



NATIONAL MAINTENANCE AGREEMENTS POLICY COMMITTEE, INC.

1501 Lee Highway, Suite 202 • Arlington, Virginia 22209-1145
T: 703.841.9707 • F: 703.524.3364 • www.nmapc.org

Daniel M. Hogan
Impartial Secretary/CEO

October 6, 2021

Mr. Chris Johnson
Director, Construction Ford Land North America
Ford Motor Company
330 Town Center Dr., Ste. 1100
Dearborn, MI 48126

Dear Mr. Johnson:

This is to inform you that the National Maintenance Agreements Policy Committee (NMAPC) – Labor Section, has reviewed your communication dated October 5, 2021, requesting an extension of the current Ford NMA Addendum for the revitalization of Ford facilities and work to be performed at various Ford manufacturing and development center sites located in the States of Illinois, Kentucky, Michigan, Missouri, New York and Ohio as outlined in the attached original Facility List in exchange for “Yellow Card Site” designation.

The Committee has determined that this addendum request be approved for all work bid on or after October 6, 2021. Further, the addendum shall cease to be in effect as of December 31, 2021 unless action is taken to the contrary. Please be further advised that work specific to any Site Extension Requests (SERs) that is approved prior to December 31, 2021, will continue to benefit from the terms and conditions of the Addendum through completion.

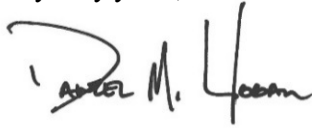
Please be advised that pursuant to NMAPC Policy Decision XXVIII – 1 entitled, “Proper Implementation of an Approved Addendum” any Employer seeking to invoke an addendum must be in possession of a current approved Site Extension Request (SER) that contains the appropriate addendum approval language. Further, this notice does not constitute permission for contractors to proceed under the National Maintenance Agreements. Successful contractors and or subcontractors must have in their possession approved SERs from the appropriate International Union(s) prior to commencing with the work at the aforementioned plant, regardless of actions determined by the NMAPC, Inc.

Further, successful contractors and/or subcontractors are directed to conduct Pre-Job Conferences; assign work to the appropriate crafts according to the recognized and traditional jurisdiction; and submit work hours to the NMAPC.

October 6, 2021
NMAPC
Page 2

Please contact this office should you have any questions.

Very truly yours,

A handwritten signature in black ink, appearing to read "Daniel M. Hogan". The signature is stylized with a large initial "D" and "H".

Daniel M. Hogan
Impartial Secretary/CEO

DMH/mpd

cc: NMAPC Committee
Mr. Eric Grubb – Ford Motor Company
Mr. Ralph Affrunti – Chicago & Cook County BCTC
Mr. John Morrison – Greater Louisville BCTC
Mr. Patrick Devlin – Michigan State BCTC
Mr. William Thompson – Buffalo & Vicinity BCTC
Mr. Carl Neutzling – North Central Ohio BCTC
Mr. Terence Joyce – Cleveland BCTC
Mr. Rick Perdue – Lima BCTC
Mr. Mark Hamant – Greater Cincinnati BCTC
(All w/attachments)



October 5, 2021

Mr. Daniel M. Hogan
Impartial Secretary / Chief Executive Officer
National Maintenance Agreements Policy Committee
1501 Lee Highway, Suite 202
Arlington, Virginia 22209

Dear Mr. Hogan,

In accordance with Article XXVIII of the National Maintenance Agreement (NMA), Ford Motor Company is requesting consideration of an additional extension to the existing Ford Addendum to the NMA, dated September 25, 2017 and set to expire October 23rd, 2021. With your approval the expiration date will be December 31, 2021.

I look forward to hearing from you soon regarding this request. If you have any questions or need additional information about this request, please do not hesitate to contact me at 313-549-6243 or via e-mail at cjohns12@ford.com.

Sincerely,

Chris Johnson

Director, Ford Land
Ford Motor Company

cc. Gary Polakowski, Director, North America Vehicle Operations Manufacturing Engineering.
Indy Singh, Director, Powertrain Manufacturing Engineering
Kevin Whipp, Global Director, Ford Land Manufacturing & Construction
Jill Lauffer, Director Commercial Construction



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1501 Lee Highway, Suite 202 • Arlington, Virginia 22209-1145
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Daniel M. Hogan
Impartial Secretary/CEO

September 24, 2021

Mr. Chris Johnson
Director, Construction Ford Land North America
Ford Motor Company
330 Town Center Dr., Ste. 1100
Dearborn, MI 48126

Dear Mr. Johnson:

This is to inform you that the National Maintenance Agreements Policy Committee (NMAPC) – Labor Section, has reviewed your communication dated September 9, 2021, requesting a thirty (30) day extension of the current Ford NMA Addendum for the revitalization of Ford facilities and work to be performed at various Ford manufacturing and development center sites located in the States of Illinois, Kentucky, Michigan, Missouri, New York and Ohio as outlined in the attached original Facility List in exchange for “Yellow Card Site” designation.

The Committee has determined that this addendum request, as provided for in the attached NMAPC – Addendum Request Form (21-A-003), be approved for all work bid on or after September 23, 2021. Further, the addendum shall cease to be in effect as of October 23, 2021 unless action is taken to the contrary. Please be further advised that work specific to any Site Extension Requests (SERs) that is approved prior to October 23, 2021, will continue to benefit from the terms and conditions of the Addendum through completion.

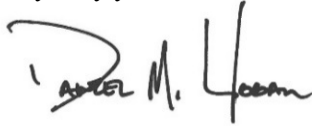
Please be advised that pursuant to NMAPC Policy Decision XXVIII – 1 entitled, “Proper Implementation of an Approved Addendum” any Employer seeking to invoke an addendum must be in possession of a current approved Site Extension Request (SER) that contains the appropriate addendum approval language. Further, this notice does not constitute permission for contractors to proceed under the National Maintenance Agreements. Successful contractors and or subcontractors must have in their possession approved SERs from the appropriate International Union(s) prior to commencing with the work at the aforementioned plant, regardless of actions determined by the NMAPC, Inc.

Further, successful contractors and/or subcontractors are directed to conduct Pre-Job Conferences; assign work to the appropriate crafts according to the recognized and traditional jurisdiction; and submit work hours to the NMAPC.

September 24, 2021
NMAPC
Page 2

Please contact this office should you have any questions.

Very truly yours,

A handwritten signature in black ink, appearing to read "Daniel M. Hogan". The signature is stylized with a large initial "D" and a long horizontal stroke at the end.

Daniel M. Hogan
Impartial Secretary/CEO

DMH/bmc

cc: NMAPC Committee
Mr. Ralph Affrunti – Chicago & Cook County BCTC
Mr. John Morrison – Greater Louisville BCTC
Mr. Patrick Devlin – Michigan State BCTC
Mr. William Thompson – Buffalo & Vicinity BCTC
Mr. Carl Neutzling – North Central Ohio BCTC
Mr. Terence Joyce – Cleveland BCTC
Mr. Rick Perdue – Lima BCTC
Mr. Mark Hamant – Greater Cincinnati BCTC
(All w/attachments)



NMAPC

NATIONAL MAINTENANCE AGREEMENTS POLICY COMMITTEE, INC.

Ballot Number:

21-A-003

Must Be Returned By: September 23, 2021

EXPEDITED Addendum Request Form

Owner Name Ford Motor Company

Plant Name 31 Ford Facilities (see attached list)

City Various **State** IL, KY, MI, MO, NY, OH

Requesting Party Ford Motor Company **Request Date** September 9, 2021

Nature of Work All industrial maintenance and construction activities

Notes **EXPEDITED**, results to be released following due date.

Addenda to National Maintenance Agreements - Modification Requested

In accordance with Article XXVIII of the National Maintenance Agreements (NMA), Ford Motor Company is requesting consideration of a 30 (thirty) day extension to the existing Ford Addendum to the NMA, dated September 25, 2017 and set to expire September 25, 2021. With your approval the expiration date will be October 25, 2021.

INTERNATIONAL UNION RESPONSE

Craft Name

Response

Approved

Denied

Date Returned

Craft Comments:

Important: Voting is based on a majority of returned forms. Failure to sign and return this form will be considered to be an abstention and will not be counted

Please photocopy this report for your files.

Name and Title _____ Date _____



September 9, 2021

Mr. Daniel M. Hogan
Impartial Secretary / Chief Executive Officer
National Maintenance Agreements Policy Committee
1501 Lee Highway, Suite 202
Arlington, Virginia 22209

Dear Mr. Hogan,

In accordance with Article XXVIII of the National Maintenance Agreement (NMA), Ford Motor Company is requesting consideration of a 30-day extension to the existing Ford Addendum to the NMA, dated September 25, 2017 and set to expire September 25, 2021. With your approval the expiration date will be October 25, 2021.

I look forward to hearing from you soon regarding this request. If you have any questions or need additional information about this request, please do not hesitate to contact me at 313-549-6243 or via e-mail at cjohns12@ford.com.

Sincerely,

Chris Johnson

Director, Ford Land
Ford Motor Company

cc. Gary Polakowski, Director, North America Vehicle Operations Manufacturing Engineering.
Indy Singh, Director, Powertrain Manufacturing Engineering
Kevin Whipp, Global Director, Ford Land Manufacturing & Construction
Jill Lauffer, Director Commercial Construction



NATIONAL MAINTENANCE AGREEMENTS POLICY COMMITTEE, INC.

1501 Lee Highway, Suite 202 • Arlington, Virginia 22209-1145
T: 703.841.9707 • F: 703.524.3364 • www.nmapc.org

Stephen R. Lindauer
Impartial Secretary/CEO

September 25, 2017

Mr. Ron Koshewitz
Director, Engineering, Construction & Planning Services
Ford Motor Company
Fairlaine Plaza South, Ste. 1100
330 Town Center Drive
Dearborn, MI 48126

Dear Mr. Koshewitz:

This is to inform you that the National Maintenance Agreements Policy Committee (NMAPC) – Labor Section, has reviewed your communication dated September 8, 2017, requesting an addendum to modify the National Maintenance Agreements (NMAs) for the revitalization of Ford facilities in the area of Research and Engineering Campus, Headquarters Campus, known as the “The Dearborn Campus Transformation” located in Dearborn, Michigan, as well as work to be performed at various Ford manufacturing and development center sites located in the States of Illinois, Kentucky, Michigan, Missouri, New York and Ohio as outlined in the attached Facility List in exchange for “Yellow Card Site” designation.

The Committee has determined that this addendum request, as provided for in the attached NMAPC – Addendum Request Form (17-A-003), be approved for all work bid on or after September 23, 2017.

It should be noted that Section 1.B. of the aforementioned addendum request was modified to allow for the utilization of “equivalent” substance abuse testing for those facilities not located within the State of Michigan.

Please be advised that pursuant to NMAPC Policy Decision XXVIII – 1 entitled, “Proper Implementation of an Approved Addendum” any Employer seeking to invoke an addendum must be in possession of a current approved Site Extension Request (SER) that contains the appropriate addendum approval language. Further, this notice does not constitute permission for contractors to proceed under the National Maintenance Agreements. Successful contractors and or subcontractors must have in their possession approved SERs from the appropriate International Union(s) prior to commencing with the work at the aforementioned plant, regardless of actions determined by the NMAPC, Inc.

Further, successful contractors and/or subcontractors are directed to conduct Pre-Job Conferences; assign work to the appropriate crafts according to the recognized and traditional jurisdiction; and submit work hours to the NMAPC.

Please contact this office should you have any questions.



September 25, 2017

Page 2

Very truly yours,



Stephen R. Lindauer
Impartial Secretary/CEO

SRL/dmh

cc: NMAPC Committee
Mr. Ralph Affrunti – Chicago & Cook County BCTC
Mr. John Morrison – Greater Louisville BCTC
Mr. Patrick Devlin – Michigan State BCTC
Mr. William Thompson – Buffalo & Vicinity BCTC
Mr. Robert Warner – North Central Ohio BCTC
Mr. Terence Joyce – Cleveland BCTC
Mr. Matthew Comett – Lima BCTC
Mr. Barry Rohrmeier – Greater Cincinnati BCTC
(All w/attachments)



NMAPC

NATIONAL MAINTENANCE AGREEMENTS POLICY COMMITTEE, INC. 2017

Ballot Number:
17-A-003

Must Be Returned By: September 22,
2017

Addendum Request Form

Owner Name Ford Motor Company
Plant Name 31 Ford Facilities (see attached list)
City Various **States** IL, KY, MI, MO, NY, OH
Requesting Party Ford Motor Company **Request Date** September 8, 2017
Nature of Work All industrial maintenance and construction activities
Notes

Addenda to National Maintenance Agreements - Modification Requested

Ford Addendum Request

- 1.) Prior to, but within 30 days of referral for employment to the project site, all craft persons will:
 - A.) Attend a program specific Safety Orientation facilitated by the PM/CM at mutually agreed upon time and locations.
 - B.) Before being admitted to the job-site all contractor and subcontractor employees having active involvement in job-site construction activity, must be current and maintain a current MUST or equivalent status regarding the Substance Abuse Program. Prior to the start of work on the project the employee must provide confirmation of negative results to a MUST Substance Abuse Test or equivalent test within the last 30 days.
- 2.) Transportation from the craft parking area gate to the work site will only be provided if that distance is greater than three quarters (3/4) mile one-way.
- 3.) Maintaining a stable and dependable workforce is essential to the success of this project. Therefore, to prevent employees from “jumping” employers at the project site, employees, who voluntarily quit an employer on the project site, will not be eligible for employment with another employer at the project site for thirty (30) days.
- 4.) Shift Work
 - A.) When two or three shifts are required, the first (1st) shift shall work (8) hours at the regular straight-time rate. The second (2nd) shift shall work eight (8) hours at the regular straight-time rate, plus a \$1.00 per hour shift additive. The third (3rd) shift shall work eight (8) hours at the regular

straight-time rate, plus \$1.25 per hour shift additive.

B.) If due to ongoing Ford Operations or job coordination the regularly scheduled work-day is established as one off shift then that shift is paid at the regular straight-time rate. This requires a scheduled shift duration of a minimum one week.

5.) Overtime shall be defined as all hours worked in excess of forty (40) hours in a week, or for 8-hours shifts, for work in excess of 8 hours per day; or for 10-hour shifts, for work in excess of 10 hours per day; such work and work performed on Saturday shall be paid at one and one-half times the straight time rate of pay, provided the employee has worked forty (40) hours since the start of the work week, or has reported for work all hours he/she was scheduled to work for that week.

However, in scheduled five day/eight hour shift work-weeks, Saturday may be scheduled as a "make-up" day at straight time to make up for a day lost (Monday through Friday) due to inclement weather; in scheduled four day/ten hour shift work weeks, Friday and/or Saturday may be scheduled as a "make-up" day at straight time to make up for a lost day (Monday through Thursday) due to inclement weather. Employees working a five day/eight hour shift work week who inform their employer on Friday, or for employees working a four day/ten hour shift work week who inform their employer on a Thursday and/or Friday that they do not wish to work the straight-time make day will not be penalized.

In addition, if a "make-up" day is scheduled, all employees directed to work on such day will be scheduled for eight (8) hours, and will be guaranteed a minimum of four (4) hours work or pay. In any week in which employees on the project are scheduled on four day/ten hour shifts, an employee whose first day of work on the project begins on Wednesday, or a later day of the schedule shall be paid, during the first week of his employment only, time and one-half for all hours worked in excess of eight (8) in a day for each day he/she worked during said week. Work on Sundays and holidays shall be at double time.

There will be no restriction on any Employer scheduling of overtime or the non-discriminatory designation of employees who will work. The Employer (s) shall have the right to schedule work so as to minimize overtime. There shall be no pyramiding of overtime pay under any circumstances. All overtime would be paid in accordance with the applicable overtime rate.

6.) Utilization of the four (4) day ten (10) hour work-week as indicated in the current NMA, Article XV Paragraph 7A, but with an additional feature for inside work (interior to the building without risk of weather). The variation is to work four (4) day ten (10) hour work-week not only Monday thru Thursday, but also Tuesday through Friday on inside work that has no threat of weather related interruptions. This provides Contractors flexibility for addressing plant production schedules, trade coordination, tie-ins and the ability to respond to interruptions caused by utility outages. There will be no provision for a straight time make up day with a Tuesday to Friday work-week.

For outside work interrupted by weather conditions, holiday or other conditions beyond the control of the Employer, then Friday and or Saturday may, at the option of the Employer, be worked as a makeup day at the straight time wage rate for Monday thru Thursday work schedules. Straight time is

not to exceed ten hours a day or forty hours per week.

In a two-shift work day the second shift four (4) day ten (10) hour shifts worked in either scenarios described above, shall include a \$1.00 per hour shift additive.

7.) In support of the union apprenticeship programs, the development of future craft persons and contain crew costs, the ratio of journey persons to non-journey persons shall be 4 journey persons to one non journey person. A non-journey person is an apprentice; pre-apprentices, probationary employee or any other non-journey person classification recognized in the Local Labor Agreement. Any combination may be used to meet the requirement of four to one.

8.) Since the Research Engineering and Headquarters Campuses have on-going operations it is understood that certain work may not be included in the aforementioned "Yellow Card Project" requests. This may include but not limited to: Activities associated with day to day operational support Work performed by Third Party Services Providers (i.e. public utilities and their contractors, etc.) Work historically performed by the UAW on Campus Specialty Research & Engineering Equipment Installation

9.) Accordingly, due to the forecasted duration of the Dearborn Campus Transformation, we ask that the above provisions be approved for a four (4) year sunset with an annual review by the NMAPC Labor Section and Ford.

10.) Key to effective implementation of the requested addendum will be adherence to pre-job conference guidelines and the use of Local Tripartite Committee. This Committee will be utilized to monitor its application, discuss and resolve any issues that may arise.

INTERNATIONAL UNION RESPONSE

Craft Name

Response **Approved** **Denied** **Date Returned** _____

Craft Comments:

Important: Voting is based on a majority of returned forms. Failure to sign and return this form will be considered to be an abstention and will not be counted

Please photocopy this report for your files.

Name and Title _____ Date _____

**Ford Motor Company
Facility List**

Revised 10/31/18

<u>Facility Name</u>	<u>City</u>	<u>State</u>
Chicago Assembly Plant	Chicago	Illinois
Chicago Stamping Plant	Chicago Heights	Illinois
Kentucky Truck Plant	Louisville	Kentucky
Louisville Assembly Plant	Louisville	Kentucky
New Model Program Development Center	Allen Park	Michigan
Dearborn Diversified Manufacturing Plant	Dearborn	Michigan
Dearborn Engine Plant	Dearborn	Michigan
Dearborn Stamping Plant	Dearborn	Michigan
Dearborn Tool & Die Plant	Dearborn	Michigan
Dearborn Truck Plant	Dearborn	Michigan
Research & Engineering Center and Out Buildings	Dearborn	Michigan
World Headquarters Campus	Dearborn	Michigan
Rouge Complex	Dearborn	Michigan
Corktown Campus	Detroit	Michigan
Flat Rock Assembly Plant	Flat Rock	Michigan
Livonia Transmission Plant	Livonia	Michigan
Automatic Transmission New Product Center	Livonia	Michigan
Rawsonville Components Plant	Rawsonville	Michigan
Romeo Engine Plant	Romeo	Michigan
Sterling Axle Plant	Sterling Heights	Michigan
Van Dyke Transmission Plant	Sterling Heights	Michigan
Michigan Assembly Complex	Wayne	Michigan
Woodhaven Forging Plant	Woodhaven	Michigan
Woodhaven Stamping Plant	Woodhaven	Michigan
Kansas City Assembly Plant	Claycomo	Missouri
Buffalo Stamping Plant	Buffalo	New York
Ohio Assembly Plant	Avon Lake	Ohio
Cleveland Casting Plant	Cleveland	Ohio
Cleveland Engine Plant 1	Cleveland	Ohio
Cleveland Engine Plant 2	Cleveland	Ohio
Lima Engine Plant	Lima	Ohio
Sharonville Transmission Plant	Sharonville	Ohio

11/5/2018



September 8, 2017

Mr. Stephen R. Lindauer
Impartial Secretary/CEO
National Maintenance Agreement
Policy Committee, Inc.
1501 Lee Highway, Suite 202
Arlington, Virginia 22209

Dear Mr. Lindauer,

In accordance with Article XXVIII of the NMA Agreement, Ford is requesting consideration of an addendum. This request for modification is to assist in supporting a 11-12 million craft hour investment for the revitalization of Ford Facilities in the area of the Research and Engineering Campus as well as the Headquarters Campus. This program is called "The Dearborn Campus Transformation" located in Dearborn, Michigan.

- In addition we would like to include work performed at our manufacturing and development center sites per the attached Facility List. The anticipated man hours associated with work at these facilities will add an estimated 5-6 million craft hours to those listed for The Dearborn Campus Transformation.

The proposed Addendum contains the following considerations:

1. Prior to, but within 30 days of referral for employment to the project site, all craft persons will:
 - A. Attend a program specific Safety Orientation facilitated by the PM/CM at mutually agreed upon time and locations.
 - B. Before being admitted to the job-site all contractor and subcontractor employees having active involvement in job-site construction activity, must be current and maintain a current MUST status regarding the Substance Abuse Program. Prior to the start of work on the project the employee must provide confirmation of negative results to a MUST Substance Abuse Test within the last 30 days.
2. Transportation from the craft parking area gate to the work site will only be provided if that distance is greater than three quarters (3/4) mile one-way.

3. Maintaining a stable and dependable workforce is essential to the success of this project. Therefore, to prevent employees from “jumping” employers at the project site, employees, who voluntarily quit an employer on the project site, will not be eligible for employment with another employer at the project site for thirty (30) days.

4. Shift Work
 - A. When two or three shifts are required, the first (1st) shift shall work (8) hours at the regular straight-time rate. The second (2nd) shift shall work eight (8) hours at the regular straight-time rate, plus a \$1.00 per hour shift additive. The third (3rd) shift shall work eight (8) hours at the regular straight-time rate, plus \$1.25 per hour shift additive.
 - B. If due to ongoing Ford Operations or job coordination the regularly scheduled work-day is established as one off shift then that shift is paid at the regular straight-time rate. This requires a scheduled shift duration of a minimum one week.

5. Overtime shall be defined as all hours worked in excess of forty (40) hours in a week, or for 8-hours shifts, for work in excess of 8 hours per day; or for 10-hour shifts, for work in excess of 10 hours per day; such work and work performed on Saturday shall be paid at one and one-half times the straight time rate of pay, provided the employee has worked forty (40) hours since the start of the work week, or has reported for work all hours he/she was scheduled to work for that week.

However, in scheduled five day/eight hour shift work-weeks, Saturday may be scheduled as a “make-up” day at straight time to make up for a day lost (Monday through Friday) due to inclement weather; in scheduled four/ten hour shift work weeks, Friday and/or Saturday may be scheduled as a “make-up” day at straight time to make up for a lost day (Monday through Thursday) due to inclement weather. Employees working a five day/eight hour shift work week who inform their employer on Friday, or for employees working a four day/ten hour shift work week who inform their employer on a Thursday and/or Friday that they do not wish to work the straight-time make day will not be penalized.

In addition, if a “make-up” day is scheduled, all employees directed to work on such day will be scheduled for eight (8) hours, and will be guaranteed a minimum of four (4) hours’ work or pay. In any week in which employees on the project are scheduled on four day/ten hour shifts, an employee whose first day of work on the project begins on Wednesday, or a later day of the schedule shall be paid, during the first week of his employment only, time and one-half for all hours worked in excess of eight (8) in a day for each day he/she worked during said week. Work on Sundays and holidays shall be at double time.

There will be no restriction on any Employer scheduling of overtime or the non-discriminatory designation of employees who will work. The Employer (s) shall have the right to schedule work so as to minimize overtime. There shall be no pyramiding of overtime pay under any circumstances. All overtime would be paid in accordance with the applicable overtime rate.

6. Utilization of the four (4) day ten (10) hour work-week as indicated in the current NMA, Article XV Paragraph 7A, but with an additional feature for inside work (interior to the building without risk of weather). The variation is to work four (4) day ten (10) hour work-week not only Monday thru Thursday, but also Tuesday through Friday on inside work that has no threat of weather related interruptions. This provides Contractors flexibility for addressing plant production schedules, trade coordination, tie-ins and the ability to respond to interruptions caused by utility outages. There will be no provision for a straight time make up day with a Tuesday to Friday work-week.

For outside work interrupted by weather conditions, holiday or other conditions beyond the control of the Employer, then Friday and or Saturday may, at the option of the Employer, be worked as a makeup day at the straight time wage rate for Monday thru Thursday work schedules. Straight time is not to exceed ten hours a day or forty hours per week.

In a two-shift work day the second shift four (4) day ten (10) hour shifts worked in either scenarios described above, shall include a \$1.00 per hour shift additive.

7. In support of the union apprenticeship programs, the development of future craft persons and contain crew costs, the ratio of journey persons to non-journey persons shall be 4 journey persons to one non journey person.

A non-journey person is an apprentice; pre-apprentices, probationary employee or any other non-journey person classification recognized in the Local Labor Agreement. Any combination may be used to meet the requirement of four to one.

8. Since the Research Engineering and Headquarters Campuses have on-going operations it is understood that certain work may not be included in the aforementioned "Yellow Card Project" requests.

This may include but not limited to:

- Activities associated with day to day operational support
- Work performed by Third Party Services Providers (i.e. public utilities and their contractors, etc.)
- Work historically performed by the UAW on Campus
- Specialty Research & Engineering Equipment Installation

9. Accordingly, due to the forecasted duration of the Dearborn Campus Transformation, we ask that the above provisions be approved for a four (4) year sunset with an annual review by the NMAPC Labor Section and Ford.

10. Key to effective implementation of the requested addendum will be adherence to pre-job conference guidelines and the use of Local Tripartite Committee. This Committee will be utilized to monitor its application, discuss and resolve any issues that may arise.

We look forward to your response and direction in implementing this historical renovation and modernization to these iconic campuses. If you have any questions or need additional information about this program, please don't hesitate to contact me at 313-248-6403 or via e-mail at rkoshewi@ford.com.

Sincerely,

Ronald W. Koshewitz

Ronald W. Koshewitz RA
Director, Construction Services
Ford Motor Company

cc. Daniel Hogan, Director of Industrial Relations, NMAPC
Roger Gaudette, Director Dearborn Campus Transformation
Jeff Spencer , Chief Engineer Vehicle Operations
Steven Carl, Chief Engineer Powertrain Operations
Joe DeMarco Global Director, Ford Land