the project.
10. *Prepare, publish, and implement a partnering evaluation system. (FEP Stakeholder's task force.)
11. *Prepare, publish, and implement a dispute resolution system designed to resolve conflicts at the lowest possible management level. (FEP Stakeholder's task force.)
12. Provide reasonable field change orders and change issue budgets, and accurately price changes to the project in a timely, reasonable, and fair manner.
13. Approve field and change orders promptly.
14. Prepare, package and process submittals in a timely, fair and considerate manner.
15. *Prepare, publish, and implement a project clean up program for contractors on site. (Christman and FEP Stakeholders)
16. Close out the project in a proper and timely fashion, avoiding
 1. Premature requests for punch list inspection
 2. Inclusion of noncontractual requirements
 3. Multiple punch lists of the same area.
 4. Premature occupancy of an area

17. Have fun!

* indicates objective requiring special preparation by stakeholders

() indicates who is to prepare supplementary materials

1. Charter for construction of the MTU Dow Environmental Sciences and Engineering Building - Houghton, Michigan

1. Mission Statement

By our joint efforts, we the project team, commit to construct the Dow Environmental Sciences and Engineering Building, on-time, in-budget, profitably, and in compliance with the contract documents, good construction practices, and with no lost time accidents.

2. Objectives - In recognition of the importance of achieving their mission all MTU Dow Partners, as a team, will strive to

1. Become familiar with the contract documents prior to the start of their work.
2. Recognize and be sensitive to the needs of other Dow Partners on the project.
3. 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. Maintain a close relationship between expectations and reality
5. *Prepare, distribute, honor, and regularly monitor with owner, architect, engineer, contractor, and subcontractor input, a realistic master project schedule, and update/modify as required.
6. Achieve a construction environment that minimizes disruption to students, staff, and the public, while maintaining a clean, safe, accessible and well-planned job site.
7. Communicate effectively in an open, honest manner with all appropriate Dow Partners.
8. Make progress and other job meetings productive and brief by preparing well, and bringing both problems and solutions to the table.
9. Approve changes in a timely manner including formal issuance of change orders.
10. *Prepare and implement a management process that encourages timely approval of changes and a streamlined process for minor changes.
11. *Prepare & implement a communications system that provides all contractors with critical information about the other contractor's submittals.
12. Do unto others as you would have them do unto you.
13. Provide adequate backup data, within expectations, to allow timely and accurate decisions to be made by members of the project team.
14. Close out the project promptly, completely, and fairly, and in accordance with the contract documents.
15. *Prepare, publish, and keep current a chart of channels for communication, responsibility, and authority.
16. Have fun and celebrate our successes.
17. Train, and educate their organizational staff and tradesmen in the concepts and principles of project partnering.

Vertical handwritten notes on the left margin, including "Michael Stephens" and "Dow Partners".

Vertical handwritten notes on the right margin, including "R. J. Stephenson" and "Michael Stephens".

18. * Prepare, publish, and implement a partnering evaluation system by which the effectiveness of the system is regularly monitored. (Dow Partners task force)

* indicates objective requiring special preparation by Dow Partners

() indicates who is to prepare supplementary materials

[Handwritten signatures and notes, including:]

John Ocho
Ruth and Vandy
George Hochring
Ron Abney
Tommy Quinn
William C. ...
Dagoberto Benjamin
Ruth 1/h
Roger Effinger
Esther
Tony ...
Robert Williams

Jung Jun
Al Kapan
Miller
John R. ...
Sumath A. Eury
John ...
Robert ...
Chris West
Dana ...
Ken Oster
Mark ...
Mike ...

[Vertical signature on right side:] Jerry ...

1. Charter for construction of the Veterans Administration Medical Center - North Chicago, Illinois - Environmental Improvements - Patient & NHCU Buildings - Phase II

1. Mission Statement

The partners mutually commit themselves to: Cooperatively produce a project of agreed specified quality in the shortest period of time possible; cause no harm, financial or otherwise; and bring credit to all participants.

2. Objectives - In recognition of the importance of achieving their mission all VAMC partners, as a team will endeavor to:

1. Identify, communicate, and minimize disruptive circumstances inherent in demolition and construction activities, to the operations staff of the hospital.
2. Prepare, package, and process submittals in a timely, fair, complete and considerate manner consistent with the priorities of the contractors, designers, and owner.
3. *Prepare, publish, and implement a dispute resolution system designed to resolve conflicts at the lowest possible management level. (partner's task force).
4. Maintain a clean, safe, accessible and well-planned job site. Be a good on-site and off-site neighbor.
5. When identifying problems strive to suggest solutions.
6. Become familiar with the the contract before beginning your work, and before stating there is a problem.
7. Do it right the first time or remedy your mistakes
8. Respect financial profit as an incentive for private sector partners.
9. Maintain high job morale and cooperative attitudes among all project participants.
10. Provide accurate data on the change order document to permit accurate pricing.
11. Respect and treat other's and their work as you wish you and your work to be treated; accept responsibility for your actions.
12. Price change orders consistently and in a timely manner.
13. Communicate decisions in a manner that allows those involved to understand your position.
14. Submit pay requests which accurately reflect job progress.
15. Maintain openness to use of alternative construction methods
16. *Mutually prepare, publish, implement, and keep current a project action plan and schedule of work that is useful to all partners. (Walsh and partners)
17. *Prepare, publish, and implement a method of finalizing the scope and cost of changes in a timely fashion. (the partners.)
18. Maintain continuity of key job personnel.
19. Be available
20. *Prepare, publish, and implement a partnering evaluation system by which the effectiveness of the system is regularly monitored. (partners task force)

21. Prepare and respond promptly and completely to requests for information and clarification of contract documents.
22. *Establish and implement close-out guidelines that provide direction for punching out job, prompt issuance of required certification, setting intermediate occupancy dates, maintenance and transmission of contract record documents. (Walsh and VAMC)
23. Close out the project in a proper and timely fashion, avoiding; premature requests for punch list inspection, inclusion of noncontractural requirements, multiple punch lists of the same area, and premature occupancy of an area.
24. Anticipate events - be proactive.
25. Provide needed access to work areas in accordance with the project schedule.
* indicates objective requiring special preparation by partners
() indicates who is to prepare supplementary materials

1. Charter for Construction of Improvements and Expansion of Wayne County Wyandotte Waste Water Treatment Plant - Package F - Wyandotte, Michigan

1. Mission Statement

To successfully complete a high quality project in a safe and timely manner, at a fair price, with minimal disruption of plant operations. The project team commits to work in a responsive, professional, and cooperative manner.

2. Objectives - In recognition of the importance of achieving their mission all project team members will endeavor to:

1. *prepare, publish, and keep current a chart of channels for communication, responsibility, and authority, involving all project team members as required at the appropriate management levels. (all team members - to be compiled and distributed by M2 International)
2. identify, plan, and communicate proposed demolition and construction activities so as to minimize disruptive effects on plant operations.
3. prepare, package, and process submittals in a timely, complete manner consistent with the priorities required by the master schedule.
4. provide for timely and professional technical inspection services with appropriate documentation and feedback to those affected.
5. respond to requests for information and clarifications of contract documents in a mutually agreed upon time frame.
6. pay all lower tier consultants, subcontractors and vendors in a timely manner for work completed properly, and for which requests for payment have been properly submitted and approved.
7. maintain the continuity of an adequate management and work force to fulfill contract commitments through completion of the project.
8. adhere to the current master construction schedule in effect on the project.
9. *establish and implement guidelines that provide direction for accepting the work and closing out the job. (all team members - to be compiled and distributed by M2 International)
10. maintain a clean, safe, accessible and well-planned job site.
11. *prepare, publish, and implement a partnering evaluation system by which the effectiveness of the system is regularly monitored. (team task force to be appointed by team members)
12. *prepare, publish, and implement a dispute resolution system designed to resolve conflicts at the lowest possible management level. (team task force to be appointed by team members).
13. practice fairness in price proposals, backcharges, financial credits, and project-related monetary matters.
14. timely prepare, submit, and process authorizations for unforeseen site conditions for which there is an allowance.
15. do it right the first time and strive to achieve a minimal punch list.
16. reduce the probability of litigation.
17. when identifying problems strive to suggest solutions.
18. *prepare & publish a project glossary defining project-specific terms. (team task force to be appointed by team members)
19. properly manage the procurement, receipt, storage, and installation of owner selected equipment.

* indicates objective requiring special preparation by team members
() indicates who is to take the action

Thomas Bradley *Ronald Ales* *John P. ...*
Gregory J. ... *Robert ...* *Robert ...*
Robert ... *Robert ...* *Robert ...*
Thomas A. ... *Rami Farah* *Gregory A. ...*
James ... *Herb ...*

1. Iowa State Capitol Complex Design Partnering Charter

1. Project Mission

Operation Bold Move, a cooperative working partnership, will complete the renovations of the Old State Historical Building and Lucas State Office Building, maintaining historical sensitivity and functional efficiency, while fulfilling the needs of end user groups. This will be accomplished safely, profitably, within budget and on schedule, resulting in a project in which we can all take pride.

2. Project Objectives

All partners of Operation Bold Move shall endeavor to:

1. ensure the project scope, budget, and objectives with regard to must, want, and wish items are understood and acknowledged by all the partners.
2. *prepare and publish a document showing the lines of communication, authority, and responsibility. (partnering team task force - to be appointed)
3. agree only to realistic deadlines.
4. *mutually prepare, publish, implement, and keep current a realistic project action plan and schedule of work phases that is honored by all partners. (HC/JV)
5. communicate, through the owner, with the user groups, the project schedule and the impacts of revisions and delays to its proper implementation.
6. obtain and provide adequate information to allow timely and accurate decisions to be made by appropriate members of the project team.
7. communicate effectively in an open, honest manner with all appropriate partners, the conditions and disruptive circumstances inherent in programming, design, abatement, demolition, construction and relocation activities.
8. *prepare and publish an issue resolution policy which stresses the timely resolution of conflict at the appropriate management level and seeks to avoid litigation. (partnering team task force - to be appointed)
9. *prepare, publish, and implement a partnering evaluation system by which the effectiveness of the system is regularly monitored. (partnering team task force - to be appointed)
10. establish a trustful work environment with other partners by taking pride in our work, respecting the ideas and work of others and treating others as we would have them treat us.
11. make decisions in a timely manner and stand by the agreements we have made.
12. work closely with required regulatory agencies to assure compliance with applicable standards and regulations.

13. accurately estimate project control costs in a timely, reasonable, and fair manner so as to maintain the budget.
14. maintain continuity of key job personnel.
15. be willing to suggest and consider options.
16. make progress and technical meetings productive and brief by preparing well, and bringing both problems and solutions to the table.
17. recognize that project conditions and decisions affect other partners in achieving the overall design intent.
18. have fun!

Just Briggs

Ally

Carol

Michael Brogan

Anthony J. White

Mike Carroll

KV Pugh

Ronald A. Haley

Ray W. [unclear]

Mark Willensson

John Mascullo

Chuck Seal

ERIC RAZAND

Jeri Twinnell

W. John

Arthur Neumann

William [unclear]

Tom [unclear]

1. City of Green Bay, Wisconsin - Main Street, Fox River Bridge - Partnering Charter

1. Project Mission

We the Main Street Bridge Group commit to use a team approach to provide a quality product in a timely, safe, and cost effective manner.

2. Project Objectives

All partners in the Main Street Bridge Group shall endeavor to:

1. carefully evaluate and be sensitive to the impact that construction activities may have on the environmental integrity and concerns of the project neighbors.
2. provide adequate documentation, and prepare, package, and process submittals in a timely, fair, and considerate manner consistent with the priorities of the contractors, and the DOT.
3. *keep a current, realistic project action plan and schedule of work phases that is honored and adhered to by all team members. (Lunda).
4. review, monitor, and update the project action plan at regular scheduled team meetings.
5. *prepare, publish, keep current and respect a chart of channels of communication, responsibility, and authority. (Lunda & WDOT)
6. empower on-site personnel to make decisions with the objective of shortening lines of communication, thus expediting responses and decision making.
7. promptly prepare, submit, and process all payment requests.
8. communicate clearly, accurately and in a timely manner through appropriate project channels.
9. ensure that the design and specifications are understood and acknowledged by all the partners.
10. assist all project members to make the transition to metric dimensioning.
11. practice fairness in price proposals, backcharges, and all other financial matters.
12. establish a trustful work environment with other partners by taking pride in our work, respecting the ideas and work of others, and treating others as we would have them treat us.
13. pay particular attention to the systems coordinator provisions of the contract.
14. identify and remedy incorrect or poor quality performance in a timely manner.
15. work with required regulatory agencies to assure compliance with applicable codes and regulations.
16. maintain adequate management, material resources, and work force to fulfill contract commitments.
17. maintain continuity of key job personnel.
18. *prepare, publish, and implement a partnering evaluation system by which the effectiveness of the system is regularly monitored. (partnering team task force - to be appointed)
19. *prepare and publish an issue resolution policy which stresses the timely resolution of conflict at the appropriate management level and seeks to avoid litigation.(partnering team task force - to be appointed)
20. have fun!

Handwritten signatures and notes on the left margin:
 Joseph Gust Paul Curry
 Robert R. Runt
 Craig Wehler
 Kelley O'Connor
 Al Underwood
 Bill Kemp
 Kevin W. Wilber
 Tom Harris
 Ed Wiesner
 John Kische

Handwritten signatures and notes on the right margin:
 Mike Taylor
 Frank Manella
 Michael J. Berg
 Peter Gouice
 Tom Harris
 Ed Wiesner
 John Kische

ETC Phase III
Auburn Hills, Michigan
Construction Project Partnering

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

CTC Phase III - Construction Partnering Charter

1. Project Mission

The CTC Phase III Team will deliver a commissioned and operational facility that will exceed the Team's requirements and expectations.

2. Project Objectives - in random order

All partners on the CTC Phase III Team shall endeavor to

Richard J. Danna

1. *Prepare, publish and implement guidelines that provide direction for accepting the work and closing out the job. (Commissioning Team)
2. *Prepare, publish and maintain an integration plan as part of the commissioning plan. (Input by partners, maintained by Sverdrup)
3. Prepare, publish, and implement a partnering evaluation system by which the effectiveness of the system is regularly monitored. (Stakeholders Task Force)
4. 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. Provide adequate data re owner-furnished equipment for construction to proceed as desired.
6. *Prepare and publish a current, realistic project action plan and schedule of work phases that is honored and adhered to by all team members. (Prepared by all team members and maintained by Walbridge Aldinger)
7. Approve and process changes in a timely manner.
8. Accurately price changes to the project in a timely, reasonable and fair manner.
9. Carefully evaluate and be sensitive to the impact that construction activities may have on the operations, safety and security of existing facilities.
10. Strive for a zero punch list.
11. Ensure that issue-for-construction documents and scope descriptions are complete and meet project schedules.
12. Develop and maintain Field Team awareness and commitment to partnering concepts.
13. *Prepare, publish, and keep current a chart of channels for communication. (Project Management Team and CTC Phase III Team)
14. *Prepare, publish, and keep current a chart of responsibility and authority. (Project Management Team and CTC Phase III Team)
15. Promote "can do" attitudes.

Schein Kalle

John R. ...

Raymond C. ...

Ken Williams

Earl White

R. White

Mark A. ...

J. ...

MA ...
J. ...

Bill Smude

16. **Maintain high job morale and cooperative attitudes among all project participants.**
17. **Enjoy and appreciate others' individuality and give them space.**
18. ***Prepare, publish and maintain meeting procedures and a master meeting schedule accessible to all CTC Phase III Team members. (Chrysler - John Roberts)**
19. **Continue Quality Assurance Support Team recognition of teams and individuals.**
20. **All partners will quickly identify and effectively resolve coordination issues by empowering Field Teams to resolve such issues.**
21. **Respect and treat others and their work as you wish you and your work to be treated; accept responsibility for damage to other's work.**
22. **Stay in touch with the project, i.e. reading meeting minutes, attending meetings as needed, and being available for input.**
23. **Prepare, screen, package, and process submittals, RFIs, and OFIs in a timely and fair manner consistent with the contract documents and the priorities of the CTC Phase III Team members.**
24. **Ensure that the design and specifications are understood and acknowledged by all the partners.**
25. **Communicate all issues, through appropriate project channels, in a clear, accurate and timely fashion to all those affected by the issues.**
26. **Balance the impact of cost, quality, technology and schedule when executing project changes.**
27. **Recognize, communicate reasons, and properly manage revisions to program scope.**
28. **Maintain adequate management, material resources, and work force to fulfill program commitments.**

*Indicates work to be done by designated member(s) of project team

John Roberts *Mark Jones* *Paul A. Doney*
John Roberts *William Miller* *William Miller*
William Miller *Paul A. Doney*
John Roberts *William Miller*
John Roberts *William Miller*
John Roberts *William Miller*

West Main Street Reconstruction Program - Whitewater, Wisconsin - construction partnering charter

1. Project Mission

We, the West Main Street Reconstruction Team, commit to maintain effective communications and cooperation while providing a safe, quality project, in a profitable and timely manner, with minimal negative impacts to all stakeholders.

2. Project Objectives

All partners on the West Main Street Reconstruction Team shall endeavor to:

1. encourage the participation of all parties at all project levels in the partnering process and the partnering spirit.
2. maintain an adequate management and work force to fulfill contract commitments.
3. *prepare and publish a construction traffic and parking plan. (task force drawn from stakeholders)
4. *periodically prepare and provide a current anticipated construction traffic and parking plan to area businesses and the local community. (Chamber of Commerce from charter objective #3, the job traffic and parking plan)
5. provide reasonable access to needed work areas in accordance with the current project schedule.
6. carefully evaluate and be sensitive to the impact that construction activities may have on the environmental integrity and on the concerns of the project neighbors.
7. identify, accurately communicate, and document potential job problems...be proactive.
8. maintain open lines of communication.
9. provide timely communications, responses, decisions... and be available.
10. *prepare, distribute and regularly monitor and discuss, with utility contractor input, the master project schedule, and update schedules as required. (Mann and WisDOT with other stakeholders)
11. adhere to the current master construction schedule in effect on the project.
12. communicate clearly, accurately and in a timely manner through appropriate project channels.
13. maintain a close relationship between expectations and reality.
14. empower on-site personnel to make decisions with the objective of shortening lines of communications, thus expediting responses and decision

- making
15. make required decisions in a timely manner and stand by the agreements you have made.
 16. promptly and accurately prepare, submit, and process all periodic and final payment requests.
 17. *prepare, publish, and keep current a list of communication, responsibility, and authority channels. (WisDOT in cooperation with the stakeholders)
 18. recognize that project conditions and decisions affect other partners in achieving the overall project mission.
 19. maintain a clean, safe, accessible, and well-planned work site.
 20. *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. (stakeholder task force)
 21. establish a trustful work environment with other partners by taking pride in our work, respecting the ideas and work of others, treating others as we would have them treat us, and accepting responsibility for damage to other's work.
 22. *prepare, publish, and implement a partnering evaluation system by which the effectiveness of the system is regularly monitored. (stakeholders task force)
 23. provide adequate documentation and prepare, package, and process submittals in a timely, fair, and considerate manner consistent with the priorities of the contractors and the WisDOT.
 24. insure that each of their management team members is fully aware of the requirements of the project.
 25. maintain high job morale and cooperative attitudes among all project participants.
 26. anticipate and communicate the conditions and disruptive circumstances that may adversely affect businesses and the local community.
 27. have fun....and celebrate successes along the way!

*Indicates work to be done by designated member(s) of project team

Dennis R. Skow *Bob Fusch* *Jack Casanova*
Walter W. *Paul Johnson* *Alan Jackson*
Michael F. Gans *Rich Jensen* *Ken Tomasi*
Bob Pfeiffer *Ronald A. Wilson* *Tim Schumann*
Steve *Ken Korat* *Edna E. Smith*
Time printed: 4:53:37 PM *Harry Kelly*
page 2 *date printed: February 25, 1997*
Bill Poyall *Tom Pfeiffer*
Wendy Anger *John Lind*
Will Pater *John Schumann*

1. Charter for construction of the Clinton Memorial Hospital Facility Enhancement Project - construction partnering #2 - St Johns, Michigan

1. Mission Statement

To provide a quality community-friendly facility, we commit our best efforts to be an open and honest partner to achieve the common objectives of all participants.

2. Objectives - In recognition of the importance of achieving their mission all FEP stakeholders, as a team, agree to

1. Carefully evaluate and be sensitive to the impact that construction activities may have on the environmental integrity and safety of all ongoing hospital operations.
2. Make progress and coordination meetings productive and brief by preparing well, and bringing both problems and solutions to the table.
3. *Develop a organizational chart showing lines of communication and responsibility to be maintained on the project. (Christman)
4. Respect and treat other's and their work as you wish you and your work to be treated; accept responsibility for damage to other's work.
5. Prepare and respond promptly and completely to requests for information and clarification of contract documents.
6. Ask questions and request information clearly and accurately
7. *Prepare, support, monitor, and maintain achievable project schedules and phasing plans, with input from all parties to the project. (Christman and FEP Stakeholders).
8. Work closely with all regulatory agencies to assure compliance to their current standards and regulations.
9. Implement a partnering evaluation system.
10. Resolve conflicts at the lowest possible management level.
11. Provide reasonable field change orders and change issue budgets, and accurately price changes to the project in a timely, reasonable, and fair manner.
12. *Prepare, publish, and implement a project clean up program for contractors on site. (Christman and FEP Stakeholders)
13. Close out the project in a proper and timely fashion, avoiding
 1. Premature requests for punch list inspection
 2. Inclusion of noncontractual requirements
 3. Multiple punch lists of the same area.
 4. Premature occupancy of an area
14. Have fun!

* indicates objective requiring special preparation by stakeholders
() indicates who is to prepare supplementary materials

David P. Schumaker
Steve Salzman

Kathryn Bangs

*Charles A. G...
G...
G...*

Mark

Bob

[Large signature]

Don Brown

Roger Jersey
[Signature]

Charter for Clinical Addition Phase III, Building 1 East - VAMC Ann Arbor, Michigan - as revisited 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:

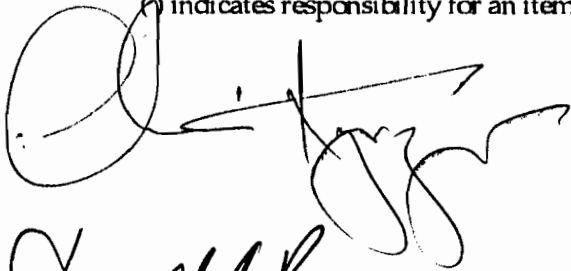
1. Accurately submit changes, be they monetary or time-related, to the project, in a timely, reasonable and fair manner.
2. Recognize the importance of proper, timely, and complete training of owner's staff for all systems and equipment specified.
3. Communicate the conditions and disruptive circumstances 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 FCO and COCO 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 A. Rowe

Jane Carpenter

E. Stephenson

Bob Hellman

John Sping

Allison Mearns

Det. Dan

Dean Miller

Deputy C. W. J.

David Bethel

Clara Adkins

Paul Eldredge

Jeff Tange



Donald L. McArthur

John Kanay

J. P. C.

Jewell Horan

Paul Miller

Walter S. Heger

Ronald M. Sieber

Sven Hoescholder

Timothy J. Hanna

Mark [unclear]

Barry [unclear]



La Crosse State Road Improvements - La Crosse, Wisconsin - Construction project partnering charter

1. Project Mission

The State Road Team members commit to deliver a quality project, on time, within budget, safely, and profitably for all, enhanced by communicating project progress to the local residents, and produced by teamwork among all State Road Team members in a cooperative effort with those affected by construction of the project

2. Project Objectives

All partners on the State Road Project Team shall endeavor to

1. encourage the participation of all parties at all project levels in the partnering process and the partnering spirit.
2. maintain adequate management, work force, and equipment to fulfill contract commitments.
3. provide reasonable access to adjacent business and residential areas.
4. identify, accurately communicate, and document potential job problems...be proactive.
5. provide timely communications, responses, decisions... and be available.
6. make required decisions in a timely manner and stand by the agreements you have made.
7. promptly and accurately prepare, submit, and process all periodic and final payment requests.
8. recognize that project conditions and decisions affect other partners in achieving the overall project mission.
9. maintain a clean, safe, accessible, and well-planned work site.
10. encourage job management which stresses timely resolution of conflict at the originating or lowest possible management level and seeks to minimize claims.
11. take pride in our work, respect the ideas and work of others, and accept responsibility for damage we do to other's work.
12. regularly and informally measure the effectiveness of the partnering charter.
13. insure that each of their management team members is fully aware of the requirements of the project.
14. provide adequate documentation and prepare, package, and process submittals in a timely, fair, and considerate manner consistent with the priorities of the contractors and WisDOT.
15. anticipate and communicate the conditions and disruptive circumstances that may adversely affect businesses, agencies, and the local community.
16. have fun....and celebrate successes along the way!

Cathy Thurston

Horne

Tom Knatt

Kenneth R. Kolstad

James Birman *Sue Clements*
Jamie Alexander *Ray Snyder*

Larry Jensen
Dale Ostrom

Michigan Chapter - Associated General Contractors Expansion Project - Lansing,
Michigan - Construction Partnering Charter

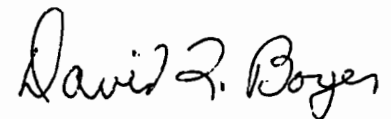
1. Project Mission

The Michigan Chapter AGC Building Addition Partners will construct a quality project, of which all those associated with the construction industry will be proud. The project will be built safely, and within an agreed-upon budget.

2. Project Objectives

All partners on the Michigan Chapter AGC Building Addition team shall endeavor to:

1. Suggest and implement cost reduction actions on the project. Those suggested in the partnering meeting included:
 1. Allow for contractor substitutions, such as:
 1. Light fixtures
 2. Replace vinyl fabric with paint
 3. Prime coat mechanical room vs. prime and finish
 4. Change ceiling tile
 5. Change carpet
 2. Cut out or delay owner "wish items"
 1. Ramp construction
 2. Construct smaller lobby
 3. Omit lobby canopy or use alternate construction
 3. Phase addition construction and existing building remodeling
 4. Eliminate items and features which are not primary to the function and may be added in the future.
2. Recognize the need for all design and construction team members to make a fair and equitable financial profit.
3. Avoid litigation.
4. Prepare, package, and process submittals in a timely, fair, and considerate manner consistent with the priorities of the contractors, designers, and owner.
5. Adhere to agreed upon schedules and resource commitments.
6. Empower owner representative to make needed owner decisions.
7. Authorize project contractors to order long lead items with owner to be responsible for payment on stored materials.
8. Limit revisions after completion of value engineering.
9. Make timely decisions in all project related matters.



10. Schedule the project to allow for continuous construction once trade forces are on the job.
11. Promptly and properly prepare, submit, and process all payment requests (the 5 P's that result in profitable projects.)
12. Maintain a clean, safe, accessible, and well-planned work site.
13. Provide complete and unencumbered access to needed work areas in accordance with the project schedule.
14. Promptly prepare and respond to requests for information, substitutions, and clarifications of project documents.
15. Communicate all value engineering changes in a timely fashion to all those affected by the issues.
16. Distribute and regularly monitor and discuss, with subcontractor input, a master project schedule, and update schedules as required.
17. Approve changes in a timely manner including formal issuance of supplemental agreements.
18. Schedule site tours for AGC members on a regular basis to be arranged by the owner's representative.
19. Anticipate, identify, and accurately communicate potential job problems.
20. Communicate effectively in an open, honest manner with all team members.
21. Establish and implement guidelines that provide direction for accepting the work and closing out the job.

Mark A. Hester

[Signature]

Cathy Kester

Salvatore Brunel

[Signature]

Maici L. Carter

**University of Notre Dame Main Building Renovation - Notre Dame, Indiana -
Construction project partnering charter**

1. Project Mission

This partnering team is committed to achieving pride and satisfaction through cooperation, trust, mutual respect and integrity which will result in respect for this significant building, one another's safety, the project budget and schedule.

2. Project Objectives

All partners on the Dome Improvement Project Team shall endeavor to

1. prepare and respond promptly and completely to requests for information and clarification of contract documents.
2. prepare, package and process submittals in a timely, fair and considerate manner consistent with the priorities of the contractors, designers and owner.
3. cooperate to maintain access to needed work areas in the building.
4. maintain a safe, orderly, well organized work site.
5. properly staff and maintain a competent management, workforce and adequate equipment.
6. promptly prepare, submit and process all payment requests.
7. *mutually prepare, publish, implement, monitor and keep current a project action plan and schedule of work that is adhered to by all stakeholders. (The Christman Companies with the Dome Improvement Project Team)
8. deliver all materials to the job site as close to their scheduled installation time as possible.
9. maintain program parameters to conform to the planned budget and schedule.
10. promptly address and resolve all issues that concern hidden conditions.
11. *develop an organizational matrix showing lines of communication and responsibility to be maintained on the project. (The Christman Companies)
12. respect and treat others and their work as you wish you and your work to be treated. Take responsibility for damage to other's work.
13. maintain a close relationship between expectations and reality.
14. encourage the participation of all parties at all project levels in the partnering process and the partnering spirit.
15. maintain open lines of communication.
16. do it right the first time and strive to achieve a minimal punch list.
17. maintain high job morale and cooperative attitudes among all project participants.
18. be willing to suggest and consider cost and time effective options.
19. no surprises.

20. avoid litigation.
21. *prepare and implement an issue resolution system that strives to resolve job conflicts quickly and at the originating or lowest possible level. (task force of stakeholders)
22. *prepare and implement a project partnering evaluation system (task force of stakeholders)
23. identify planned and required shut downs, and outages from and to the designers, builders and the Facilities Engineering staff.
24. respect design and construction excellence as a fundamental goal to be achieved.
25. anticipate, identify, and accurately communicate potential job problems.
26. promote and adhere to acceptable standards of conduct by the project team on the site.
27. limit the release of public information through the owner's designated representative only.
28. provide timely communications, responses, decisions... and be available.
29. be familiar with the contract documents.
30. have fun and celebrate success.

UAW/GM Center for Human Resources - Detroit, Michigan - Design and construction project charter

1. Project Mission

This project team is committed to deliver to the UAW-GM Center for Human Resources a world class joint activities and training facility built by union workers, maximizing the use of American made products, achieving project construction goals of safety, quality, schedule, budget, and community participation.

2. Project Objectives

All stakeholders on the UAW/GM Center for Human Resources Project Team shall endeavor to:

1. communicate in terms that are understandable by all members of the project team.
2. *prepare a glossary of commonly used planning, design and construction terms that will be used to communicate on the project. (Wayne Vert)
3. prepare and respond promptly and completely to requests for information and clarification of contract documents.
4. limit the release of public information through the owner's designated representative only.
5. *mutually prepare, publish, implement, and keep current a project action plan and schedule of work that is useful to all stakeholders.(Barton Malow)
6. ensure the design is understood and acknowledged by all the stakeholders.
7. *prepare, publish, keep current and respect a chart of channels of communication, responsibility and authority.(Don Shalibo & Duane Chyz)
8. take pride in our work, respect the ideas and work of others and treat others as we would have them treat us.
9. prepare, package and process submittals in a timely, fair and considerate manner consistent with the priorities of the contractors, designers and owner.
10. *define what world class means to the project team. (stakeholders)
11. establish a project budget containing fully defined and approved program elements
12. *make an ongoing effort to clearly define the joint relationship of the UAW and GM on the project to the other stakeholder. (UAW/GM project team)
13. *meet, as required, with the Detroit Building Trades Council to discuss and resolve current and potential trade force needs. (Barton Malow)
14. be willing to suggest and consider cost and time effective options.
15. respect design and construction excellence as a fundamental goal to be achieved.

16. provide required documentation and approvals within the mutually agreed upon time frame.
17. work with the City and other approving agencies to develop a respect for the project work to be done and to expedite decisions and approvals that are mutually advantageous
18. *prepare, publish and keep current a set of union service and product guidelines for selection of contractors, vendors and others involved in the project. (Doring, Inc.)
19. resolve project participants' outstanding contract, scope and Roles with UAW/GM.
20. be sensitive to the informational needs of the owner, and the design and construction team partners.
21. control revisions being considered for the project to maintain the planned budget.
22. prepare and implement guidelines for screening proposed changes to the project prior to requesting formal pricing of the changes. (owner, user, designers)
23. provide accurate data and adequate time to ensure pricing changes that are fair and timely.
24. make decisions in a timely manner and stand by the agreements we have made.
25. recognize that project conditions and decisions affect other stakeholders in achieving the overall design intent.
26. Anticipate events - be proactive. - avoid surprises!

*to be prepared by stakeholders
() indicates those assigned to accomplish activity

T. Adams *Michael Baker* *Robert Bond Doring*
Dick Jones *Ernest Bolden* *James E. Jones*
Rick Jones *Dr. Collette* *James F. Jones*
Charles Baker *Don Shalish* *James H. Jones*
Harold Rogers *Kenneth B. Jones*
John Kelly *Allyce S. Jones*

I. Charter for Northern States Economic Data Systems project

A. Mission.

To ensure the successful project completion of NSEDS's world class facility to the satisfaction of all parties by agreeing to properly manage the collective resources of the project.

B. Objectives

The Construction Group, to achieve the mission they have defined, will endeavor to achieve the following objectives.

1. **Practice fairness in price proposals, backcharges, and all other financial matters.**
2. **Communicate clearly, accurately and in a timely manner through appropriate project channels.**
3. ***Develop an organizational matrix showing lines of communication and responsibility to be maintained on the project. (owner & general contractor)**
4. **Maintain a safe, orderly, well organized work site with consideration being given to the demands of North Dakota weather.**
5. **Carefully evaluate and be sensitive to the impact that construction activities may have on ongoing operations of NSEDS.**
6. ***Prepare, publish and implement an issue resolution policy which stresses the timely resolution of conflict at the originating or lowest possible management level and seeks to avoid litigation. (stakeholders task force)**
7. ***Accurately prepare and properly distribute project documentation in a timely manner. The CG team will prepare and distribute guidelines for submittal and response times. (all parties)**
8. ***Develop a realistic plan of work based on the owner's current requirements, prepare proper schedules, and realistic resource commitments and honor them. (all stakeholders)**
9. **Make decisions in a timely manner and stand by the agreements you have made.**
10. ***Communicate all issues in a timely fashion to all those affected by the issues through e-mail and the Internet where possible.**
11. ***Prepare, publish, and implement a project security program for contractors on site. (owner & general contractor)**
12. **Promptly review and determine the merit of properly submitted requests for extensions of time, scope changes, and changes in project cost.**
13. ***Prepare, publish, and implement a partnering evaluation system by which the effectiveness of the system is regularly monitored. (stakeholders task force)**
14. **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.

- 15. *Prepare, publish, keep current and respect a chart of channels of communication, responsibility, and authority. (all stakeholders)
- 16. Promptly prepare, submit, and process all payment requests.
- 17. *Prepare and specify a close out plan. (by all stakeholders)
- 18. Take pride in our work, respect the ideas and work of others and treat others as you would have them treat you.

*Item to be prepared by the Construction Group
() indicates who is responsible for executing the action item

Heid

Garcia

Rid B

DSJ

Top

K. P. O. O. D.

Joseph Schuster

1. Charter for Central Michigan Community Hospital Expansion and Renovation - Mt. Pleasant, Michigan

1. Project Mission

Our mission is to provide CMCH and the community with an enhanced healthcare facility, constructed as a team to the highest standards of safety and workmanship. This shall address the needs of all partners including on-time project delivery, within budget, to the owner's satisfaction, with a fair profit for all.

2. Project Objectives

All partners on the CMCH Construction Project Team shall endeavor to:

1. communicate clearly, accurately and in a timely manner through appropriate project channels.
2. make progress and technical meetings productive and brief by preparing well, and bringing both problems and solutions to the table.
3. stay in touch with the project, i.e. reading meeting minutes, attending meetings as needed, and being available for input.
4. solicit all team member's input for planning and scheduling and adhere to agreed-upon schedules and resource commitments.
5. *develop a realistic plan of work and project schedule and honor it. (Christman & partners)
6. provide accurate data and adequate time to ensure pricing changes that are fair and timely.
7. *prepare, publish, and implement a project clean up program for contractors on site. (Christman & partners)
8. maintain a safe, orderly, well organized work site.
9. make decisions in a timely manner, stand by the agreements they have made and recognize the impact the decisions have on time, cost and schedule
10. avoid surprises!
11. be familiar with the contract documents.
12. work closely with all regulatory and testing agencies to assure timely compliance with current standards and regulations.
13. anticipate, identify, and accurately communicate potential job problems.
14. maintain continuity of work points between trades. (Work points refer to building control coordinates and elevations.)
15. prepare, package, and process submittals in a timely, fair, and considerate manner consistent with the priorities of the contractors, designers, and owner.
16. do it right the first time
17. 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.

18. *prepare, publish, keep current and respect a chart of channels of communication, responsibility, and authority. (Christman, CMCH& all partners)
19. *prepare, publish, and implement a guideline evaluation system by which the effectiveness of the system is regularly monitored. (Christman & partner's task force)
20. preplan work recognizing the impact plans have on achieving the design intent.
21. maintain a clean, safe, accessible, and well-planned work site.
22. maintain, in conjunction with other stakeholders, a work area plan to be implemented by affected stakeholders.
23. regularly monitor, and discuss, all anticipated outages with utility company and subcontractor input and provide maximum possible notice to the user of anticipated outages.
24. *monitor hospital construction activities and develop safeguards to insure protection of existing patient care areas. (CMCH and all other partners)
25. respect and treat others and their work as they wish you and your work to be treated. Take responsibility for damage to other's work. Amen!
26. maintain a continuous and efficient work force and effective procurement to ensure quality, sequence, and schedule
27. promptly prepare, submit, and process all payment requests.
28. *prepare and implement a rolling punch list and a detailed close out procedure. (Christman and other partners)
29. have fun!

* indicates item is to be prepared by
 () indicates who is responsible for implementing the action

David [Signature]

Tom Gethowaker
Bob Lewis
Charles Hausman
Tom J. [Signature]
William M. [Signature]
Adge [Signature]

John [Signature]
Don Raylton
Ralph Pagan
James [Signature]
Ken [Signature]
Jeff M. MANUS

John [Signature]
Brian [Signature]
Mark [Signature]
Mark [Signature]
Stan [Signature]

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page 2

date printed: 11/21/97

Michael [Signature]
Walt [Signature]

TONY KULICK
Thomas [Signature]

Pat [Signature]
Tim [Signature]
Bill [Signature]

Charter for Mt. Pleasant Public Schools - 1997 Bond Issue Project

1. Project Mission

In partnership with our community, we commit to construct adaptable educational facilities which significantly improve opportunities for all learners and are functional, serviceable, expandable, and aesthetically pleasing.

2. Project Objectives

All partners on the Mt. Pleasant Public Schools 1997 Bond Issue Project Team shall endeavor to:

1. provide conceptual drawings and construction documents which are adequately completed and thoroughly reviewed by all necessary stakeholders committed to the time required.
2. *prepare and honor a complete plan and schedule of the program, design, and construction work, and support the efforts of their fellow team members. (all stakeholders)
3. *communicate clearly, precisely, and accurately, and in a timely manner with internal and external parties with respect to all project matters through a formal communications plan for the project. (Granger and stakeholder's task force)
4. *prepare, publish, update, and respect a chart of the channels describing communication, responsibility, and authority, and include this chart in the communications plan. (Granger and stakeholder's task force)
5. provide adequate time in the critical path schedule. Discuss preliminary plans and communicate openly with appropriate governing agencies.
6. *mutually prepare, publish, implement, and keep current a realistic project action plan and schedule of work phases that is honored by all partners. (Granger & stakeholders)
7. recognize that project decisions affect facilities, neighbors, and others outside the project, and respect other's needs and take responsibility for your decisions.
8. *prepare and implement guidelines for screening proposed changes to the project. (steering committee and stakeholders)
9. eliminate all hidden agendas
10. minimize disputes and resolve conflicts quickly and at the lowest possible management level.
11. obtain and provide adequate information to allow timely and accurate decisions to be made by appropriate stakeholders.
12. prepare and publish a project directory showing people, work category, position and alternate contact.
13. be accountable for our actions.
14. perform work only upon proper authorization.
15. anticipate and communicate the conditions and disruptive circumstances inherent in demolition and construction activities, to the staffs of the various facilities that are a part of this total program.
16. *prepare a glossary of commonly used planning, design and construction terms that will be used to communicate on the project. (Granger)
17. keep all employees and staff informed of project characteristics and the partnering process.
18. limit the release of public information through the owner's designated representative only.
19. *make and document all decisions and provide all approvals at our management level promptly, fairly and with consideration of the requirements of the project program (Stakeholders or their appointed task forces).
20. recognize that project conditions and decisions affect other partners in achieving the overall design intent.
21. provide early identification and resolution of potential problem areas to all affected stakeholders through the issue tracking system.

22. strive to minimize changes to the project once commitments to the program, design, and costs have been made.
23. establish a trustful work environment with other partners by taking pride in our work, respecting the ideas and work of others and treating others as we would have them treat us.
24. validate all concerns of stakeholders while stressing the need to work for broad consensus.
25. clearly identify must, want and wish lists.
26. ensure the project scope, budget, and objectives with regard to must, want, and wish items are understood and acknowledged by all the stakeholders and fairly distributed in accordance with school system needs.
27. eliminate non value added paperwork, meetings and other support processes.
28. extend the spirit of participation and cooperation to all project participants.
29. make all full staff sign-offs memorable, and of importance to ongoing project success. All sign-offs should be celebrated.
30. have fun and celebrate success.

* indicates item is to be prepared by

() indicates who is responsible for implementing the action

Annex 4/1/98

WMSD

Annex 4/1/98

Kathleen Tucker

Bob [Signature]

David J. [Signature]

Betty Sroufe

Stephanie [Signature]

W. J. [Signature]

David [Signature]

Allan S. [Signature]

Kathryn K. [Signature]

Mary W. Allen

Gloria [Signature]

Amy [Signature]

Barbara [Signature]

Susan E. [Signature]

Sarah [Signature]
Suzanne [Signature]

Rogers A. [Signature]

[Signature]

Carolyn [Signature]

Diane M. [Signature]

March 25, 1998

[Signature]

[Signature]

**1. Charter for construction of the MTU Rozsa Center for the Performing Arts -
Houghton, Michigan**

Mission of the MTU Rozsa Center Project Team

It is our mission as MTU Rozsa Center Partners, to provide a facility that is a source of pride to the community. We are committed to construct this facility in a team atmosphere that promotes long term business relationships, with the mutual goals of safety, quality, profitability, timeliness and within the project budget.

Objectives of the project team

In recognition of the importance of achieving their mission all MTU Rozsa Center Partners, as a team, will commit to:

- 1. promote good morale and positive partnering participation at all levels of the MTU Rozsa Center project team.**
- 2. maintain a clean, accessible, safe, and well-planned work place.**
- 3. communicate effectively in an open, honest, and timely manner with all appropriate stakeholders.**
- 4. *solicit all team members' input to develop, maintain and update a realistic plan of work and project schedule, and honor it. (General contractor & partnering team)**
- 5. prepare, package, and process submittals in a timely, fair, and considerate manner consistent with the priorities of the contractors, designers, and owner.**
- 6. *prepare, publish, and keep current a chart of channels for communication, responsibility, and authority. (Architect/engineer, Owner and prime contractors, with help from the partners)**
- 7. appreciate how the documents were interpreted in the bidding process.**
- 8. know and understand the contract documents.**
- 9. recognize that project conditions and decisions affect other partners in achieving the overall design intent.**
- 10. recognize that project activities affect the surrounding university community.**
- 11. respect and treat others and their work as you wish you and your work to be treated. Take responsibility for damage to other's work.**
- 12. *provide required pricing, documentation and approvals of revisions within the mutually agreed upon time frame. (Stakeholder task force to establish time frame parameters for items not covered by the contract documents)**
- 13. control revisions being considered for the project to maintain the planned budget and schedule.**
- 14. minimize disputes and resolve conflicts quickly and at the lowest possible level.**
- 15. *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. (Task force of Architect, Engineer, Prime Contractors Owner and other partners as they desire)**
- 16. *prepare, publish, and implement a partnering evaluation system by which the effectiveness of the system is regularly monitored. (stakeholders task force)**

17. promptly and properly prepare and respond to requests for information, substitutions, and clarifications of project documents.
18. *preplan specified close-out guidelines that provide clearly understood direction for punching out the job, issuing Certificates of Substantial Completion, establishing intermediate occupancy dates, and maintaining and transmitting contract record documents. (All partners)
19. do it right the first time and strive to achieve a minimal punch list.
20. promptly and properly prepare, submit, and process all payment requests.
21. maintain a close relationship between expectations and reality.
22. have fun and celebrate project successes!

* indicates objective requiring special preparation by MTU Rozsa Center Partners.

() indicates who is to primarily responsible for preparing special materials

Norman Zubik
 Kenneth D. Hofer
 Ron Westerman
 G.V. Anagnostis
 [Signature]

Kathleen Hanault
 Jackie M. Dall'Orna
 Michael Wilmer
 [Signature]

Wm Blumberg
 Paul J. [Signature]
 [Signature]

[Signature]

Don [Signature]

Richard [Signature]
 William McKeegan

[Signature]

Paul [Signature]
 Jack [Signature]

Mill [Signature]

Sherry [Signature]

[Signature]

Jeff [Signature]

[Signature]

Doc [Signature]

Ran [Signature]

Jan [Signature]
 Ronald [Signature]

Timothy S. Purdy
 Barbara J. Wakeham

[Large signature]

Don Parker

I. Charter for construction of the Central Michigan University - Library Remodeling and Addition

A. Mission of the Central Michigan University Library Remodeling and Addition Project Partners

It is our mission as CMU Library Project Partners, to safely and profitably construct, on schedule and within budget, a high quality library. We will accomplish this through cooperative efforts, positive communication, teamwork and ethical practices which maximize satisfaction, minimize conflict and create lasting relationships.

B. Charter objectives for the Central Michigan University Library Remodeling and Addition Project

In recognition of the importance of achieving their mission all CMU Project Partners will strive to:

1. Maintain high job morale and cooperative attitudes among all project participants.
2. Make timely decisions in all project related matters.
3. Provide required documentation and approvals within mutually agreed upon time frames.
4. Be accountable for your actions.
5. Do it right the first time and strive to minimize remaining punch list items at substantial completion.
6. Provide reasonable interpretations of the contract documents.
7. Provide timely communications, responses, decisions... and be available.
8. *Prepare, publish, keep current, and respect a chart of channels of communication, responsibility, and authority. (to be compiled by a team from the Department of Management and Budget, the General Contractor and the A/E of record.)
9. Promote among the CMU Library staff, an understanding of construction documents and the construction process.
10. Anticipate and communicate, through appropriate channels the impact that construction activities may have on the environmental integrity and safety of all ongoing CMU operations.
11. Communicate the principles of partnering and encourage participation of all parties at all project levels in the process and the spirit of partnering.
12. Prepare, package, and process submittals in a timely, fair, and considerate manner consistent with the priorities of the contractors, designers, and owner.
13. Take pride in our work, respect the ideas and work of others and treat others as you would have them treat you.
14. Maintain a clean, safe, accessible, and well-planned work site.
15. *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. (draft by general contractor and refined by a task force of stakeholders)

Ralph J. Stephenson

Charles E. ...

Ernie ...
Mel ...
...

OR *...*

Bob DeL...

16. *Prepare and implement a partnering evaluation system (draft by general contractor and refined by a task force of stakeholders).
17. Practice fairness in price proposals, backcharges, and all other financial matters.
18. Promptly prepare, submit, and process all payment requests.
19. Distribute and regularly monitor and discuss, with subcontractor input, a master project schedule, and update schedules as required.
20. Provide proper resources to support the agreed-upon plan and schedule of work.
21. Maintain a close relationship between expectations and reality
22. Anticipate, identify, and accurately communicate potential job problems, while being mindful of future service access requirements.
23. Make progress and technical meetings productive and brief by preparing well, and bringing both problems and solutions to the table.
24. Provide for timely and professional technical inspection services with appropriate documentation and feedback to those affected.
25. Be willing to suggest and consider cost and time effective options.
26. Respect financial profit as an incentive for private sector stakeholders.
27. Have fun and celebrate the successful completion of the project.

* indicates objective requires special preparation by CMU Library Project Partners.
() indicates who is to be primarily responsible for preparing special materials

Tim Bennett
William A. Rowch
EAR MORROW
Jack Wicker
Bob Henry
John B. ...
Michael ...
John ...
Paul ...
John ...
Paul ...

1. Charter for construction of the University of Michigan, Flint - Professional Studies Classroom Building

1. Mission of the University of Michigan, Flint - Professional Studies Classroom Building partners

Our mission is to complete this project with quality, on-schedule and within budget. As PSCB Project Partners, we agree to work together safely, with trust, respect and cooperation.

2. Charter objectives for the University of Michigan, Flint - Professional Studies Classroom Building Project

In recognition of the importance of achieving our mission all PSCB Project Partners will strive to

1. *develop a realistic plan of work and project schedule and honor it. (Sorensen-Gross with input from other PSCB partners)
2. prepare, package, and process submittals in a timely, fair, and considerate manner consistent with the priorities of the contractors, designers, and owner.
3. fulfill respective responsibilities and commitments to permit on-time completion of the project.
4. recognize that project conditions and decisions affect other partners in achieving the overall design intent.
5. anticipate, identify, and accurately communicate potential job problems.
6. *prepare and implement guidelines for evaluating proposed changes to the project prior to requesting formal pricing of the changes. (owner, designers, contractors)
7. take pride in our work, respect the ideas and work of others and treat others as we would have them treat us.
8. recognize that project conditions and decisions affect other partners in achieving the overall design intent.
9. accurately price changes to the project in a timely, reasonable and fair manner.
10. respond to proposed changes in a timely manner including formal issuance of supplemental agreements.
11. make meetings productive and brief by preparing well, by bringing both problems and solutions to the table, and by starting and finishing on time.
12. maintain a safe, orderly, well organized work site.
13. promptly prepare, submit, and process all payment requests.
14. *prepare, publish and implement a project partnering evaluation system. (PSCB partner task force)
15. *develop an organizational matrix showing lines of communication and responsibility to be maintained on the project.(PSCB partner task force)
16. provide required documentation and approvals within the mutually agreed upon time frame.
17. make and document all decisions, and provide all approvals at their management level promptly, fairly and with consideration of the

1. Construction charter for Ditler Community College - Physical Education, Classroom and Book Store Building

a) Mission.

We will work together to deliver on-time and on budget, a state-of-the-art bookstore, classroom and athletic facility, satisfying the college's needs, reflecting a sense of pride, effecting a profitable experience for all involved, which will be appreciated by the users and the community.

b) Objectives

All stakeholders on the Ditler Community College PECRB project shall endeavor to

- (1) promptly prepare, submit, and process all payment requests.
- (2) *prepare and publish a project directory showing chain of command, people, work category, position and alternate contact. (pm for state with all stakeholders)
- (3) *prepare, publish, and keep current a chart of channels for communication, responsibility, and authority. (pm for state with all stakeholders)
- (4) *limit the release of public information through the owner's designated representative only.
- (5) accurately prepare and properly distribute project documentation in a timely manner.
- (6) ensure the design is understood and acknowledged by all the stakeholders.
- (7) practice fairness in price proposals, back charges, and all other financial matters.
- (8) provide for timely and professional technical inspection services with appropriate documentation and feedback to those affected.
- (9) properly staff and maintain competent personnel, and equipment required on the project.
- (10) adhere to agreed upon schedules and resource commitments.
- (11) provide proper resources to support the agreed-upon plan and schedule of work.
- (12) identify and remedy incorrect performance in a timely manner.
- (13) *develop a realistic plan of work and project schedule and honor it. (general contractor with the concurrence of the other stakeholders)
- (14) make and document all decisions, and provide all approvals at their management level promptly, fairly and with consideration of the requirements of the project.
- (15) make decisions in a timely manner and stand by the agreements you have made.
- (16) maintain a close relationship between expectations and reality

Karen Curran
[Signature]
For Linda Casbe

12

Jesús D. Ellis
Michelle Vega
[Signature]

date printed: June 23, 1998

Brad Sheehan

Ditler Community College
Physical Education, Classroom & Book Store Building
Ditler County,
New Mexico

GSA Partnering Team, Inc.
Construction Consultants

- (17) prepare, package, and process submittals in a timely, fair, and considerate manner consistent with the priorities of the contractors, designers, and owner.
- (18) do it right the first time and strive to achieve a minimal punch list.
- (19) be willing to suggest and consider cost and time effective options.
- (20) promote a clean and safe job environment.
- (21) maintain a continuous and efficient work force and effective procurement to ensure quality, sequence, and schedule
- (22) plan for future service access to equipment during mechanical, electrical and plumbing installation.
- (23) foster understanding of construction documents
- (24) be accountable for your actions.
- (25) *establish close-out guidelines that provide clearly understood direction for punching out the job, issuing Certificates of Substantial Completion, establishing intermediate occupancy dates, and maintaining and transmitting contract record documents. (state pm, architect/ engineer, commissioning party, general contractor with the input of all stakeholders)
- (26) anticipate, identify, and accurately communicate potential job problems.
- (27) respect other team members' work and abilities.
- (28) prepare and respond promptly and completely to requests for information and clarification of contract documents.
- (29) *work to improve revision and change order processing, including a streamlined process for minor changes (amount to be decided by udm among the stakeholders)
- (30) *prepare and publish a construction traffic and parking plan. (general contractor pm)
- (31) maintain a well planned and clean work site.
- (32) avoid litigation
- (33) have fun and celebrate the successful completion of the project!

* indicates item to be prepared by stakeholders
* indicates who is responsible

Monica Lewis

Michael J. [unclear]
Terri [unclear]
Paul [unclear]
Steve [unclear]
David M. Drumby
Jim [unclear]
David [unclear]
date printed: June 23, 1998
John [unclear]
Robert A. [unclear]
Mary Daley
Kim [unclear]
Larry [unclear]
Amy C. Hay
Manuel [unclear]
Don [unclear]
Byron Hodgkins
Sherry Howard
Deborah [unclear]
300
Andrew
Tom
Sheryl
13
James [unclear]
Robert [unclear]