Exhibit N

Page 2 of 4

Contractors Representative shall be responsible for coordinating action among the Project participants, including any

additional Contractor personnel who must participate in decision making on the Project.

2.3 Project Team .

2.3.1 Team Collaboration . The Project Team shall work together to deliver the Project employing collaborative

methods for achieving the best value and most efficient and economical Project delivery . Subcontractors

Representative shall act on behalf of Subcontractor on the Project Team .

2.3.2 Decision-Making . Consistent with lean principles of collaboration and to the greatest extent possible, the

Project Team shall act in the best interest of the Project as a whole and consistent with applicable laws . Project Team

members shall use their best good faith efforts to resolve disputes by agreement before initiating dispute resolution

procedures under the terms of the Subcontract Documents. If the parties are unable to agree on a resolution,

Contractor may issue directions that it believes to be in the best interest of the Project, subject to further resolution

pursuant to the dispute resolution provisions of the Subcontract Documents. The Project Team shall meet regularly to

review Project performance, coordinate efforts , make key decisions, and stimulate excellence among Project Team

members.See Guidebook for additional information.

2.3.3 Supervision . The Project Team as a whole shall not have any duties of supervision over or control of any

individual Project Team members . All subcontractors, suppliers, consultants, and other parties providing labor,

services, materials, or equipment to the Project are independent contractors. Each Project Team member is alone

responsible for supervising its employees. However, Contractor is responsible for developing and implementing a

program for (a) evaluating the Project Team s utilization and performance of Lean Project Delivery and (b) stimulating

continuous improvement in the Project Team s Lean Project Delivery performance. The performance improvement

program will include at least the following elements: (a) an established set of no more than ten performance metrics;

(b) a regular schedule for periodic evaluations; (c) a focus on behaviors of team members; (d) clear standards and

protocols for evaluating performance against the established metrics; and (e) a feedback mechanism on

recommendations to improve team member behavior.

ARTICLE 3

PROJECT TEAM RESPONSIBILITIES

3.1 Project Planning & Schedule .

3.1.1 Pull Planning . Consistent with the Project construction schedule, the Project Team shall employ a pull

scheduling approach to planning and scheduling, which provides that preceding activities are not started sooner than

is needed to assure the continuous performance of subsequent activities. Where the work of one Project Team

member is dependent upon the prior performance of another Project Team member or another Project Team

members lower tier contractor, the Project Team member whose work is dependent shall request of , and receive

from, the prior performer a commitment as to when the precedent work will be finished. Applicable Project Team

members shall agree upon criteria for the hand- off of items of work . Project Team members shall attend and

participate in pull planning meetings as required by Contractor.

3.1.2 Project Planning System . Consistent with the Project construction schedule, the Project Team shall employ a

system of Project planning that may include the collaborative development of a milestone schedule, phase or

progression schedules, make-ready look ahead plans, weekly work plans, daily huddles and methods for recording,

measuring, and improving the reliability of Project planning.

3.1.3 Phase Planning . Phase planning shall be based on the collaborative efforts of all those performing work

during a given period and shall show when work will be done to meet milestone dates. Project Team members shall

attend and participate in phase planning meetings as required by Contractor.

3.1.4 Make- Ready Look Ahead Plan . Make- ready look ahead plans shall be developed by the Project Team ,

identifying (a) each item of work to be performed and completed during the given planning period; (b) whether factors

exist that would impede or constrain performance and completion; and (c) the actions to be taken to negate or

mitigate any such impediments or constraints.

Exhibit N

Page 3 of 4

3.1.5 Weekly Work Plans . Project Team members shall attend and participate in weekly work plan meetings .

Consistent with the Project construction schedule, weekly work plans will be developed by the Project Team members

on a weekly basis and show the day on which assignments shall be completed. The weekly work plans shall disclose

whether or not an assignment has been completed as scheduled and, if not, a reason shall be assigned. Unless

otherwise agreed to by Contractor, the Project Team will record the current Plan Percent Complete (PPC) for the

Project and display this for review.

3.1.6 Construction Schedule . Contractor shall prepare and maintain the construction schedule consistent with the

contract time and overall Project schedule. The construction schedule shall coordinate and integrate the services and

activities of Subcontractor, Contractor, Owner, Architect, other subcontractors and service providers. To the extent

required by the Prime Contract, Contractor shall update the construction schedule to show: (a) proposed activity

sequences and durations; (b) proposed milestone dates for such activities; (c) delivery of materials or equipment

requiring long-lead-time procurement; (d) Owners occupancy requirements; and (e) estimated date of Substantial

Completion of the Project. If construction schedule updates show that milestone dates contained in prior construction

schedules will not be met, Contractor may notify and make recommendations to the Project Team . Contractor shall

monitor the performance of subcontractors as it relates to the construction schedule; update the construction

schedule; and if required, recommend corrective alternatives or adjustments to the Project Team

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3.2 Project Team Communications

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3.2.1 Communications Protocol . Contractor shall provide a communications protocol to the Project Team . The

communications protocol shall: (a) identify critical Project personnel and their contact information; (b) provide a

Project meeting schedule with attendance requirements; (c) allow for direct communication between and among

Project Team members , as necessary, and identify when contemporaneous notification of the content of such

communication should be made to the other Project Team members ; (d) establish the exchange of documents and

data in electronic form; (e) determine necessary equipment, software, and services; (f) determine acceptable formats,

transmission methods, and verification procedures; (g) establish methods for maintaining version control; (h) set forth

privacy and security requirements; and (i) set forth storage and retrieval requirements. Except as otherwise agreed to

Exhibit N

Page 4 of 4

(j) Creating standards by which to measure and track quality performance.
3.4 5S Plan

. Subcontractor shall submit to Contractor for its approval a construction operations quality plan that addresses

the following:
(a) The removal of clutter and all unnecessary items from the work environment; (b) Placing items that will be used during construction so as to facilitate their efficient and responsible use

;
(c) Creating an orderly and clean workspace with continuous inspection and clean-up; (d) Standardizing and constantly improving construction operation practices; and (e) Creating a culture of discipline and continuous improvement.

3.5 Logistics Plan . Subcontractor shall order material and equipment in accordance with a material logistics plan prepared by Subcontractor and approved by Contractor that is consistent with the current phase plan and look ahead plan. The intent and purpose of the material logistics plan is to promote just-in-time deliveries to the site, avoid delays in material deliveries, minimize handling costs and provide the least obstruction of the premises and any adjoining property.