

**Responsibility Codes**

- 99 Time restraint
- 1 Bob Strand
- 2 Bob Hedtke
- 3 Dave Knight (proj mgr)
- 4 Pat Damen
- 5 Project team (2,3,4,11)
- 6 Strand board of director
- 7 Management review session staff (1,2,3,4,8)
- 8 Murray Strand
- 9 Functional heads (LI)
- 10 Strand legal
- 11 Project consultant (RJS)
- 12 Rod Myers
- 13 Petersburg project team
- 14 Functional heads (PB)
- 15 Tom Ciernicki

**Abbreviations**

- LI Livonia
- PB Petersburg
- R/A Review & approve
- LP Livonia & Petersburg
- T/R Time restraint
- ET/R End time restraint
- EOP End of project

MONITORING RECORD			ISSUE RECORD	
DATE	DATE	DATE	ISSUE No.	DATE
			1	Aug 28, 81
			2	Sept 4, 81

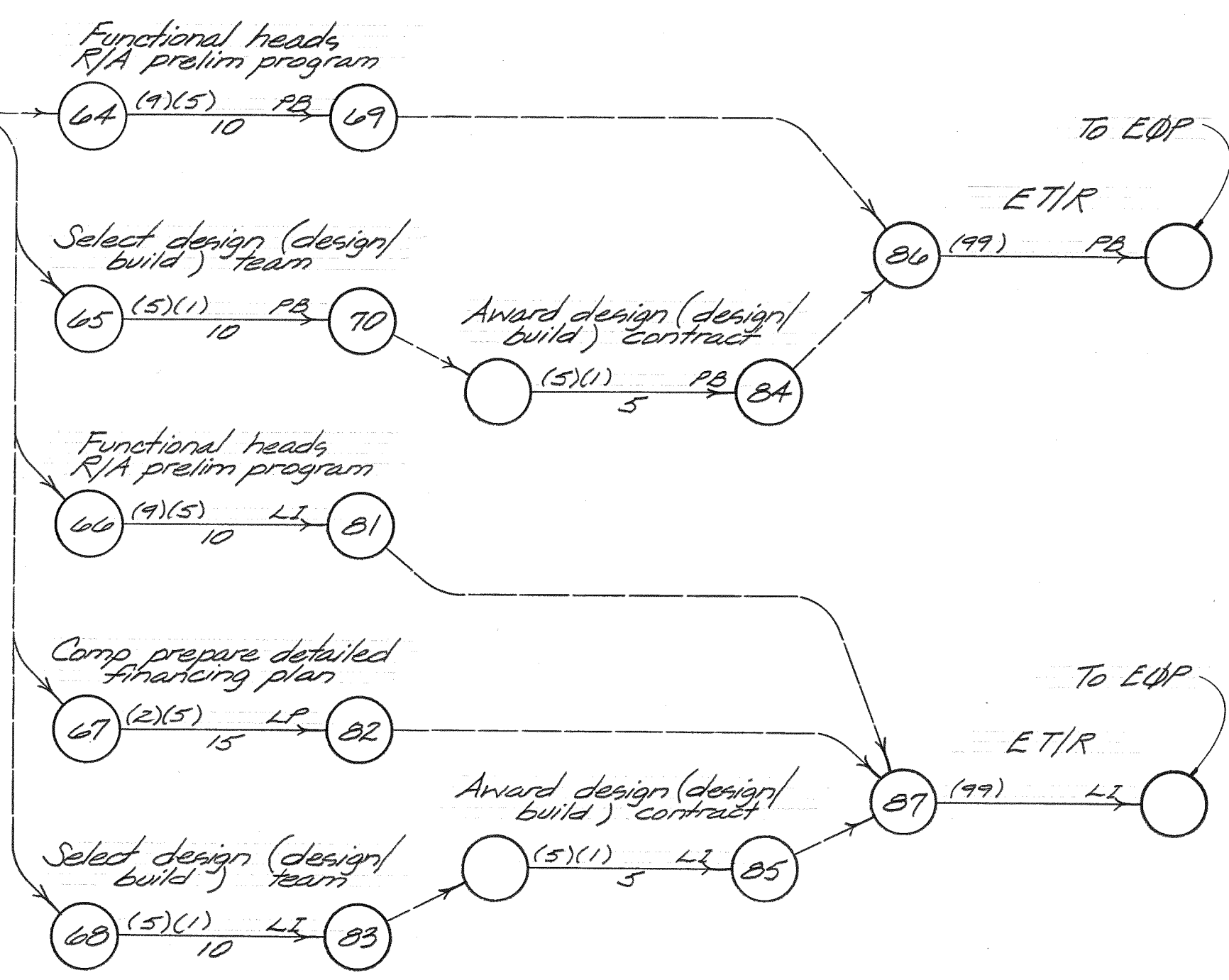
**Reserved Node Nos**

41	46
42	47
43	48
44	49
45	50
LN 1	
HN 63	
EOP	

**NETWORK MODEL FOR  
STRAND BUILDING PROGRAM  
LIVONIA & PETERSBURG**

**RALPH J. STEPHENSON, P.E.**  
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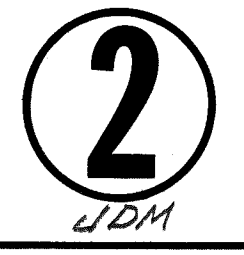
MONITORING RECORD			ISSUE RECORD	
DATE	DATE	DATE	ISSUE No.	DATE
			1	Aug 20, 01
			2	Sept 4, 01

Reserved Node Nos

71	76	
72	77	
73	78	LN 64
74	79	HN 87
75	80	EOP

NETWORK MODEL FOR  
 STRAND BUILDING PROGRAM  
 LIVONIA & PETERSBURG

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PRELIMINARY PERSONNEL LOCATION  
FOR SPACE UTILIZATION PROGRAM


Function	Relation Density Rating											
	PE	QA	PP	ME	PG	IE	PS	MM	PC	CO	PL	TE
Plant engineering (PE)	-	1	2	2	1	-	3	2	1	1	1	-
Quality assurance (QA)		-	2	2	2	-	3	3	3	1	1	-
Production (PP)			-	5	-	-	4	5	5	1	1	-
Manufacturing engrg (ME)				-	2	-	4	5	5	1	1	-
Product engineering (PG)					-	-	5	5	2	1	1	-
Industrial engineering (IE)						-	-	-	-	-	-	-
Plant supervision (PS)							-	5	5	5	2	-
Manufacturing mgmt (MM)								-	5	5	2	-
Production control (PC)									-	2	1	-
Controller (CO)										-	2	-
Personnel (PL)											-	-
Training & Education (TE)												-

Spatial Relation Density Rating Key

- 5 Very intense
- 4 High
- 3 Medium
- 2 Low
- 1 Very low or none

Function	Number of employees			Number of employees in major areas & where they are physically located (what kind of space)																							
	NDM	3 yrs	5 yrs	10 yrs	ENG (off)	DFT (off)	RSW (off)	DBC (off)	WCO (off)	CCO (off)	FMS (off)	SMS (off)	SEC (off)	QAS (off)	ET (off)	MCR (off)	MMC (off)	PRT (off)	POF (off)	TCR (off)	SCR (off)						
Manufacturing mgmt (MM)	0	1																									
Plant supervision (PS)	14	33											5	3							10 1st shift 9/2nd shift						
Manufacturing engrg (ME)	0	5			2	3																					
Production control (PC)	23	29									1	1	2					4			14/rooming	1					
Plant engineering (PE)	13	16				1						2	1				12										
Product engineering (PG)	0	1										1															
Industrial engineering (IE)	0	2				1						1															
Controller (CO)	0	4									1	1	2														
Office management (OM)	-	2					1				1																
Quality assurance (QA)	7	12									1		1	10													
Personnel (PL)	1	3									1	1	1														
Production processing (PP)	0	3										3															
Overflow space (OS)	-	12			1	3		1			1	2	2					2									
Education & Training (ET)	0	2													2												
				58	125						3	8	1	1				7	23	12	10	2	12	18	2	25	1

67 office area      58 plant areas

Key  
 Indicates no. of employees in 3 yrs.

ABBREVIATIONS

CCO Customer conference	PG Product engineering
CO Controller	PL Personnel
DBC Data base & communications	PLT Plant
DFT Drafting	POF Plant offices
ENG Engineering	PP Production processing
ET Education & Training	PRT Product testing
FMS First level mgmt space	PS Plant supervision
IE Industrial engineering	QA Quality assurance
MCR Maintenance crib	QAS Quality assurance
ME Manufacturing engineering	RSW Reception & switchboard
MM Manufacturing management	SCR Supply crib
MMC Main material crib	SEC Secretarial
OM Office management	SMS Second level mgmt space
OS Overflow space	TCR Tool crib
PC Production control	TE Training & education
PE Plant engineering	WCO Working conference

MONITORING RECORD			ISSUE RECORD	
DATE	DATE	DATE	ISSUE No.	DATE
			1	July 10, 1981
			2	Aug 21, 1981
			3	Aug 28, 1981
			4	Sept 4, 1981

FRONT END DATA FOR  
STRAND - PETERSBURG  
PETERSBURG, MICHIGAN

RALPH J. STEPHENSON, P.E.  
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Function	Relation Density Rating																	No. of employees			No. of employees in major areas & where they are physically located ("What kind of space")																											
	MFG	E#T	SVA	SMK	VIR	ENG	EXO	CCF	PCF	CON	WCF	PRM	SVD	LIB	PUR	VCF	PRE	PER	COM	AVI	EDP	COD	New	5 yrs.	10 yrs.	ENG	DFT	CLK	SVA	SEC	E#T	FMS	SMS	VIR	CAD	ACC	LIB	SUP	TEC	PRG								
Manufacturing (MFG)	-	3	-	1	1	5	5	1	1	5	1	5	1	1	5	1	1	3	1	3	5	0	8				1	2			2	1	2															
Education & Training (E#T)	-	-	3	1	5	1	2	1	1	1	1	4	3	1	1	1	4	3	3	3	4	0	2								1	1																
Service areas (SVA)			-																			0	0	1							1																	
Sales & Marketing (SMK)				-	3	2	3	5	5	1	2	4	2	2	1	1	5	1	3	5	1	5	12	15								3		1											11			
Visitors reception (VIR)					-	1	3	4	4	1	1	3	1	1	5	5	2	5	1	1	1	1	1	1												1												
Engineering (ENG)						-	2	1	1	5	4	5	3	5	4	3	4	1	2	2	3	5	31	40				10	10	2		2		3			5									8		
Executive offices (EXO)							-	3	3	4	2	5	2	1	1	1	3	1	1	1	1	4	4	12								4		8														
Customer conference (CCF)								-	4	1	1	5	1	1	1	1	2	1	1	1	1	0	0																									
Prospect conference (PCF)									-	1	1	3	1	1	1	1	3	1	1	4	1	2	0	0																								
Controller (CON)										-	3	4	2	1	3	1	2	2	1	3	2	7	12						2		2		1	1			3				3							
Working conference (WCF)											-	5	3	3	3	1	3	1	1	3	1	3	0	0																								
Project management (PRM)												-	3	2	3	1	3	1	2	1	1	4	2	6								2		4														
Service division (SVD)													-	3	3	1	1	2	1	1	2	4	2	6								2		2										2				
Library (LIB)														-	5	2	5	1	2	1	1	4	0	1																								
Purchasing (PUR)															-	5	4	1	3	1	1	2	6	8						2		1		1	2									2				
Vendor conference (VCF)																-	3	1	1	2	1	3	0	0																								
Proposal engineering (PRE)																	-	1	3	1	3	5	3	5													1								3			
Personnel (PER)																		-	2	3	1	1	1	3								1		1											1			
Communications (COM)																			-	3	5	4	0	3							3			1														
Audio Visual (AVI)																				-	3	4	1	2											1										1			
Electronic data processing (EDP)																					-	3*	4	6*											1									2	3			
Corporate development (COD)																						-	3	9						1		1		1	4										2			

79 140

Spatial Relation Density Rating Key

- 5 Very intense
- 4 High
- 3 Medium
- 2 Low
- 1 Very low or none

Key

- 5 Indicates no. of employees in 5 yrs.
- \* Equipment

ABBREVIATIONS

ACC Accounting	PER Personnel
AVI Audio Visual	PRE Proposal engineering
CAD Cad cam	PRG Programmers
CCF Customer conference	PRM Project management
CLK Clerk	PUR Purchasing
COM Communications	SEC Secretarial
CON Controller	SMK Sales & Marketing
DFT Drafting	SMS Second management spaces
EDP Electronic data processing	SUP Supervisor space
ENG Engineering	SVA Service areas
EXO Executive offices	SVD Service division
E#T Education & Training	TEC Technicians
FMS First management spaces	VCF Vendor conference
LIB Library	VIR Visitors reception
MFG Manufacturing	WCF Working conference
PCF Prospect conference	COD Corporate development

Projected Personnel in 5 years

<b>Manufacturing (MFG)</b> 1 executive 2 admin 2 clerical 1 chief engr 2 draftsmen	<b>Purchasing (PUR)</b> 1 purchasing director 2 senior buyers 2 buyers 2 processors 1 secretarial
<b>Education &amp; Training (E#T)</b> 1 director 1 clerical	<b>Proposal engineering (PRE)</b> 1 estimating manager 3 estimators 1 technician
<b>Service areas (SVA)</b> 1 maintenance	<b>Personnel (PER)</b> 1 personnel director 1 personnel manager 1 secretarial
<b>Sales &amp; Marketing (SMK)</b> 3 secretarial 1 sales manager 1 sales mgr support (office/dial log) 10 salesmen & saleswomen	<b>Communications (COM)</b> 1 switchboard 1 telex/copier/legup 1 clerk
<b>Visitor reception (VIR)</b> 1 full time	<b>Audio visual (AVI)</b> 1 AVI supervisor 1 technician
<b>Engineering (ENG)</b> 1 chief engr 1 product development engr 3 lead men (to chief engr) 2 product development 1 chief draftsman (cad cam) 2 secretarial 2 clerks 15 drafters/technicians 10 engineers	<b>Electronic data processing (EDP)</b> 1 manager 3 programmers 2 operator technicians
<b>Executive offices (EXO)</b> 6 functional directors 1 chief operating officer 1 executive VP 4 secretarial	<b>Corporate Development (COD)</b> 1 manager 1 secretary 2 technicians 4 functional advisors 1 clerical
<b>Controller (CON)</b> 1 controller 3 functional supervisors - engineering - manufacturing - purchasing 2 secretarial 1 chief accountant 5 accountants/clerks	
<b>Project management (PRM)</b> 4 project managers 2 secretarial	
<b>Service division (SVD)</b> 1 field service mgr 1 office service mgr 1 secretarial 2 customer agents 1 parts order secretary	
<b>Library (LIB)</b> 1 librarian	

MONITORING RECORD			ISSUE RECORD	
DATE	DATE	DATE	ISSUE No.	DATE
			1	July 17, 1981
			2	Aug 21, 1981
			3	Aug 28, 1981
			4	Sept 4, 1981

FRONT END WORK FOR  
STRAND - LIVONIA  
LIVONIA, MICHIGAN

RALPH J. STEPHENSON, P.E.  
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To add Traffic (in plant) Research & development

53  
70  
3710,000  
150 p/ly of 400 p/ly  
60000 \$ p/ly  
Mfg 53000 \$ p/ly  
186 (13000 \$ ± 3 cons)

ENG Engineers  
DFT Drafting  
RCP Reception  
EDP Electronic data processing  
SEC Secretarial  
CAD Cad cam  
CLK Clerk  
ACC Accounting  
FMS First mgmt spec  
SMS Second mgmt spec  
SUP Supervisor spec  
TEC Technicians  
PRG Programmers  
ASB

To do  
- Get documents drafted (R/S)  
- Prepare administration list (R/S)  
- Prepare glossary of terms (R/S)  
- Get site plan for Livonia

in Hillview office bldg now - 8/28/81

This is in 5 years  
Make 5 years  
Make 5 years

Should delete these spaces

Function	Number of employees				No. of employees in major areas & where they are physically located (what kind of spec)																				
	Now	3 yrs	5 yrs	10 yrs	ENG	DFT	CLK	EDP	SEC	CAF	SVA	SMK	DIR	ERT	FMS	SMS	SVR	CAD	ACC	LIB	SUP	TEC	EST	PRG	
Manufacturing (MFG)	0		8		1	2						2													
Education & Training (EST)	0		2									1		1											
Service areas (SVA)	0		1								1														
Sales & Marketing (SMK)	12		15								3				1	1						11			
Visitor reception (VIR)	1		1															1							
Engineering (ENG)	31		40		10	10	2					2			3			5				8			
Executive offices (EXO)	4		12									4			8										
Customer Conference (CCF)	0		0																						
Prospect Conference (PCF)	0		0																						
Controller (CON)	7		12				2					2			1				3			3			
Working Conference (WCF)	0		0																						
Project management (PRM)	2		6									2			4										
Service Division (SVD)	4	4+	6+									2			2								2		
Library (LIB)	0		1																	1					
Purchasing (PUR)	6		8				2					1		1	2								2		
Vendor Conference (VCF)	0																								
Proposal engineering (PRE)	3		5												1			1				3		3	
Personnel (PER)	1		3									1			1							1			
Communications (COM)	0		3									3													
Audio Visual (AVI)	1		2												1							1			
Electronic Data processing (EDP)	4		6+												1							2		3	
		76	131																						

Include  
Projected personnel in 5 yrs

Director of Sales & marketing  
Engineering  
Manufacturing  
Finance  
Project mgmt  
Corporate development

VIA System  
Mfg. (MFG)  
1 executive  
2 admin  
2 clerical  
EST (EST)  
1 director  
1 clerical  
Service areas (SVA)  
1 maintenance  
Sales & Marketing (SMK)  
3 secretarial  
1 sales mgr  
1 sales mgt support (inside bird dog)  
10 salesmen  
1 sales woman  
Visitor reception (VIR)  
1 full time  
Engineering (ENG)  
1 chief engineer  
1 product development engineer  
8 lead men (6 chief engr, 2 prod dev)  
1 chief draftsman (cad cam)  
2 secretaries  
15 draftsmen / technicians  
10 engineers  
Executive offices (EXO)  
6 functional directors  
1 chief operating officer  
1 executive vp  
4 secretarial  
Controller (CON)  
1 controller  
3 functional supervisors (engr mfr pwr)  
2 secretaries  
1 chief accountant  
5 accountants/clerks  
Project management (PRM)  
4 project managers  
2 secretaries  
Service Division (SVD)  
1 field service manager  
1 office service manager  
1 secretary  
2 customer agents  
1 parts order secretary

Library (LIB)  
1 librarian  
Purchasing (PUR)  
1 purchasing director  
2 senior buyers  
2 buyers  
2 processors  
1 secretary  
Proposal engineering (PRE)  
1 estimating mgr  
3 estimator  
1 technician  
Personnel (PER)  
1 personnel director  
1 personnel mgr  
1 secy  
Communications (COM)  
1 switch board  
1 telex/cable/quip  
1 clerk  
Audio visual (AVI)  
1 AV supervisor  
1 technician  
Electronic data processing (EDP)  
1 manager  
3 programmers  
2 operator technicians

Functions included  
(EXO) First level management spec (FMS)  
(EXO) Second level management spec (FMS)  
(ENG) Design engineering  
(ENG) Drafting  
(PRM) Project management  
(SMK) Sales & marketing  
(EXO) Corporate development (?)  
(PRE) Proposal estimating  
(COM) Data base & communication  
(VIR) Reception  
(COM) Switch board  
(ENG) Product engineering  
(MFG) Production control  
(EDP) Data processing  
(EXO) Finance  
(PER) Personnel  
(PUR) Purchasing  
(LIB) Information center (library) Reference  
(WCF) Working conference  
(CCF) Customer conference  
(ENG) Model shop  
(EXO) Legal  
w/ dept Secretarial  
(PCF) Prospect conference

(VIR) - Product display  
(CON) - Controller  
(COM) - Office management  
- Service areas  
(SVA) TO/IE's  
(SVA) Lunch room  
(SVA) Locking/receiving (SVA) Elevator  
(SVA) Storage  
(SVA) Corridor  
(SVA) Stairs  
(SVA) Vending area  
(SVA) Inspection room  
(SVA) Service desk  
? - Laboratory (e Livonia & Pt Huron)  
(ACC) Traffic  
(EXO) Management Toilets & showers  
(EST) Education & training  
(AVI) - Audio/visual production  
(SVA) - Printing shop  
(EDP) - Electronic data processing  
(PER) - Employment  
- Recruitment  
(VCF) - Vendor conference  
(CON) - Accounting  
(MFG) - Manufacturing

Location description  
Function included

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			1	Jul 17, 81
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FRONT END WORK FOR  
STRAND - LIVONIA  
LIVONIA, MICHIGAN  
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DETROIT, MICHIGAN 48223  
CONSULTANT PH 273-5026

F-2



AT RANDOM!!!

Laundry list for space utilization program (What can we do to more effectively utilize existing space)

- Determine no. employees to design for
- Prepare existing space use plan 1/16 scale
- Identify utility line locations & take all points
- Prepare present material flow diagram
- Make code & zoning search
- Prepare financing plan
- Decide on future projected manufacturing volume
- Decide on nature of future projected manufacturing operation
- Project personnel requirements for 3, 5 & 10 years
- Obtain existing bldg working drawings
- Identify tie in areas between Livonia & Petersburg
- Establish project organization
- Identify manufacturing methods to be revised, strengthened or eliminated
- Write improvements program
- Set cost boundaries
- Prepare & implement in house information program
- Obtain interim financing
- Obtain permanent financing
- Prepare lender package
- Determine fire protection needs
- Obtain permits required
- Determine future utility needs
- Determine depreciation method
- Determine shop, test, utility service needs
- Prepare staging program for
- Prepare present personnel circulation diagram

- Determine present worker density min/#(?) #/min(?)
- Determine product flow area requirements by operation
- Determine internal environmental impact
- Determine interface w/ Cad Cam
- Prepare prelim bldg layouts
- Determine hrs/week each work area is used
- Determine future plant medical need
- Determine ultimate plant size & configuration
- Determine long term area requirements
- Determine education/training needs

Major areas of plant

- Main material crib
- Maintenance crib
- Tool crib
- Supply crib
- Interior rail siding
- Exterior apt siding
- Transformer station
- Existing offices
- Quality assurance
- Stress
- Final assembly
- Heavy sub assembly

AT RANDOM!!

Laundry list for new construction program (What can we add, how to be more effective)

- Determine no. of employees to design for
- Determine functions to be housed
- Determine plant rearrangement desired
- Obtain topo
- Obtain soil borings
- Make code & zoning search
- Determine funding & grants available
- Establish financing plan
- Obtain existing bldg wkg drawings
- Identify tie in areas between Livonia & Petersburg
- Establish project organization
- Review building techniques
- Set cost boundaries
- Establish project team frame
- Select design method
- Select construction approach
- Make provision long range needs projection
- Prepare & implement in house information program
- Write bldg program
- Prepare prelim CD's
- Ref. prelim CD's
- Prepare final CD's
- Obtain permanent financing
- Obtain interim financing
- Investigate adjoining land availability
- Prepare rate studies
- Prepare lender package
- Prepare interior facility plan
- Determine easements & restrictions
- Write site needs program
- Determine fire protection needs
- Obtain township permits
- Obtain county permits
- Obtain state permits
- Determine community desires
- Determine environmental restrictions
- Determine future utility needs
- Determine easements needed

- Define decentralization possibilities @ Petersburg
- Prepare open analysis of existing facility
- Determine shop, test, utility service needs
- Determine depreciation methods (TIF)
- Determine future medical needs
- Determine ultimate plant size & configuration
- Need facilities for education & training

PRELIMINARY PERSONNEL LOCATION FOR SPACE UTILIZATION PROGRAM

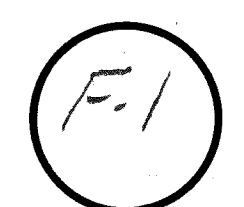
Function	Number of employees			Number of employees in major areas (what kind of space)																Location desirable	Activities included		
	Now	3 yrs	5 yrs	ENG (OFF)	DFT (OFF)	RSW (OFF)	DSC (OFF)	WCO (OFF)	CCO (OFF)	FMS (OFF)	SMS (OFF)	SEC (OFF)	QAS (OFF)	MCL (OFF)	MPL (OFF)	PRT (OFF)	POF (OFF)	TCR (OFF)	SCB (OFF)			EST (OFF)	
Manufacturing Management (MM)	0	1								1												Office (off)	Engineering (ENG), Drafting (DFT), Reception & switch board (RSW), Data base of communication (DSC), Service facilities (SVF)
Plant Supervision (PS)	14	33									5	3											
Manufacturing Engineering (ME)	0	5		2	3																		
Production Control (PC)	23	29								1	7	2											
Plant Engineering (PE)	13	16			1						2	1		12									
Product Engineering (PRE)	0	1										1											
Industrial Engineering (IE)	0	2			1							1											
Controller (CO)	0	4									1	1	2										
Office Management (OM)						1					1												
Quality Assurance (QA)	7	12									1		10										
Personnel (P)	1	3									1	1	1										
Production Processing (PP)	0	3										3											
Over flow space	-	12		1	3		1			1	2	2											
Education & Training (ET)	0	2																					2
	58	160		3	8	1	1			7	23	10	10	12	4	2	16			1			2

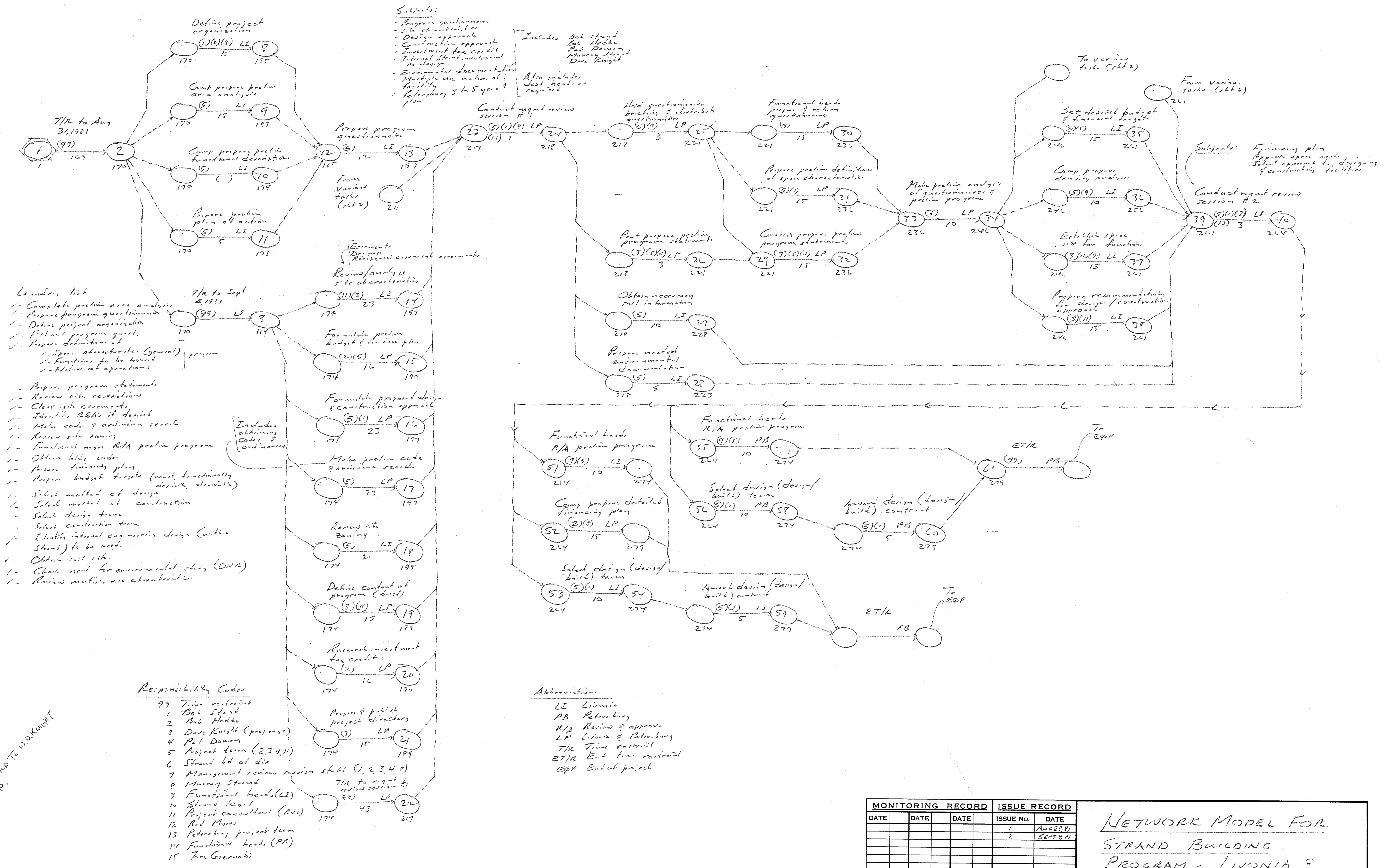
- Office (off)
- Plant (off)
- Product testing (PRT)
- Plant offices (POF)
- Tool crib (TCR)
- Supply crib (SCB)
- Maintenance crib (MCL)
- Main material crib (MMC)

MONITORING RECORD			ISSUE RECORD	
DATE	DATE	DATE	ISSUE NO.	DATE
			1	Jun 16, 81
			2	Aug 21, 81
			3	Aug 28, 81

FRONT END DATA FOR STAND - PETERSBURG PETERSBURG, MICHIGAN

RALPH J. STEPHENSON, P.E.  
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**Subjects:**

- Program questionnaire
- Site characteristics
- Design approach
- Construction approach
- Investment tax credit
- Internal Strand involvement in design
- Environmental documentation
- Multiple use nature of facility
- Petersburg 3 to 5 year plan

Includes Bob Strand, Bob Hedke, Pat Damon, Murray Strand, Dave Knight

Also includes debt heads as required

- Laundry list**
- Complete prelim area analysis
  - Prepare program questionnaire
  - Define project organization
  - Fill out program quest.
  - Prepare definitions of:
    - Space characteristics (General)
    - Functions to be housed
    - Nature of operations
  - Prepare program statements
  - Review site restrictions
  - Clear site easements
  - Identify REAs if desired
  - Make code & ordinance search
  - Review site zoning
  - Functional uses R/A prelim program
  - Obtain bldg codes
  - Prepare financing plan
  - Prepare budget targets (must functionally, density, desirable)
  - Select method of design
  - Select method of construction
  - Select design team
  - Select construction team
  - Identify internal engineering design (within Strand) to be used
  - Obtain soil info.
  - Check need for environmental study (DNR)
  - Review multiple use characteristics

- Responsibility Codes**
- 99 Time restraint
  - 1 Bob Strand
  - 2 Bob Hedke
  - 3 Dave Knight (proj mgr)
  - 4 Pat Damon
  - 5 Project team (2,3,4,11)
  - 6 Strand bld of dir.
  - 7 Management review session staff (1, 2, 3, 4, 8)
  - 8 Murray Strand
  - 9 Functional heads (LI)
  - 10 Strand legal
  - 11 Project consultant (RJI)
  - 12 Rod Myers
  - 13 Petersburg project team
  - 14 Functional heads (PR)
  - 15 Tom Grienerki

- Abbreviations**
- LI Livonia
  - PB Petersburg
  - R/A Review & approve
  - LP Livonia & Petersburg
  - T/R Time restraint
  - ET/R End time restraint
  - EDP End of project

MONITORING RECORD			ISSUE RECORD	
DATE	DATE	DATE	ISSUE NO.	DATE
			1	AUG 28, 81
			2	SEPT 4, 81

**Removal Note Nos.**

4	41	42
5	42	43
6	43	44
7	44	45
	45	50

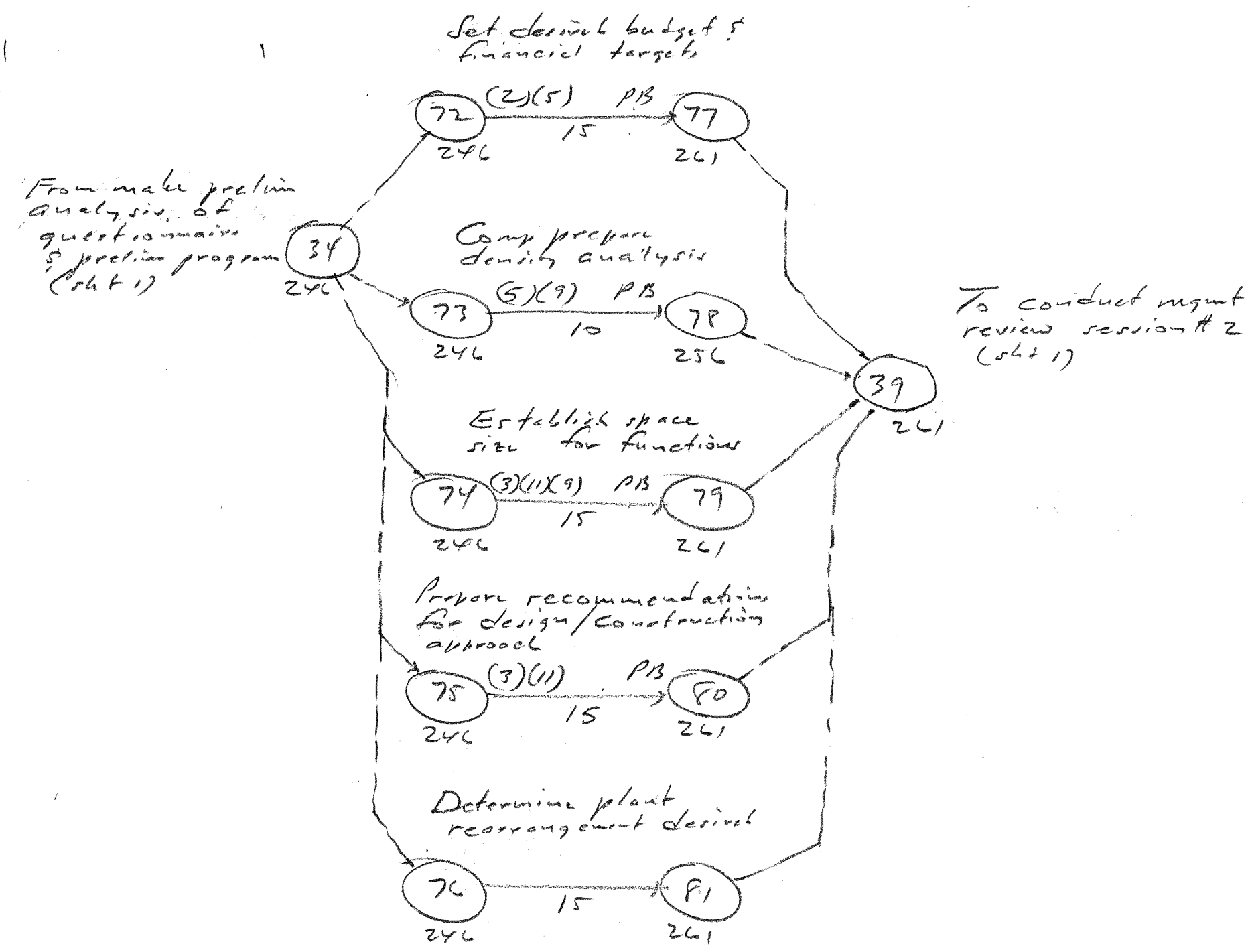
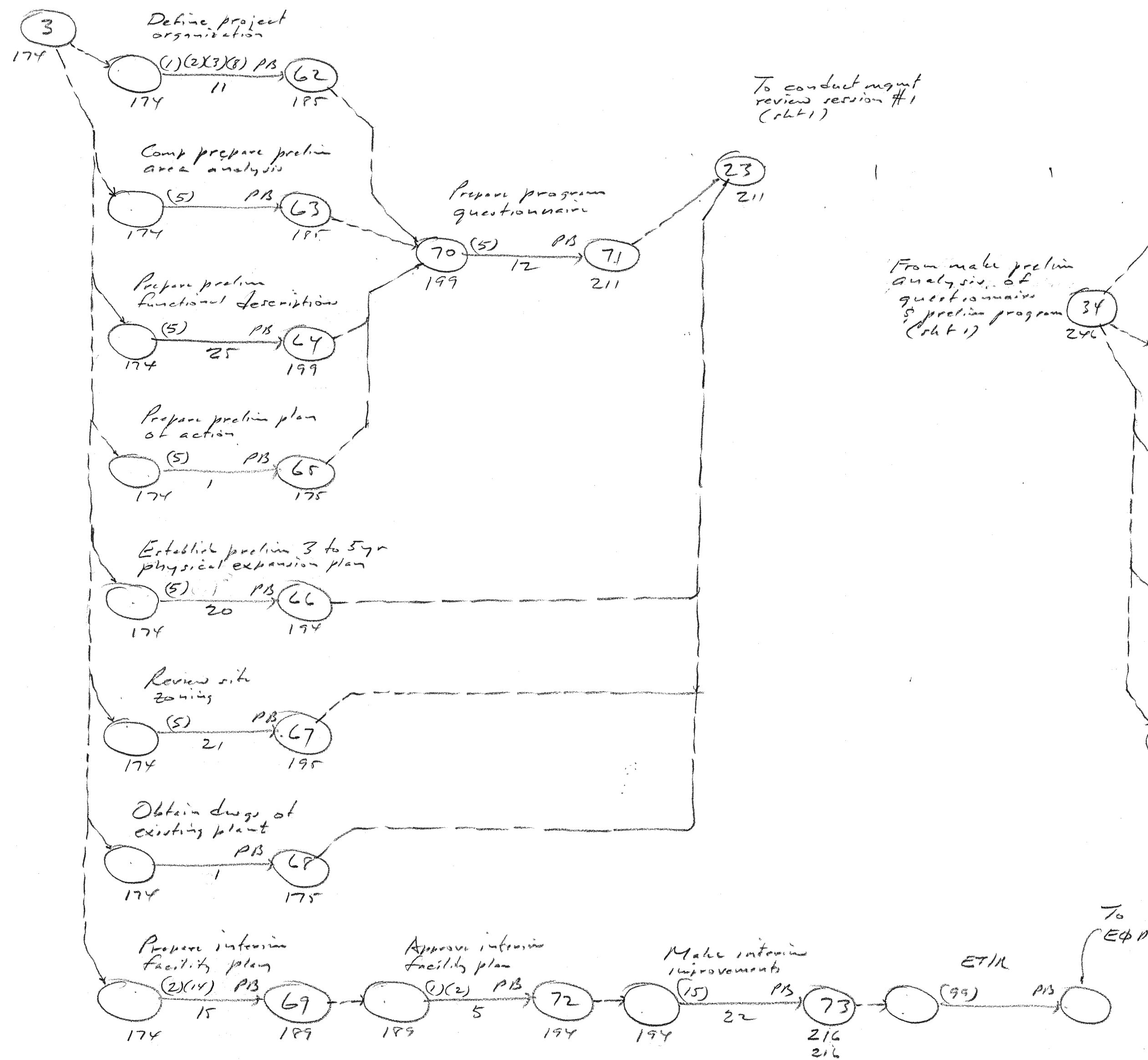
LN 1  
NW 61  
EDP

**NETWORK MODEL FOR STRAND BUILDING PROGRAM - LIVONIA & PETERSBURG**

**RALPH J. STEPHENSON, P.E.**  
15064 WARWICK ROAD  
DETROIT, MICHIGAN 48223  
CONSULTANT PH 273-5026

\* MAKE COPIES & FORWARD TO W.D. KNIGHT @ STRAND ASAP.





MONITORING RECORD			ISSUE RECORD	
DATE	DATE	DATE	ISSUE No.	DATE
			1	
			2	SEPT 4, 81

Reserved Mark Has.

LN  
/HX

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2