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Hi, Glenn,

We met several times in 2009 and 2010 when your company was designing and building the Admin and Parking buildings at the Detroit Arsenal. A colleague and I handled the initial partnering conference and then I worked with Tim VanAntwerp and the folks at the Corps of Engineers to conduct a series of quarterly Partnership Surveys on which we reported to you and the other members of the Senior Advisory Group.

In the last five years I have conducted 30 surveys on eight major construction projects ranging in size from \$5 million to over \$1.5 billion.

I thought that you would be interested to know that scores reflecting the overall health of the partnership on two of the Admin and Parking project surveys were the highest of any that I have recorded. And on those surveys the Granger construction and design teams were scored very highly as good partners by all project stakeholders.

Attached is a white paper in which I describe the value of conducting surveys as regular checks on the health of a project partnership. To ensure confidentiality the lines in the graph on page 4 are not labeled, but the NPS scores from your Admin and Parking project surveys are shown on the pink line. I have also attached a copy of the "Partnership Status Sheet" on which we reported the results of the fifth and final survey on that project.

My purpose in writing to you today and sharing these results is to remind you of the great work that your team did on that project and also to suggest that this survey approach, which I have applied and refined over the last five years, may be very useful to you on your present or future projects - in both the government and commercial sectors.

I would enjoy the opportunity to discuss this with you further. Please let me know if you are interested and when it would be convenient for me to call you.

Regards,

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