

- CRITICAL PATH PLANNING
- LAND PLANNING
- MANAGEMENT CONSULTING
- PLANT LOCATION

RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER  
15064 WARWICK ROAD  
DETROIT, MICHIGAN 48223  
PHONE 273-5026

March 31, 1975

Mr. David Petrillo  
c/o The Lathrop Company  
P. O. Box 772  
Toledo, Ohio 43695

Dear Mr. Petrillo:

In accordance with our recent discussions, outlined below is a proposal for providing my professional construction planning and control services in the construction of two new Penney stores in the Detroit area. As I understand it, these stores are approximately 200,000 sq. ft. in area and are nearly identical with only minor differences in the features affected by site and location.

Work on a project of this nature is usually accomplished in four stages, each of which may overlap with the other.

Stage 1 - Preparation of Preliminary Network Diagrams

During stage 1 preliminary diagrams with all major tasks to be accomplished are prepared in conjunction with you and your subcontractors. These preliminary diagrams are provided in rough form and manually computed for use as field documents while final network diagrams are being processed and issued.

During the preliminary phase, we identify all major long lead time delivery items and establish target dates as accurately as possible. It is the validity of this information that oftentimes is instrumental in quickly and authoritatively preparing the early diagrams. This is one reason why I prefer assembling as much data regarding materials and equipment on the job as possible before starting final diagramming work.

Mr. David Petrillo  
Page two

### Stage 2 - Drafting and Formal Issue of the Network Documents

During stage 2 preliminary diagrams are drafted into final form for issue to the project staff. At this time I also prepare the required computer runs and other control documents to be used in monitoring during stage 3. Sometimes it is possible to use the manually computed network for control documents throughout construction. However, I have assumed since these projects are relatively large with several trades involved, that it would be desirable to prepare computer print-outs for monitoring purposes.

When the construction control documents are put into final form, they are issued formally with a full explanation for their use.

During and subsequent to stages 1 and 2, I shall inspect the project periodically, probably each month to two months to observe field progress relative to the established plan of action. The monitoring is stage 3 work.

### Stage 3 - Monitoring

Monitoring of the project will be on a continuing basis and I have assumed it will be adequate to inspect the job on an average of once each month to two months during the course of major construction. The purpose of monitoring is to observe and evaluate work progress in conjunction with the responsible field and office managers and to compare it to the expected plan of action. This is a critical part of any network control system. It is my practice to personally inspect and monitor all jobs for which I am responsible.

Occasionally unexpected events cause a major dislocation from the anticipated plan of action. If this occurs, a fourth stage is sometimes necessary.

### Stage 4 - Updating

Due to the nature of the construction business, strikes, delivery delays, revisions or other such problems occasionally occur that may force the network logic to be revised. In this case we usually update the network to reflect the new course of action. In my work I have adopted a basic policy of making every effort to issue an

Mr. David Petrillo  
Page three

Stage 4 - Updating (continued)

accurate and acceptable network diagram during stages 1 and 2 so as to reduce the probability of needing major revisions to logic as the job moves along. I have assumed on this project that updating will be kept to an absolute minimum.

\* \* \* \* \*

My fee for providing the above network planning and construction control services is \$30.00 per hour, plus reimbursement at cost for out of pocket expenses such as printing, computer costs, reproduction and other such items. During stage 2, drafting work is done by technicians at a cost of \$9.00 to \$12.00 per hour depending upon the nature of the work. Although there is some overlap of costs for the two stores, I feel that the work in stages 1 and 2 for the two stores will run \$3,000 to \$3,300. If we assume that starting in June we monitor the projects ten times, the cost of this monitoring will be \$3,000 to \$3,200. It may be that less frequent monitoring than expected here will be adequate. If this is the case, obviously this figure would be reduced. It seems reasonable to expect that for the two stores the cost for the control program could range from \$6,000 to \$6,500.

It has been my experience that if, in the stage 1 work, good information is available regarding deliveries and the decision-makers have given some serious thought to how best to sequence the work that the lower costs are generally applicable.

From my conversations with you I gather that the job will be well thought out and good pre-preparation made for doing the early diagramming. Thus, I feel we can keep the fees on this project within the lower boundaries described.

In my opinion, the network control system is one of the finest management tools that has emerged in our current business and technical world. It is a pleasure to use and provides a creative guide to work, offering outstanding advantages to contractors, as well as to the owner. I am certain it will work well on these jobs for you.

RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER

Mr. David Petrillo  
Page four

If it is decided to move ahead with the project, I would like to schedule our first planning sessions in late April or early May.

Thank you very much for your confidence in my abilities. I assure you that this project is one that will receive my most careful personal attention and I am looking forward to working with you on it.

Sincerely yours,

Ralph J. Stephenson, P. E.

RJS  
m

- CRITICAL PATH PLANNING
- LAND PLANNING
- MANAGEMENT CONSULTING
- PLANT LOCATION

RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

15064 WARWICK ROAD  
DETROIT, MICHIGAN 48223  
PHONE 273-5026

May 12, 1975

Mr. David J. Petrillo  
Manager, Design-Build Construction  
The Lathrop Company  
P. O. Box 772  
Toledo, Ohio 43695

Dear Mr. Petrillo

Re: J. C. Penney Company  
Westland, Michigan - Store #1306  
Taylor, Michigan - Store #1398

This is to confirm the fact that Mr. Stephenson will be  
in your office for your first meeting on the above two  
projects at 9 A.M. Monday, May 19, 1975.

Sincerely yours,

Ruth C. Moran  
Secretary

m

MAY 8 1975

# The Lathrop Company

Office: 1510 MONTCALM • Mail Address: BOX 772 • TOLEDO, OHIO 43695

## CONTRACTORS

Phone: 419-535-7000

*Handwritten note:*  
Fred:  
New job: start  
Kellon would  
get

May 7, 1975

Mr. Ralph J. Stephenson, P.E.  
15064 Warwick Road  
Detroit, Michigan 48223

Re: J. C. Penney Company  
Westland, Michigan - Store #1306 - Job #75050  
Taylor, Michigan - Store #1398 - Job #75060

Dear Ralph:

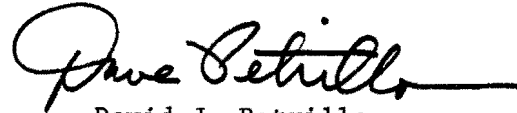
This is to notify you that it is our intent to engage your services to prepare Critical Path Schedules for the two J. C. Penney stores we are going to design and build in the Detroit area. We understand the basis of reimbursement our agreement will be \$30.00 per hour for your time and net reimbursement for out-of-pocket costs. Other details to be essentially in accordance with your proposal letter of March 31, 1975, and recorded in the forthcoming contract.

This will also confirm that we are to have our first meeting on May 19, 1975 in our offices at 9:00 a.m.

I'm looking forward to working with you on this project.

Very truly yours,

THE LATHROP COMPANY



David J. Petrillo  
Manager  
Design-Build Construction

DJP/11d

cc: R. Dennis

May 22, 1975

**Subject:** Monitoring Report #1  
J. C. Penney Store, Westland, Michigan  
J. C. Penney Store, Southland Shopping Center  
Taylor, Michigan  
The Lathrop Company - Contractors

**Projects:** 75:44 - W  
75:47 - S

**Date of Monitoring:** May 19, 1975 (working day 98)

**Actions taken:**

- Prepared preliminary network diagrams through close-in
- Reviewed long lead time and owner's delivery items
- Established general sequence of construction moves

**General Summary**

On May 19, 1975 I met with Mr. Dave Petrillo, Mr. Don Waggoner, Mr. Dick Dennis and Mr. Jim Winton to begin preparation of the network planning documents for the two Penney stores - Westland and Southland. As we prepared the early network diagrams, we identified the responsibility patterns for those who are to carry out each action. This list is shown on sheet 1, Issue P1 dated May 19, 1975. The list is duplicated below for ease in reference.

- 1 J. C. Penney - owner
- 2 Dayton Hudson
- 3 Lathrop
- 4 Rossi - Nickerson

Monitoring Report #1  
J. C. Penney Stores  
Westland and Southland  
Page two

- 5 Glanz & Killian - mech
- 6 Guardian Electric - elect
- 7 Carter - struct steel
- 8 Dever - elevator
- 9 Otis - escalator
- 10 Bidwell - masonry
- 11 Hollow metal contractor
- 12 Hardware supplier
- 13 Ohio Plate - glass & glazing
- 14 Hard tile contractor
- 15 Toilet room partition contractor
- 16 Turner Brooks - resil & acoustic
- 17 OH wood door contractor
- 18 Rolling steel curtain contractor
- 19 Fire door contractor
- 20 National Folding Door Co.
- 21 Vault door contractor
- 22 Courier vault contractor
- 23 Stair contractor
- 24 Misc. iron contractor
- 25 Roofing contractor
- 26 Zenelite contractor
- 27 Skyline - concrete
- 28 Service Arts



**Monitoring Report #1  
J. C. Penney Stores  
Westland and Southland  
Page three**

**RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER**

The Issue P1 network dated May 19, 1975 consists of three rough diagram sheets, manually computed and showing early start/early finish dates. Sheet #1 shows the major long lead time, approval, fabrication and delivery items. Sheet #2 shows foundation work, underground plumbing and beginning of structural steel. Sheet #3 carries the job on through to full close-in of all sections.

Basically the projects break into several major sections. These are:

ST	Main store area (general)
S1	Main store area, first floor
S2	Main store area, second floor
S3	Main store penthouse (equipment room)
DA	Dock area
TB	Tire, battery and accessory area (TBA)
T/D	TBA and dock area (used where the two areas are combined)

As the program is developed, additional location codes will undoubtedly be used to designate special areas of the building.

On sheet #2 is shown an arrow key which indicates the location of various pieces of information given on each task in the diagram. I recommend that this arrow key be reviewed so as to acquaint everyone with the information available from the rough network diagram.

Presently working drawings are being completed for building permit and it is expected that the permit will be obtained by June 9, 1975 (working day 112). Concurrently with obtaining the building permit, building corners will be established and the contractor will mobilize and move on the site. Construction of the Westland store is anticipated to begin on June 9, 1975 (working day 112). Generally the sequence of foundation operations will proceed from the TBA and dock area into the main building working from the penthouse on out the other end. The purpose in starting at the TBA area is to get a good jump on the masonry bearing walls composing the exterior skin of the auto center.

**A major share of our discussion today revolved around long lead time delivery items, particularly those not under the contractor's direct control. Owner provided equipment or data includes:**

- light fixtures**
- TBA equipment**
- signing and sign data**
- beauty salon rough-in drawings**
- coffee shop rough-in drawings**
- interior drawings**
- conveyors**
- steck shelving**
- steam generator**
- color schedules**

**Color schedules are particularly critical since they, in turn, affect such items as acoustic materials, resilient floor tile, ceramic tile, quarry tile and toilet room partitions.**

**Long lead time items that should be given careful attention by the contractor include the following:**

- early resteel**
- structural steel and joists**
- chillers**
- transformers**
- switchgear**
- in-masonry hollow metal**
- hardware schedule**
- early elevator equipment (such as rails)**

**Monitoring Report #1  
J. C. Penney Stores  
Westland and Southland  
Page five**

**RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER**

- early escalator items (such as trusses)
- mall entries
- masonry units
- wood overhead and shop doors
- rolling steel curtain
- fire doors
- mall entry storage doors
- ceramic tile
- quarry tile
- toilet room partitions
- vault door
- courier vault
- steel stairs
- roof opening framing

This is a partial list that will be added to as additional items are brought into the plan of work. I strongly recommend that a target date for receipt of each of the above major items be established very early for each project so that all parties to the job have identifiable goals within which to accomplish their work.

The preliminary planning on the project indicates that construction will start at one of the stores as indicated above on June 9, 1975 (working day 112) and will proceed through mall and column footings, masonry foundation walls, above grade masonry bearing walls and erection of structural steel. Presently structural steel is due on the job by August 4, 1975 (working day 151). There is some question as to whether this date can be met. However, it is to be held until further information is available.

Underground utility work at the main store is planned to be started a few days after column and wall footings have begun. As much of this utility work will be put in prior to erection

Monitoring Report #1  
J. C. Penney Stores  
Westland and Southland  
Page six

of structural steel as is possible and the remainder completed after structural steel is erected. Care must be taken to identify the location of plumbing lines so they are not damaged during structural steel erection.

Underground utility work at the TBA sales and storage area will also proceed quite early, if possible. It was noted that there are several interior masonry walls at the TBA area constructed on thickened slabs on grade. It may prove desirable to build these walls on separate footings so as to keep erection of all masonry independent of the floor slab on grade.

It is expected that after erection of metal deck and shear studs that the second floor deck will be poured out, followed by the ground floor slab on grade. Concurrent with these operations, penthouse and main deck roofing, along with exterior masonry, will be put in work.

Presently it appears that the total close-in for the main store, the TBA area and the dock can be accomplished by December 3, 1975 (working day 236), if the job is started on June 9, 1975 (working day 112) as presently planned. It will be imperative that the building be closed by early winter if our present completion targets are to be met.

I shall have sheets 1, 2 and 3, Issue P1 dated May 19, 1975 drafted into final form and dated with early starts and early finishes in calendar dates. Our next meeting is set for Wednesday, June 11, 1975, at which time we should diagram the interior work for the first and second floors and if possible, complete the interior work plan for the TBA and dock areas.

It would be valuable for that meeting to have additional mechanical and electrical information so that a rough plan could be prepared for installation of the mechanical equipment room. In any event, delivery information for all long lead time mechanical and electrical items should be available.

Ralph J. Stephenson, P.E.

RJS  
■

Tel: Mr. David Petrillo

June 25, 1975

**Subject:** Monitoring Report #2

J. C. Penney Store, Southland Shopping Center  
Taylor, Michigan

The Lathrop Company - Contractors

**Project:** 75:47

**Date of Monitoring:** June 11, 1975 (working day 114)

**Monitored from Issue P1** dated May 19, 1975

**Actions taken:**

- Reviewed current job status with Lathrop staff
- Rechecked sheets 1, 2 and 3 deliveries and close-in
- Issued drafted manually computed network through close-in (sheets 1, 2 and 3)
- Conferred with major subcontractors on interior work sequences
- Prepared preliminary diagrams for second and first floor interior work

**General Summary**

On June 11, 1975 (working day 114) I met with Mr. Waggoner and Mr. Winton to continue preparation of network plans for the Westland and Southland J. C. Penney stores. We briefly reviewed the Issue P1 network dated May 19, 1975 and compared current progress to these diagrams. Presently the Southland store is being readied for start of footing installation with work there expected to begin June 23, 1975 (working day 122). This gives a lag of about 11 working days in foundation work but we are still holding the start of steel erection at Southland on August 4, 1975 (working day 151).

Monitoring Report #2  
J. C. Penney Store  
Taylor, Michigan  
Page two

As part of our review work I issued to Mr. Winton and Mr. Waggoner the drafted and manually computed sheets 1, 2 and 3, showing early starts and early finishes for the two stores. We were not able to make a major review of all delivery items shown on sheet 1 since information is not yet available on a large number of these. I strongly urge every effort be made as soon as possible to pin down delivery commitments, particularly those that involve owner furnished equipment and owner approvals. It is also important that the owner provided color schedule be supplied as quickly as possible. This item affects several materials that can prove to be difficult to obtain without adequate lead time.

After the material and delivery review, Mr. Waggoner, Mr. Winton and I prepared an interior plan of work for a typical merchandising floor. The logic for this plan is shown on sheets 4 and 5, Issue P2 dated June 11, 1975. The plan was analyzed very carefully and later when the major subcontractors came to the meeting, we reviewed it in detail with each of them. General approval was given.

We then put durations on the tasks and made the preliminary manual computations. These show that with some adjustment, we should be able to bring the project to completion within the current required target dates. It is going to be critical to the job that deliveries of difficult items be continually watched and expedited. I suggest at the next monitoring and diagramming session we make a detailed review of all such items to insure they are incorporated into the diagram as restraints on affected tasks.

Another item that proved difficult to plan was equipment access at the penthouse. This matter will be studied by the subcontractors and Mr. Waggoner and a solution established that will allow setting of the equipment when it arrives later in the year.

At the TBA area it will be necessary that owner furnished items be delivered in timely fashion since they affect a major portion of the area slab on grade. In the store first floor we also will need additional information on kitchen rough-in so that this slab can proceed as presently planned also.

While diagramming the project we added several responsibility codes to those already detailed in Monitoring Report #1. Codes from 1 through 28 are shown in monitoring #1. Additional codes are as follows:

Monitoring Report #2  
J. C. Penney Store  
Taylor, Michigan  
Page three

- 29 MCM fire protection
- 30 Painting contractor
- 31 Hard tile contractor
- 32 Bastian Blessing - food service equipment

It is assumed that sheet metal ductwork, above floor mechanical piping, rough electrical feeders and conduit and interior masonry will begin at the second floor as soon as a part of the floor is protected with spray-on fireproofing. Above floor rough fire protection piping is to begin shortly after sheet metal ductwork has begun so as to allow the ductwork installation to stay in front of the fire protection piping.

On sheets 4 and 5, Issue P2 dated June 11, 1975, we showed the manual computations for the second floor (dark figures) and the first floor (light figures). Close-in of the building was assumed to occur at completion of exterior masonry and substantial completion of main deck roofing. The close-in target point was set at November 25, 1975 (working day 231). This releases installation of drywall board work which is the earliest interior finish trade that requires protection from weather.

As discussed at the meeting and subsequently, I shall prepare from the material available from this conference a preliminary early start/early finish bar chart for use by the owner. This is in work presently and should be available within a short time. Meanwhile, I shall also draft the interior finish work diagram into final form and show the manual early start/early finish computations on the second and first floor work plans. It is still the intent to start interior work at the second floor of the store and to move trades from the second floor down to the first floor. Concurrently with main store work, interior work at the TBA area will begin as soon as space is available. Work there will proceed concurrently with interior store work.

Ralph J. Stephenson, P.E.

RJS/m

To: Mr. David Petrillo

July 23, 1975

**Subject: Monitoring Report #3**

**J. C. Penney Store, Southland Shopping Center  
Taylor, Michigan**

**The Lathrop Company - Contractors**

**Project: 75:47**

**Date of Monitoring: July 14, 1975 (working day 136)**

**Monitored from Issue P2 dated June 11, 1975**

**Target Turnover Date: April 15, 1976 (working day 330)**

**Actions taken:**

- Reviewed current job status with Lathrop staff
- Rechecked Issue P2 network and made required revisions to sheets 1 through 7
- Issued sheets 1 through 7 Issue P2 dated June 11, 1975
- Prepared interior work diagrams for the TBA area

**General Summary**

As of July 14, 1975 (working day 136) overall work on the project lags early start/early finish dates by about 14 working days. The lag over late start/late finish dates is about 8 working days, primarily at underground plumbing in the main store areas. However, there has been a revision to the delivery of structural steel from the current target date of August 4, 1975 (working day 151) to two weeks later on August 18, 1975 (working day 161). This two week delay over our original target delivery date will reduce some of the current lag on the project. However, I strongly recommend that work at Southland still be pushed just as hard as possible.

The late delivery of structural steel will revise the target turnover date to April 15, 1976 (working day 330). Discussions with the Lathrop staff indicate that this should be an acceptable target.

We prepared a detailed network of the interior sequence for the TBA service,



Monitoring Report #3  
J/ C. Penney Store  
Taylor, Michigan  
Page two

sales and storage areas on sheet 8. This sheet will be drafted in final form and issued along with the remaining documents as Issue #1 dated July 14, 1975. Once revisions have been made, the entire network will be processed by computer and issued to the field for their use.

We reviewed sheet 1 deliveries in depth and established delivery goals for most major items. This sheet has been manually computed, drafted and issued to Mr. Winton for his use. I recommend that weekly detailed reviews be made of the items on this sheet. The key to a major store of this type is more often than not proper buying expediting and delivery sequencing. This is particularly true in the TBA area which is commonly a difficult sector of the building to complete on schedule.

I shall begin a regular program of monitoring the project, probably every three to five weeks, depending upon the current status of the program. Mr. Petrillo has asked that I notify either him or Mr. Winton when I am going to monitor the project so that when possible, they can accompany me on the trip. I shall do so.

In summary, the project currently is behind late start/late finish dates by about 8 working days. However, a delay in delivery of structural steel of two weeks makes this lag less critical than it would be with the earlier delivery.

Ralph J. Stephenson, P. E.

RJS  
m

To: Mr. David Petrillo

August 20, 1975

**Subject: Monitoring Report #4**

**J. C. Penney Store, Southland Shopping Center  
Taylor, Michigan**

**The Lathrop Company - Contractors**

**Project: 75:47**

**Date of Monitoring: August 18, 1975 (working day 161)**

**Monitored from Issue #1 dated July 14, 1975**

**Target Dates: Turnover to owner - May 3, 1976 (working day 342)**

**Complete shelving, sprinkler heads and lights  
at TBA - May 25, 1976 (working day 357)**

**Complete shelving, sprinkler heads and lights  
at store first and second floors - June 3, 1976 (working day  
364)**

**Substantial completion and punching out - July 15, 1976  
(working day 395)**

**Actions taken:**

- Inspected project
- Conferred with Mr. Richard Dennis and Mr. Ernie Fulkerson re job progress
- Updated network to reflect current job status
- Evaluated job progress

**General Summary**

As of August 18, 1975 (working day 161) foundation work is almost complete at both the TBA and the store areas. Presently structural steel is due to be delivered August 28, 1975 (working day 169). This is about two weeks later than originally anticipated and will reflect itself in a direct delay to the project.

Monitoring Report #4  
J. C. Penney Store  
Taylor, Michigan  
Page two

Mr. Dennis, Mr. Fulkerson and I assigned additional times to horizontal trades that will require additional work over the Southland durations. These will be tested against the target completion dates to determine whether there is any extra compression necessary. Generally the increases in durations were applied to the structural steel, metal deck, zonalite, roofing, spray-on, acoustic ceiling grid, light fixtures and grills and diffusers.

It should be noted that at the east side of the project adjoining the TBA area, the shopping center is currently paving the parking lot. This paving must be nearly complete at the perimeter before scaffold for exterior masonry at the TBA area can be erected and masonry started. Originally it was the intent to complete this paving in June. However, due to field problems, it has been delayed and presently is potentially a holdup to TBA area construction.

A brief discussion of delivery items shown on sheet 1 that appear to be potential problems is given below.

- Structural steel was due originally on August 4, 1975 (working day 151). It was then delayed to August 18, 1975 (working day 161). It now has been shifted to be delivered on August 23, 1975 (working day 169). This latter date will hold.
- Rough-in drawings for the beauty salon and coffee shop have now been received and final working drawings are in preparation. Working drawings are expected to be issued by August 29, 1975 (working day 170). However, currently underground utility work can proceed in these two areas with the supplier's rough-in drawings.
- Owner's sign data has been received but no service requirements have been specified. It would be wise to have this information prior to start of exterior masonry.
- Hollow metal frames are expected on the job prior to the start of exterior masonry.

**Monitoring Report #4  
J. C. Penney Store  
Taylor, Michigan  
Page three**

**RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER**

- Hardware schedules are being approved by the J. C. Penney Company and will be returned in about one week. There should be no difficulty obtaining adequate hardware at the appropriate time.
- Mall entry shop drawings are not submitted yet. These could conceivably be long lead time deliveries. I suggest this item be expedited.
- Stock shelving for the TBA and store areas will be on the job May 3, 1976 (working day 342).
- Masonry units have been released.
- Wood overhead doors, rolling steel curtains, fire doors and the mall entry storage door contracts have not yet been let. Shop drawings could get critical for these items and it would be wise to complete contracts just as early as possible.
- Steel stair shop drawings are presently in work. These are early items and should be given a high priority.
- Roof opening frames should be available as needed.

In summary, the project is now being readied for start of structural steel on August 28, 1975 (working day 169). It is anticipated that project progress generally will follow the pattern as outlined in our current updated network and we should be able to meet our completion goals without excessive difficulty. I shall now final draft the agreed upon network and prepare the computer run. Monitoring from here will be on a regular periodic basis and I shall be in touch with Mr. Dennis and Mr. Fulkerson prior to each job visit.

Ralph J. Stephenson, P. E.

RJS/m

To: Mr. Richard  Dennis (Orig. & 1 copy)  
Mr. David Petrillo (1 copy)

October 6, 1975

**Subject: Monitoring Report #5**

**J. C. Penney Store, Southland Shopping Center  
Taylor, Michigan**

**The Lathrop Company - Contractors**

**Project: 75:47**

**Date of Monitoring: October 2, 1975 (working day 193)**

**Monitored from Issue #1 dated July 14, 1975**

**Target Dates: Turnover to owner - May 3, 1976 (working day 342)**

**Complete shelving, sprinkler heads and lights  
at TBA - May 25, 1976 (working day 357)**

**Complete shelving, sprinkler heads and lights  
at store first and second floors - June 3, 1976  
(working day 364)**

**Substantial completion and punching out - July 15, 1976  
(working day 395)**

**Actions taken:**

- Inspected project
- Conferred with Mr. Fulkerson and Mr. Dennis re job progress
- Evaluated job progress
- Prepared project status report

**General Summary**

As of October 2, 1975 (working day 193) the project lags approximately 13 working days primarily in erection of structural steel. Trimming and bolting are just starting today, October 2, 1975 (working day 193). They were due to begin at a late start of September 15, 1975 (working day 180).

Monitoring Report #5  
J. C. Penney Store  
Taylor, Michigan  
Page two

Bearing masonry at the TBA area lags by about 7 working days but this should cause no major problem to the job providing progress continues as at present. Floor metal deck will be started sometime late next week, probably about October 9, 1975 (working day 198). Deck was due to begin at a late date of September 30, 1975 (working day 191). Thus, deck will lag by about 7 working days.

As part of our monitoring, we evaluated the current status of delivery items shown on sheet 1. A brief review of these is given below:

- Chiller and transformer shop drawings have been approved and these items are presently in fabrication.
- Switchgear is presently in fabrication; however, the delivery time has been extended to 26 weeks. This later delivery must be evaluated relative to its impact upon the project.
- Owner furnished TBA equipment has started arriving on the job and should pose no delivery problems.
- Most rough-in drawings for the beauty salon and coffee shop have been received and this work is presently in progress.
- In-masonry hollow metal frames are on the job.
- Hardware schedule is still being processed.
- Elevator and escalator shop drawings are in for approval.
- Mall entry shop drawings are in for approval.
- Color schedule is being prepared by the owner.
- Wood overhead doors and rolling steel curtain shop drawings are in preparation.
- Fire door and mall entry storage door shop drawings are in preparation.
- Vault door shop drawings are in preparation.

**Monitoring Report #5  
J. C. Penney Store  
Taylor, Michigan  
Page three**

**RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER**

- **Steel stair shop drawings are being completed concurrently with fabrication - no steel stairs are on the job as yet.**

**In summary, the project currently lags 13 working days in erection of structural steel and about 7 working days in erection of bearing masonry at the TBA area. A projected lag on metal deck for floor form shows a lag there of 6 or 7 working days. There has been a considerable amount of rain over the past few weeks which has, of course, delayed erection of masonry at the TBA area. Structural steel lags are basically due to a late delivery of structural steel over our projected August 29, 1975 (working day 170). Steel was actually delivered to the job site September 15, 1975 (working day 180), and erection started on September 16, 1975 (working day 181).**

**Ralph J. Stephenson, P. E.**

**RJS  
m**

**To: Mr. Richard Dennis (Orig. & 1 copy)  
Mr. David Petrillo (1 copy)**

M  
RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER

November 28, 1975

Subject: Monitoring Report #6

J. C. Penney Store, Southland Shopping Center  
Taylor, Michigan

The Lathrop Company - Contractors

Project: 75:47

Date of Monitoring: November 25, 1975 (working day 231)

Monitored from Issue #1 dated July 14, 1975

Target Dates: Turnover to owner - May 3, 1976 (working day 342)

Complete shelving, sprinkler heads and lights at  
TBA - May 25, 1976 (working day 357)

Complete shelving, sprinkler heads and lights  
at store first and second floors - June 3, 1976 (working day 364)

Substantial completion and punching out - July 15, 1976  
(working day 395)

Actions taken:

- Inspected project
- Conferred with Mr. Fulkerson and Mr. Dennis re job progress
- Evaluated job progress
- Prepared project status report for period from November 25, 1975 (working day 231) to January 2, 1976 (working day 256)

General Summary

As of November 25, 1975 (working day 231) the project lags approximately 30 working days in roofing at the penthouse and main deck. Roofing was due to begin no later than October 14, 1975 (working day 201) and probably will start within the next few days. This is a real lag and it will be critical to pick up as much of this delay as possible in the coming weeks. The weather is becoming increasingly colder and it will be essential to provide protection from moisture, wind and low temperatures for work to proceed with effectiveness.



Also lagging is slab on grade at the TBA area sales and storage. This work was due to begin on October 24, 1975 (working day 209) so currently lags by about 22 working days. Again, this slab installation will not begin for another 3 or 4 days so as a consequence the lag there is critical.

Work at the penthouse also lags since equipment bases and curbs were due to be poured starting October 24, 1975 (working day 209) and currently lag by about 22 working days. Some equipment has arrived on the job including the boiler, chillers and some fan units. The penthouse will be an important area in which mechanical trades can be started and the area should be made available as soon as possible. Again, roofing is somewhat of a delay to this work.

In relation to roofing, it should be mentioned that of serious impact upon drying out the building will be connection of roof drains. Presently roof drains are open and allow considerable random water to run into the building. Mr. Fulkerson and Mr. Dennis are working on this problem.

Spray-on fireproofing was due to begin at the penthouse and second floor no later than October 29, 1975 (working day 212). It has not yet started so currently lags by about 19 working days. Spray-on restrains the start of above floor sheet metal ductwork, mechanical piping, sprinkler work and rough electrical conduit and feeders.

Exterior masonry is moving relatively well and presently it appears this particular activity is adhering to targets between early and late starts and finishes.

As part of our monitoring, we evaluated the current status of deliveries as shown on sheet 1. A brief review of these is given below.

- Transformers and switchgear are due on the job December 2, 1975 (working day 235) and January 16, 1976 (working day 266) respectively.
- Owner provided light fixtures are due on the job January 26, 1976 (working day 272). This falls between early and late targets.
- Owner provided signs are presently in fabrication.
- Hardware schedules are in for approval but not yet returned.
- Elevator components are due to be delivered to the job site on January 15, 1976 (working day 265).
- Early escalator components are due to be delivered to the job site December 15, 1975 (working day 244). It should be noted here that the brass foundry supplying escalator finish side panels has been on strike and there is a good chance the finish trim items on the escalator will be delayed past a point where they will be needed at the job. This matter should be followed carefully.

Monitoring Report #6  
J. C. Fumsey Store  
Taylor, Michigan  
Page three

RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER

- Mall entry shop drawings are still in for approval.
- Owner provided conveyors, stock shelving and steam generator are presently in work.
- The owner has still not provided a color schedule. This item has a late finish of December 10, 1975 (working day 242) and will become very critical to ordering interior materials.
- TEA wood overhead door shop drawings are in for approval.
- Rolling steel curtain shop drawings are in for approval. They were due back no later than November 12, 1975 (working day 223) so currently lag our anticipated return date.
- Vault shop drawings have been approved and the vault door is in fabrication.
- The Courier vault has been delivered to the job site.
- Steel stair shop drawings have been approved and stairs are being made.

In summary, the project currently lags between 20 and 30 working days in close-in. This will be an important item to focus on during the coming days since unless the building is closed in promptly, interior work will be seriously delayed due to the probability of winter weather becoming increasingly severe.

Overall, if some time can be recaptured in close-in trades, it is possible the job could be brought reasonably back into line with the current projected schedule. Spray-on fireproofing will be the next critical item to expedite since it directly holds above ceiling rough work at the second floor.

Ralph J. Stephenson, P.E.

RJS  
B

To: Mr. Richard Dennis (Orig. & 1 copy)  
Mr. David Petrillo (1 copy)

December 29, 1975

**Subject: Monitoring Report #7**

**J. C. Penney Store, Southland Shopping Center  
Taylor, Michigan**

**The Lathrop Company - Contractors**

**Project: 75:47**

**Date of Monitoring: December 24, 1975 (working day 251)**

**Monitored from Issue #1 dated July 14, 1975**

**Target Dates: Turnover to owner - May 3, 1976 (working day 342)**

**Complete shelving, sprinkler heads and lights at  
TBA - May 25, 1976 (working day 357)**

**Complete shelving, sprinkler heads and lights  
at store first and second floors - June 3, 1976 (working day 364)**

**Substantial completion and punching out - July 15, 1976  
(working day 394)**

**Actions taken:**

- Inspected project
- Conferred with Mr. Fulkerson re job progress
- Evaluated job progress
- Prepared project status report for period from December 24, 1975 (working day 251) to February 4, 1976 (working day 279)

**General Summary**

As of December 24, 1975 (working day 251) the project lags 25 to 30 working days primarily in spray-on fireproofing and the trades that follow. This lag in spray-on was caused by difficulty in getting the building closed to weather promptly. It was then necessary to start spray-on at the first floor rather than the second as had been originally intended due to moisture conditions inside the building. Mr. Fulkerson has now been able to dry

Monitoring Report #7  
J. C. Penney Store  
Taylor, Michigan  
Page two

the building adequately and spray-on is complete at the first floor and will be starting at the second floor Monday, December 29, 1975 (working day 253).

It should be emphasized that the sequence of the project has been planned from the second floor down to the first floor. If this sequence is to be maintained, and I suggest it is, it will be important to get spray-on completed so as to allow sheet metal ductwork to start at the second floor very soon. Sheet metal installation was due to begin at the second floor no later than November 6, 1975 (working day 218). It is possible if spray-on can start promptly at two that sheet metal installation could begin sometime the first week in January which would give a projected lag of about 40 working days. If sheet metal performance comes up to expected standards, it is possible a portion of this lag can be recaptured, particularly since both floors one and two will be available for installation of rough mechanical and electrical work.

As part of our monitoring, we evaluated the current status of deliveries from the information available. A brief review is as follows:

- Transformers will now be delivered to the job later than originally intended. The new delivery date is December 31, 1975 (working day 255), compared to last month's target of December 2, 1975 (working day 235). This late delivery should not cause any difficulties.
- Switchgear is still holding for delivery to the job on January 16, 1976 (working day 266).
- Owner provided light fixtures are due on the job January 26, 1976 (working day 272).
- Owner provided signs are continuing in fabrication.
- Hardware schedules have been approved and hardware is presently being fabricated.
- Elevator components are still holding for delivery to the job site January 15, 1976 (working day 265).

**Monitoring Report #7**  
**J. C. Penney Store**  
**Taylor, Michigan**  
**Page three**

- Early escalator components are now to be on the job at a later date than originally planned. Present target is January 19, 1976 (working day 267). Original target for early escalator components was December 15, 1975 (working day 244). It should again be noted that the brass supplier for escalator finish trim is still on strike with trim probably to be purchased by the escalator contractor in Europe.
- Mall entry storage door shop drawings are still in for approval.
- Owner provided conveyors, stock shelving and steam generators are presently in work with no major difficulties foreseen.
- There is still no information on the color schedule for the project. This item is becoming increasingly critical and must be given careful attention in the coming weeks. Many items within the project depend upon accurate color and finish information. These include acoustic materials, resilient floor tile, ceramic tile and quarry tile.
- TBA overhead door shop drawings have been approved and the doors are presently in fabrication.
- Rolling steel curtain shop drawings have been approved and the curtains are presently in fabrication.
- Fire door shop drawings have still not been approved. This matter should be given immediate attention.
- The vault door is still in fabrication.
- Steel stairs are generally all erected except the outside stair and for some landings at the inside stairs.

In summary, the project currently lags between 25 and 30 working days with a projected possible lag on start of sheet metal ductwork of as much as 40 working days. The lag has basically been caused by late delivery of structural steel and the consequent problem of closing the building in a timely fashion. However, it appears now that considerable area at both the first and second floors will be available for work and with the competent subcontractors presently on the project, it may be that some pickup in this lag can be accomplished over the coming period. It should

RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER

Monitoring Report #7  
J. C. Penney Store  
Taylor, Michigan  
Page four

be emphasized that wherever possible the sequence of interior finishing still be maintained starting at the second floor with first floor work following.

As part of our monitoring we prepared a project status report from December 24, 1975 (working day 251) to February 4, 1976 (working day 279).

Ralph J. Stephenson, P.E.

RJS  
m

To: Mr. Richard Dennis (Orig. & 1 copy)  
Mr. David Petrillo (1 copy)

January 27, 1976

**Subject:** Monitoring Report #8

J. C. Penney Store, Southland Shopping Center  
Taylor, Michigan

The Lathrop Company - Contractors

**Project:** 75:47

**Date of Monitoring:** January 22, 1976 (working day 270)

**Monitored from Issue #1** dated July 14, 1975

**Target Dates:** Turnover to owner - May 3, 1976 (working day 342)

Complete shelving, sprinkler heads and lights at  
TBA - May 25, 1976 (working day 257)

Complete shelving, sprinkler heads and lights  
at store first and second floors - June 3, 1976  
(working day 364)

Substantial completion and punching out - July 15, 1976  
(working day 395)

**Actions taken:**

- Inspected project
- Conferred with Mr. Fulkerson re job progress
- Evaluated job progress
- Prepared project status report for period from January 22, 1976 (working day 270) to March 1, 1976 (working day 297)

**General Summary**

As of January 22, 1976 (working day 270) the project lags 26 to 35 working days, primarily in projected stud work and above floor sheet metal ductwork. Spray-on is now substantially complete and there are sizable areas open to rough above ceiling trades, as well as soon to the stud wall installer. Thus, it is possible

**Monitoring Report #8  
J. C. Penney Store  
Taylor, Michigan  
Page two**

**RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER**

to move with greater rapidity and continuity than has been the case to this date. Mr. Fulkerson is anticipating that some lag time can be picked up.

It should be noted that the projected lag, according to the monitoring on December 24, 1975 (working day 251) was about 40 working days in sheet metal. This has been reduced in actual lag to about 35 working days as noted above. Thus, there has been a slight improvement in the position and hopefully, this can continue over the coming weeks.

Presently it is expected to start stud work at the second floor on January 28, 1976 (working day 274). Studs were due for a late start on the second floor of December 19, 1975 (working day 248) which accounts directly for the 26 working day projected lag. This probably is closer to the actual behind situation of the job than the other measurements.

Looking ahead in the TBA areas, it is expected that work there will have to get underway in sizable force over the next few weeks to stay within projected work targets. I suggest that careful study be given to the project status report for this upcoming period to isolate those areas, particularly in the TBA area that will be important to expedite.

As part of our monitoring, we briefly evaluated the current status of equipment and materials coming to the job. A brief review is as follows:

- Transformers have been delivered to the job.
- Switchgear is not yet on the job and will now be shipped near the end of January. It will be on the job about the first week in February, probably February 6, 1976 (working day 281). This is a further delay over the previous delivery commitment.
- Owner provided light fixtures are arriving on the job as of today, January 22, 1976 (working day 270).
- Owner provided signs are in fabrication. Templates have been delivered to the job.
- Hardware is currently being fabricated.
- Elevator components have arrived on the job and installation is in progress.
- Escalator components have begun to arrive at the job and installation will start next Monday, January 26, 1976 (working day 272).



**Monitoring Report #8  
J. C. Penney Store  
Taylor, Michigan  
Page three**

**RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER**

- Mall entry storage door shop drawings are still in for approval as of the latest information.
- Owner provided conveyors, stock shelving and steam generators are presently in work. No word was available on these at this monitoring.
- No information was immediately available at this monitoring on the color schedule for the project. If it has not been submitted, it should be again noted that it is a critical item and will affect several items of interior finish, including acoustic materials, resilient floor tile, ceramic tile and quarry tile. Also, it may affect fabrication and delivery of toilet room partitions if the color has not yet been selected.
- TBA overhead door is in fabrication.
- Rolling steel curtain is in fabrication.
- Fire door shop drawings have still not been approved.
- Vault door is still in fabrication.

In summary, the project currently lags between 26 and 35 working days with the most representative lag as projected presently close to 26 working days. This is a reduction over the previous projected lag. It is felt by Mr. Fulkerson now that sizable areas are available and space is free at the second and first floors that work progress will improve considerably.

As part of this monitoring the project status report from January 22, 1976 (working day 270) and March 1, 1976 (working day 297) was prepared and will be issued concurrently with the monitoring report.

Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Richard Dennis (Orig. & 1 copy)  
Mr. David Petrillo (1 copy)

March 10, 1976

Subject: Monitoring Report #9

J. C. Penney Store, Southland Shopping Center  
Taylor, Michigan

The Lathrop Company - Contractors

Project: 75147

Date of Monitoring: March 4, 1976 (working day 300)

Monitored from Issue #1 dated July 14, 1975

Target Dates: Turnover to owner - May 3, 1976 (working day 342)

Complete shelving, sprinkler heads and lights at  
TBA - May 25, 1976 (working day 357)

Complete shelving, sprinkler heads and lights  
at store first and second floors - June 3, 1976  
(working day 364)

Substantial completion and punching out - July 15, 1976  
(working day 395)

Note: The monitoring measures the project against a completion for all four major areas, store second floor, store first floor, TBA sales and storage and TBA service of April 30, 1976 (working day 324). Thus, all lags mentioned are in relation to that target completion.

Actions taken:

- Inspected project
- Conferred with Mr. Fulkerson and Mr. Dennis re job progress
- Evaluated job progress
- Prepared project status report for period from March 4, 1976 (working day 300 to April 15, 1976 (working day 330)

General Summary

As of March 4, 1976 (working day 300) the project shows an increase in lag at all areas. At the second floor drywall installation currently lags late starts by 35 to 40 working days. Drywall was due to begin at a late start of January 6, 1976 (working day 258). It is just now getting underway at

Monitoring Report #9  
J. C. Penney Store  
Taylor, Michigan  
Page two

RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER

the second floor. At the first floor sheet metal ductwork was due to begin no later than December 2, 1975 (working day 235). It is just now getting started and so lags by 60 to 62 working days.

At the TBA sales and storage the current lag is about 36 working days in installation of sheet metal ductwork. Presently it appears that this work may not start until April 1, 1976 (working day 320). It was due to begin no later than January 15, 1976 (working day 265). Thus, there is a possibility that the lag will increase to as much as 55 working days.

At the TBA service area work currently lags by 10 to 15 working days, primarily in installation of mechanical equipment. The lags at the area are becoming very serious and have increased considerably over the previous monitoring on January 22, 1976 (working day 270).

I strongly recommend that immediate attention be given to improving performance on lagging trades since work is now projected enough past late starts and finishes on critical items to cause concern regarding meeting target total completion dates.

A review of the current status of approvals and deliveries is as follows:

- Switchgear is on the job and set
- Owner provided light fixtures are on the job
- Owner signs are currently being fabricated
- Hardware is available as needed
- Elevator components have arrived on the job and elevator work is well along
- Escalator components are on the job and installation is moving well
- Mall entry shop drawings are still in approval
- Owner provided conveyors, stock shelving and steam generator are still in work. There is presently anticipated a later delivery than originally expected, however, this should cause no major problem.
- Owner provided color schedule is still not totally available. The office color schedule was provided to the job on February 11, 1976 (working day 284). Remaining color work will be available March 15, 1976 (working day 307).
- TBA wood overhead doors are on the job and installed

Monitoring Report #9  
J. C. Penney Store  
Taylor, Michigan  
Page three

RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER

- Rolling steel curtains are on the job and installed
- Fire door is in fabrication
- Wall entry storage door shop drawings are still in for approval
- Vault door is on the job and installed.

In summary, the project currently lags by 10 to 65 working days with lags now becoming very critical relative to the contractor's target completion dates. I strongly recommend that an immediate program be initiated to expedite all lagging trades. At this point in the job this may be very difficult but immediate strong effort is needed now.

As part of our monitoring, I prepared a project status report for the period from March 4, 1976 (working day 300) to April 15, 1976 (working day 330). This will be issued concurrently with the monitoring report.

Ralph J. Stephenson, P.E.

RJS  
m

To: Mr. Richard Dennis (Orig. & 1 copy)  
Mr. David Petrillo (1 copy)

April 13, 1976

Subject: Monitoring Report #10

J. C. Penney Store, Southland Shopping Center  
Taylor, Michigan

The Lathrop Company - Contractors

Project: 75:47

Date of Monitoring: April 5, 1976 (working day 322)

Monitored from Issue #1 dated July 14, 1975

Target Dates: Turnover to owner - May 3, 1976 (working day 342)

Complete shelving, sprinkler heads and lights at  
TBA - May 25, 1976 (working day 357)

Complete shelving, sprinkler heads and lights  
at store first and second floors - June 3, 1976  
(working day 364)

Substantial completion and punching out - July 15, 1976  
(working day 395)

Note: The monitoring measures the project against a completion for all four major areas, store second floor, store first floor, TBA sales and storage and TBA service of April 30, 1976 (working day 324). Thus, all lags mentioned are in relation to that target completion.

Actions taken:

- Inspected project
- Conferred with Mr. Fulkerson re job progress
- Evaluated job progress

General Summary

As of April 5, 1976 (working day 322) the project lag at the second floor in finishing drywall is approximately 29 working days. In installation of drywall

**Monitoring Report #10  
J. C. Penney Store  
Taylor, Michigan  
Page two**

**RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER**

ceiling work, the lag is slightly greater - about 34 working days. This is slightly less than the lag as of the previous monitoring on March 4, 1976 (working day 300).

At the first floor the projected lag is about 57 working days primarily in start of drywall. Drywall was due to begin no later than January 20, 1976 (working day 268). Presently it is expected to start about April 8, 1976 (working day 325).

At the TBA sales and storage the current lag is about 57 working days in installation of sheet metal ductwork and at the service area about 28 working days in start of finish work, primarily painting.

Although the lag at the TBA sales, storage and services area is large, this area could be finished relatively easily since it is a smaller area and once trades are concentrated there, the work should go rapidly. Of most critical importance presently is the first floor store area which has a lag of 57 working days.

The project is now being worked toward a completion of May 28, 1976 (working day 360). This is approximately 18 working days later than the network target of April 30, 1976 (working day 324). If we project completion of various areas according to their current lags, it can be seen that progress is going to have to be considerably better than at present to meet turnover dates. At the second floor the current lost time probably can be recaptured and so using a May 28, 1976 (working day 360) partial turnover is realistic there. At the first floor, however, the large lag measured against a projected completion of April 30, 1976 (working day 342) makes it doubtful that this area can meet a similar May 28, 1976 date.

At the TBA areas, if necessary, these could be completed by the end of May although there is some question as to whether they will be needed at that time or not.

In any event, I strongly suggest to the Lathrop Company and to those involved in the project that tight completion dates be maintained on the job so present continuity of field action is not disrupted. If job urgency is removed from the work force, it will be difficult, if not impossible, to maintain proper momentum and complete the project in timely fashion.

A brief review of the current status of approvals and deliveries follows. Those items that are on the job or out of general difficulty are not included.

**Monitoring Report #10  
J. C. Penney Store  
Taylor, Michigan  
Page three**

**RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER**

- **Owner signs are due on the job May 20, 1976 (working day 355)**
- **Mall entry shop drawings have been approved and the mall entry is in fabrication**
- **Owner provided equipment is generally being scheduled into the job now**
- **No word was available at the job site on the current status of the remaining color schedule**
- **Mall entry storage door shop drawings are still in for approval**

**In summary, the project has generally maintained a position at or slightly behind its situation as of the previous monitoring. However, the lag now is becoming serious, particularly at the first floor since as the job gets closer to completion, it becomes more and more difficult to recapture lost time. Presently the target for substantially completing most areas is the end of May. At the first floor this is going to be particularly difficult since the lag there is such that it will be hard to pull back to that date. I recommend a re-evaluation be made of the target date commitments being made to the owner to insure that the goals can actually be met. Again, this is particularly true at the first floor.**

**Ralph J. Stephenson, P.E.**

**RJS  
m**

**To: Mr. Richard Dennis (Orig. & 1 copy)  
Mr. David Petrillo (1 copy)**

**May 26, 1976**

**Subject: Monitoring Report #11**

**J. C. Penney Store, Southland Shopping Center  
Taylor, Michigan**

**The Lathrop Company - Contractors**

**Project: 75:47**

**Date of Monitoring: May 19, 1976 (working day 354)**

**Monitored from Issue #1 dated July 14, 1975**

**Target Dates: Turnover to owner - May 3, 1976 (working day 342)**

**Complete shelving, sprinkler heads and lights at  
TBA - May 25, 1976 (working day 357)**

**Complete shelving, sprinkler heads and lights  
at store first and second floors - June 3, 1976  
(working day 364)**

**Substantial completion and punching out - July 15, 1976  
(working day 395)**

**Note: The monitoring measures the project against a completion for all four major areas, store second floor, store first floor, TBA sales and storage and TBA service of April 30, 1976 (working day 324). Thus, all lags mentioned are in relation to that target completion.**

**Actions taken:**

- Inspected project
- Conferred with Mr. Fulkerson re job progress
- Evaluated job progress

**General Summary**

**As of May 19, 1976 (working day 354) the owner has moved into the store and is presently erecting stock shelving. Some of the office furniture is on the job and generally the move-in at the second floor is just getting underway.**



Monitoring Report #11  
J. C. Penney Store  
Taylor, Michigan  
Page two

RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

Second floor store work is in fairly good shape and Mr. Fulkerson expects to be able to be substantially complete there by sometime near the end of May. This presently appears tight but reasonable.

An item that should be checked is the handrail around the escalator opening. Apparently there is no major problem on this but it would be wise to insure it does arrive in timely fashion since it is an important finish element.

At the first floor, ceiling acoustic grid is just getting well underway and the lag there measured against our Issue #1 network is about 49 working days. However, it is the contractor's intent to concentrate heavily on first floor work and he has set a target for substantial completion of June 11, 1976 (working day 370). I suggest this date be continually re-evaluated since there is a considerable amount of work remaining and it appears it will be difficult to achieve completion totally by that date. This is particularly the case at the food service area where hard tile and other special finishes are yet to be installed. Probably owner occupancy will be able to occur concurrently with completion of the first floor and will allow extra time beyond June 11, 1976 (working day 370) for completion.

At the TBA area hard ceilings are nearly complete and work there lags the Issue #1 network by about 50 working days. However, it is expected to put a heavy effort on the TBA area and to attempt to finish it substantially by June 11, 1976 (working day 370) with remaining work probably extending out to late June or early July. However, again there should be no major problem finishing off the area in time for full occupancy.

In summary, the project continues to lag but by selective effort the owner has begun his move-in, particularly at the second floor. It is Mr. Fulkerson's target to finish off the first and second floor store areas to as great an extent as possible by June 11, 1976 (working day 371) with remaining work extending on out to approximately the end of June. Owner fixturing will start at the second floor the last week in May. Thus, there is going to be heavy pressure to move out of the areas.

The TBA area still shows signs of being difficult to complete by target dates. However, there is not a great deal of owner's work to be done there and finish work can extend a bit further out than at other areas.

**Monitoring Report #11  
J. C. Penney Store  
Taylor, Michigan  
Page three**

**RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER**

**Since, from this point out, the day to day field coordination should be adequate for most control purposes, I shall not monitor the project additionally unless there is a special need.**

**It has been a pleasure working on the job and I wish to particularly commend The Lathrop Company and its supervision for the fine work done by them on the Penney Southland Store under tight schedule conditions.**

**Ralph J. Stephenson, P. E.**

**RJS  
m**

**To: Mr. Richard Dennis (Orig. & 1 copy)  
Mr. David Petrillo (1 copy)**