

- 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:

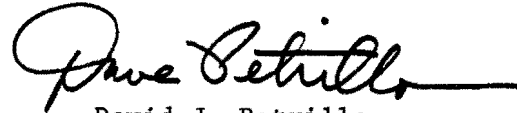
This is to notify you that it is our intent to engage your services to prepare Critical Path Schedules for the two J. C. Penney stores we are going to design and build in the Detroit area. We understand the basis of reimbursement our agreement will be \$30.00 per hour for your time and net reimbursement 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 Vinton 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**

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

- 5 Glanz & Killian - mech
- 6 Guardian Electric - elect
- 7 Carter - struct steel
- 8 Dover - 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

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
- stock 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)
- mail entries
- masonry units
- wood overhead and shop doors
- rolling steel curtain
- fire doors
- mail 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 mail 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

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

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 deck 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 deck 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
m

To: Mr. David Petrillo

June 25, 1975

Subject: Monitoring Report #2
J. C. Penney Store, Westland, Michigan
The Lathrop Company - Contractors

Project: 75:44

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 holdup to start of work at Westland is obtaining a building permit. This is expected to be cleared shortly. Work on foundations was due to begin on June 9, 1975 (working day 112). It appears presently that the project is 3 to 5 days away from getting into active work. Thus, the project is 5 to 8 working days behind the Issue P1 network. However, all parties feel this time can be picked up and there will be no major problem readying foundations for erection of structural steel starting August 4, 1975 (working day 151).

Monitoring Report #2
J. C. Penney Store
Westland, 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 made 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
Westland, 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, Westland, Michigan
The Lathrop Company - Contractors

Project: 75:44

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

Monitored from Issue P2 dated June 11, 1975

Target Turnover Date: April 1, 1976 (working day 320)

Actions taken:

- Reviewed current job status with Lathrop staff
- Reviewed sheets 1, 2, 3, 4, 5 and 6 for Issue P2
- Issued drafted manually computed networks for second and first floor interior work
- Completed interior diagrams for TBA area

General Summary

As of July 14, 1975 (working day 136) main store footings are well in work along with some masonry foundation walls. Elevator pits and escalator pits are both underway. Underground plumbing at the main store area has also started.

At the TBA area, footings are substantially complete with masonry foundation walls well along. Some rough backfilling to grade has been completed.

Overall, the current lag over early start/early finish dates ranges from 4 to 15 working days. However, the lag over late start/late finish dates is only 4 to 6 working days.

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

Work at the TBA foundations, as well as some of the main building foundation, has some float time since its construction was originally projected to be complete well before delivery of structural steel still holding at August 4, 1975 (working day 151). At the TBA area bearing masonry will begin on July 21, 1975 (working day 141). It was originally intended to get an early start on this bearing masonry but a delay in block selection by the owner held this task. The matter has apparently been resolved.

Overall, measuring the project against late start/late finish dates, it currently is in good condition with the possible exception of installation of underground utilities. It was hoped that a major share of the underground plumbing work would be installed prior to delivery of structural steel. This is not a totally critical matter and the current 4 to 6 working day lag is not overly serious.

During our diagramming session, Mr. Winton and I prepared the interior network for the TBA service, sales and storage areas. This network is shown on sheet 8, Issue #1 dated July 14, 1975. Prints of the sheet have been sent to Mr. Winton. The TBA area is normally a very difficult area to build because of the large amounts of special equipment and the need to expedite a broad range of materials furnished by several parties. I highly recommend that careful, continuous and early expediting attention be given to all material in the TBA areas.

A large share of the session concentrated on identifying required delivery dates shown on sheet 1. Mr. Winton requested an early copy of this sheet for both the Westland and the Southland stores. The sheet has been manually computed in Issue #1 dated July 14, 1975 and copies sent to Mr. Winton for his review and distribution.

We now have substantially completed most of the building work diagramming and I shall proceed to incorporate these plans in the finished networks. These will then be processed by computer and the networks issued. I also shall now begin a program of monitoring the project, probably on a regular three to five week basis. Mr. Winton and Mr. Petrillo have asked that I let them know when I will be at the job site and I shall do this.

In summary, the Westland project is running 4 to 6 working days behind late start/late finish dates, primarily in the installation of underground utilities at the main store. This, however, was a desired sequence since it was felt best to get as much of these utilities in prior to erection of structural steel as possible. Therefore, the lag should be able to be picked up with little difficulty. It is presently expected all foundation work in the

RALPH J. STEPHENSON, P. E.
CONSULTING ENGINEER

Monitoring Report #3
J. C. Penney Store
Westland, Michigan
Page three

main store will be ready for erection of structural steel on the target delivery date of August 4, 1975 (working day 151).

Currently the job is in good condition but a word of caution is in order. Deliveries to the project, particularly at the TBA area, should be watched and expedited carefully and continuously to assure that all materials, equipment and other critical items are on the job as needed. I suggest a weekly review be made of sheet 1, Issue #1 dated July 14, 1975, to continually assure that all deliveries, shop drawings and other such administration support activities are completed as presently scheduled.

Ralph J. Stephenson, P. E.

RJS
m

To: Mr. David Petrillo

August 20, 1975

Subject: Monitoring Report #4

J. C. Penney Store, Westland, Michigan

The Lathrop Company - Contractors

Project: 75:44

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

Monitored from Issue #1 dated July 14, 1975

Target Dates: Owner occupancy - May 3, 1976 (working day 342)

Completion of stock areas - June 3, 1976 (working day 364)

**Substantial completion and punching out - July 19, 1976
(working day 395)**

Actions taken:

- Inspected project
- Reviewed current job status with Mr. Don Waggoner and Mr. Richard Dennis
- Completed all diagramming and manual computations for project
- Evaluated job progress

General Summary

As of August 18, 1975 (working day 161) all footings for the TBA and the main store area are complete. Structural steel is being erected in the main store area with masonry going up at the TBA area. Structural steel arrived on the job site August 13, 1975 (working day 158) and erection began on August 18, 1975 (working day 161). This was 10 working days later than originally planned. Structural steel was delivered late to the job which accounts for the delay. It was decided at this meeting that we would take today's starting point for structural steel and re-calculate the job using this later start date.

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

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

Reviewing sheet 1 showing deliveries, there are several critical areas that should be reviewed and expedited. A brief description is given below of the potential trouble areas:

- Plumbing working drawings for the beauty salon and the coffee shop are presently in work and should be completed by August 29, 1975 (working day 170). This is later than originally intended. However, the field has been provided with rough-in drawings and these are adequate for the present installation.
- The owner has provided a general sign layout but it is still necessary to obtain additional data to provide electrical service to the sign in the exterior masonry walls.
- The hardware schedule is presently in the owner's hands for approval. It should be back in one week and delivery of hardware apparently at present is no problem.
- Mall entry shop drawings have not been submitted yet. They are due to be submitted and approved no later than September 26, 1975 (working day 190).
- The owner is to provide stock shelving for the first and second floors of the main store, and also the TBA area. This shelving will be on the job May 3, 1976 (working day 342) and certain areas of the store and TBA area must wait to be finished until after the stock shelving is placed. It should cause no problem provided everyone recognizes the need to extend beyond the current target turnover point of May 3, 1975 (working day 342).
- Wood overhead doors, rolling steel curtain, fire door and mall entry storage door shop drawings have not yet been put into work. These are potentially serious delivery elements because most are long lead time items. I strongly recommend that shop drawings be obtained and processed as quickly as possible.

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

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

- **Owner's color schedule - currently we are expecting to obtain the owner's complete color schedule no later than November 3, 1975 (working day 215). This is an important item since it affects delivery of acoustic materials, resilient floor tile, ceramic tile, quarry tile and toilet room partitions.**
- **Shop drawings for steel stairs are presently in work. It is desired to get these on the job as soon as possible so as to provide easy vertical access.**
- **Roof opening shop drawings are in work with some of the framing presently fabricated. However, these will all be needed to properly erect roof structural steel and lay metal deck.**

Generally the sequence of work remains the same as previously moving from the second to the first floor with the TBA area being built concurrently. It appears that this job can be brought home conveniently within the present target dates and progress, although lagging our initial network, is presently adequate to meet the end goals of the job.

I shall plan to monitor the project on a regular basis and will notify Mr. Waggoner and Mr. Dennis prior to my visits to the site.

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, Westland, Michigan

The Lathrop Company - Contractors

Project: 75:44

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
- Reviewed current job status with Mr. Stark Frambes
and Mr. Richard Dennis
- Evaluated job progress
- Prepared project status report

General Summary

As of October 2, 1975 (working day 193) structural steel is complete, most floor metal deck is down, all roof metal deck is in place, some roof sonolite has been poured and the first reinforced concrete floor deck is to be poured today. The job presently is on or slightly ahead of late start/late finish dates and is moving in excellent field fashion.

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

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

It was originally desired to get steel stairs installed early so that the convenience of vertical access was obtained as quickly as possible. There has been some problem in detailing these and their fabrication is currently the only item lagging relative to field operations.

Reviewing the current status of deliveries shown on sheet 1 indicates the following:

- Chiller and transformer shop drawings have been submitted and these items are in fabrication and currently scheduled on the target date shown.**
- Switchgear is in fabrication but will take slightly longer than originally intended for delivery. This item should be watched carefully.**
- Owner provided TBA equipment arrived on the job yesterday. A count has not yet been made but apparently much of this equipment is in the shipment.**
- Hardware schedule is still in preparation.**
- Elevator and escalator shop drawings are in for approval.**
- Mall entry shop drawings are being currently processed.**
- Owner provided color schedule is still in work.**
- Wood overhead door, rolling steel curtain, fire door and mall entry storage door shop drawings are in work.**
- Vault door shop drawings are in work.**

Overall, the current status of shop drawings and deliveries is good with the possible exception of the switchgear.

In summary, the project is currently meeting or bettering most critical late start and late finish dates. The structural steel frame is complete and the first floor pour is being made today, October 2, 1975 (working day 193). This pour was scheduled to start at an early date of September 23, 1975 (working day 186) or a late start of October 10, 1975

RALPH J. STEPHENSON, P. E.
CONSULTING ENGINEER

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

(working day 199), so is just about in the middle of these two major targets.

As part of our work today, we prepared a project status report from October 2, 1975 (working day 193) through November 14, 1975 (working day 225). This report will be issued to Mr. Dennis in five copies for his distribution. I shall be in touch with Mr. Dennis to arrange the next monitoring session.

Ralph J. Stephenson, P. E.

RJS
m

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

November 28, 1975

Subject: Monitoring Report #6
J. C. Penney Store, Westland, Michigan
The Lathrop Company - Contractors

Project: 75:44

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
- Reviewed current job status with Mr. Stark Franzen
- 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 is rapidly being closed in, spray-on fireproofing is complete, first floor slab on grade is complete and sprinkler piping is well along at the second floor. Sheet metal ductwork installation is just beginning at the second floor and currently is the major lagging item on the project. Sheet metal ductwork was due to start at a late date of October 29, 1975 (working day 212). Considering the present status of the work, it appears that the lag there is presently from 10 to 14 working days. However, some time may be picked up in installation of sheet metal ductwork since much of the sprinkler piping has already moved on beyond the area in which the sheet metal work is to be installed. Careful detailing may have picked up any major interferences and since much of the sheet metal has been fabricated and is now being brought to the job, it could be that the work will proceed more rapidly than expected in the field.

The need presently is to free up installation of interior studs and in-wall work for partitions. Mr. Franke said that he hopes to be able to begin this work sometime in the very near future at the second floor.

The only other item which shows up as being behind the late start is installation and activation of mechanical equipment room. Equipment has been partially set there and most equipment bases poured out. However, it is probably necessary to do more close-in work before any major work will begin. Nevertheless, start of installation of this equipment room should be scheduled for an early date.

Some submissions and approvals of shop drawings are also late and it would be wise to continually review and expedite all shop drawings that are outstanding to prevent delays to critical trades later on. Those of particular importance deal with the hardware schedule, wood overhead doors, rolling steel curtains, fire doors, mall entry storage doors and provision of owner color schedules. Color schedules are rapidly becoming very important to timely ordering of materials and should be obtained as quickly as possible.

Reviewing the current status of deliveries shown on sheet 1, we find the following.

- The chiller, boiler, air handling units and fan units are on the job and setting at the equipment room.
- Transformer equipment will be delivered January 2, 1976 (working day 256)
- Switchgear is presently planned for delivery on January 16, 1976 (working day 266)
- Owner provided light fixtures will be on the job January 12, 1976 (working day 262)
- Owner delivered signs are in work.
- Hardware schedules have not yet been fully approved. These will soon be important.
- Elevator components are due on the job January 2, 1976 (working day 256).
- Early escalator components are due on the job January 2, 1976 (working day 256).

It should be noted that the brass foundries are currently on strike which will affect delivery of finish trim for the escalators. This could be a serious delay and must be watched carefully. Plans should be made now to work around trim items that will be affected.

- Mall entry shop drawings are currently in for approval. These should be returned as quickly as possible.

Monitoring Report #6
J. C. Penney Store
Westland, Michigan
Page three

RALPH J. STEPHENSON, P. E.
CONSULTING ENGINEER

- Owner provided conveyors, stock shelving and steam generator are currently in work. No problems presently anticipated.
- Owner provided color schedule is needed badly. This item should be forthcoming soon.
- TBA wood overhead doors shop drawings are in for approval. This is not a totally critical item although it would be desirable to get the elements in fabrication as soon as possible.
- Rolling steel curtain shop drawings are still being reviewed and approved.
- Fire door shop drawings are in for approval.
- Mall entry storage door shop drawings are in for approval.
- Vault door shop drawings have been approved and the door is currently in fabrication.
- Steel stairs are nearly all fabricated and should be on the job complete in the very near future.

In summary, the project currently lags from 10 to 14 working days, primarily in installation of sheet metal ductwork at the second floor. The job is rapidly nearing close-in and probably about the middle of December will be totally protected from the weather. Currently roofing is substantially complete, masonry will be complete in approximately 15 more working days.

Ralph J. Stephenson, P.E.

RJS
R

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

December 29, 1975

Subject: Monitoring Report #7

J. C. Penney Store, Westland, Michigan

The Lathrop Company - Contractors

Project: 75:44

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
- Reviewed current job status with Mr. Stark Frambes
- 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 is substantially closed in at both the main store and the TBA area. Rough work at the store has moved far enough ahead so studs can be erected at the second floor with little, if any, interference. Studs were due to begin on December 11, 1975 (working day 242). They did start about one week ago but the studs were not of sufficient length to install properly and additional material had to be ordered. This material will be on the job January 6, 1976 (working day 258). The

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

projected lag on stud work is 16 working days. Because of this problem, it will be essential that stud work at both the first and second floors be installed to the greatest possible extent concurrently. Stud work at the first floor was due for a late start of January 8, 1976 (working day 260). The two floors should be fully ready for stud work by that time and it is possible, if the floors can be worked concurrently, that the current lag can be picked up.

At the first floor sheet metal ductwork is just now getting underway. It was due to begin on December 2, 1975 (working day 235). Thus, measured against today's date, December 24, 1975 (working day 251), the lag is currently about 16 working days. However, based upon a good performance at the second floor, it appears presently that most of this lag in sheet metal ductwork will be recaptured over the next few weeks.

Reviewing the current status of approvals on deliveries shown on sheet 1 we find the following:

- Transformation equipment is still to be delivered January 2, 1976 (working day 256)
- Switchgear is holding for delivery on January 16, 1976 (working day 266)
- Owner provided light fixtures are holding to be on the job January 12, 1976 (working day 262)
- Owner delivered signs are still in work. This is not a critical item but should be continually evaluated to insure they can be installed in timely fashion when the weather permits.
- Hardware schedules have been approved. Fabrication is proceeding.
- Elevator components are still due on the job January 2, 1976 (working day 256)
- Early escalator components were due on the job January 2, 1976 (working day 256). This delivery has been moved to a later date of January 19, 1976 (working day 267). Escalator installation may prove to be difficult since the strike at the brass manufacturers is still in work and it is now proving necessary to go overseas for escalator trim components. This item should be continually evaluated and expedited.

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

- Mall entry design is still subject to discussion and the item is rapidly becoming critical. Apparently there has been no agreement on the design of this element and shop drawings, thus, have not been prepared. I strongly suggest if this item is actually a problem and delays are being encountered in its fabrication that it be given a high priority of attention.
- Owner provided conveyors, stock shelving and steam generator are still in work - no problems presently anticipated.
- Owner provided color schedule is still needed. What is critical here is agreement between the owner and the contractor as to what colors and finishes are to be used on items such as ceramic tile, quarry tile and other elements where color is a joint selection process. This matter is becoming critical because some of the items affected are long lead time items.
- TBA wood overhead door. Shop drawings have been approved and the doors are in fabrication.
- Rolling steel curtain shop drawings are approved and the doors are in fabrication.
- Fire door shop drawings are still not approved.
- Mall entry storage shop drawings are apparently still not approved and no information was available at this monitoring on them.
- Vault door fabrication is in work.
- Steel stairs are now available and substantially on the job except for the exterior stair which will be delivered once masonry adjoining it is completed.

In summary, the project currently lags about 16 working days primarily in sheet metal ductwork at the first floor and most importantly, start of stud work at the second floor. It is expected that the lag in sheet metal can be recaptured. It is, therefore, going to be imperative that stud work be expedited to the greatest possible extent and generally, if required, concurrent work at the second and first floors encouraged.

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, Westland, Michigan

The Lathrop Company - Contractors

Project: 75:44

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 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
- Reviewed current job status with Mr. Stark Frambes
- 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) second floor stud work has moved well and drywall is presently being installed. It is expected that taping and sanding will start in about a week. Mr. Frambes does not feel that taping and sanding will delay major following work and presently is expecting to start acoustic ceiling suspension and grid about February 16, 1976 (working day 286). Ceiling grid was due to begin February 4, 1976 (working day 279)

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

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

so the lag at that time will be about 8 working days. This will be a considerable pickup in time over the previous monitoring.

Rough above floor mechanical and electrical work at the first floor has moved well also and presently is far enough along so that studs at the first floor can probably start on or about January 26, 1976 (working day 272). They were due to start no later than January 8, 1976 (working day 260). Thus, the lag there is about 12 working days and it is anticipated that part of this can be picked up as stud work has moved rapidly once started.

In the TBA area work is proceeding as trades are available and currently shows as slightly lagging. There is presently no major problem in picking up the tempo where and when required.

Mr. Frambes and I reviewed the status of approvals and deliveries and find the following.

- Transformation equipment is on the job.
- Current information on switchgear location was not available. It is believed this equipment is in transit.
- Owner provided light fixtures are arriving on the job.
- Owner delivered signs are in work; templates are on the job.
- Fabrication of hardware is proceeding.
- Elevator components are currently arriving on the job.
- No early escalator components are at the job, however, it is anticipated that trusses should begin arriving soon.
- Mall entry shop drawings have been prepared but the current status of the shop drawings and fabrication was not available at this monitoring.
- Owner provided conveyors, stock shelving and steam generator are still in work - no problems presently projected.
- Owner provided color schedule is still not on the job site. However, Mr. Frambes points out that many of the colors are specified in the working documents. It is urged that a clarification on all colors required be obtained as soon as possible since the job is rapidly nearing the point where interior finishes will start.

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

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

- TBA wood overhead doors are in fabrication.
- Rolling steel curtains are in fabrication.
- Fire door fabrication will begin shortly.
- Information on mall entry storage door shop drawings was not available at this monitoring.
- The vault door is still in fabrication.
- The steel stairs are complete except for the outside stair which is available and will be brought to the job and erected when exterior masonry is complete.

In summary, the project currently lags by 8 to 12 working days with the lag being closer to the lower figure. This is a slight improvement over the previous monitoring on December 24, 1975 (working day 251). Mr. Frambes hopes to maintain or improve this position over the next few weeks.

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, Westland, Michigan

The Lathrop Company - Contractors

Project: 75:44

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 394)**

**Note: The field target dates for the contractors against
which the monitoring reports are prepared have
the following target completions:**

Second floor - April 9, 1976 (working day 327)

First Floor - April 30, 1976 (working day 342)

TBA sales and storage - April 30, 1976 (working day 342)

TBA service - April 30, 1976 (working day 342)

**Lags reported below are against the contractor's
field target dates.**

Actions taken:

- Inspected project
- Reviewed current job status with Mr. Stark Frambes and
Mr. Richard Dennis

Actions taken: (continued)

- **Evaluated job progress**
- **Prepared project status report for period from March 4, 1976 (working day 300) to April 9, 1976 (working day 326)**

General Summary

As of March 4, 1976 (working day 300) the project has lost time over the previous monitoring on January 22, 1976 (working day 270). Second floor drywall work has moved slower than anticipated and the present lag there is projected now at about 18 working days in hanging wall and board, along with a corresponding delay in following trades. Drywall was due to be completed at the second floor no later than February 6, 1976 (working day 282).

At the first floor the delay in hanging board is about 30 working days. Both lags at the second and first floors are increases of considerable size over those reported on previous monitorings and should be given immediate attention.

At the TBA sales and storage area the current lag is about 35 working days in above floor sheet metal ductwork. This work was due to begin no later than January 15, 1976 (working day 265) and has not yet started. At the TBA service area, the lag is about 10 working days, basically in installation of above floor mechanical equipment. Installation of equipment was due to begin at the area no later than February 19, 1976 (working day 290). Major work there has not yet started.

Overall the increasing lag at the four major building areas is cause for concern and I suggest that heavy immediate attention be given to improving present work as well as expediting the trades that follow hanging of board in the main store and installation of rough mechanical work at the TBA areas.

Most delivery items have been pretty well cleared and a brief review is given of these below:

- **Switchgear is on the job and set**
- **Owner light fixtures are on the job**

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

RALPH J. STEPHENSON, P. E.
CONSULTING ENGINEER

- Owner furnished signs are presently being fabricated
- Hardware is currently available
- Elevator components are on the job and elevator work is moving well
- Escalator components are on the job and installation is moving well
- Mall entry shop drawings are still in for approval
- Owner provided conveyors, stock shelving and steam generator are well in fabrication; some of these items have been scheduled for later deliveries than originally intended. It would be wise to follow them carefully.
- The owner provided color schedule is still not available complete. The schedule for the office was furnished by the owner on February 11, 1976 (working day 284). Remaining information will be available March 15, 1976 (working day 307).
- TBA wood overhead doors are on the job and installed.
- Rolling steel curtains are on the job and installed
- Fire door fabrication is in work
- Mall 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 35 working days with the most critical areas being in the store at the first floor and at the TBA sales and service areas. I strongly recommend these sections of the building be given a high priority of attention over the coming month so as to pull them back into line with target dates.

As part of our monitoring, I prepared a project status report for the period from March 4, 1976 (working day 300) to April 9, 1976 (working day 326). 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)

mm

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

April 13, 1976

Subject: Monitoring Report #10

J. C. Penney Store, Westland, Michigan

The Lathrop Company - Contractors

Project: 75:44

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 394)

**Note: The field target dates for the contractors against which
the monitoring reports are prepared have the following
target completions:**

Second floor - April 9, 1976 (working day 327)

First floor - April 30, 1976 (working day 342)

TBA sales and storage - April 30, 1976 (working day 342)

TBA service - April 30, 1976 (working day 342)

Lags reported below are against the contractor's field
target dates.

Actions taken:

- Inspected project
- Reviewed current job status with Mr. Stark Frambes
- Evaluated job progress

General Summary

As of April 5, 1976 (working day 322) the project has proceeded without further loss of time over the past month. Actually on the first floor there has been some decrease of lag from 30 working days reported on March 4, 1976 (working day 300) to about 19 working days as of April 5, 1976 (working day 322).

At the TBA sales and storage area the lag over our present Issue #1 network is between 30 and 40 working days. However, this is not a totally true measure since it is possible with some concerted attention that durations on tasks there could be reduced. Work at the TBA is in such condition at the present time that under heavy pressure the area could be substantially completed within 15 to 25 working days.

In reviewing all target dates with Mr. Frambes, it was decided that substantially in line with a revision to scheduled targets made on March 10, 1976 (working day 304) he will maintain a substantial completion of all areas about May 28, 1976 (working day 360). It should be pointed out that the second floor area probably will be ready for move-in by late April 1976 except for toilet partitions and accessories and interior doors. Doors will be delayed and will now be on the job May 21, 1976 (working day 356). Completion of toilet room areas will be about May 14, 1976 (working day 351), with completion of resilient floor tile and painting set at about April 16, 1976 (working day 331). Thus, a target starting move-in of May 3, 1976 (working day 342) which was the original owner's date should be able to be met.

At the first floor the present target for completing resilient floor tile is being held at May 7, 1976 (working day 347) which is about 7 working days later than originally intended. Toilet partitions and accessories will probably be finished on or about May 14, 1976 (working day 352) which is about ten days later than originally scheduled. Kitchen equipment installation will be started when the equipment arrives, probably about June 8, 1976 (working day 367).

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

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

This is considerably later than originally intended but should not materially affect owner occupancy of the spaces.

In summary, the project currently lags by between 10 and 19 working days in the main store sales area. However, because of the staggered move-in, this lag should cause no major problem with allowing the owner to move in in accordance with our projected schedule operations. The TBA sales and storage area may be considered to have somewhat of a problem lag although the durations indicated on the network were generous and it appears now can be compressed if needed.

Since the project is now nearing its completion, I did not make a computerized project status report. The reason for this is that the evaluation of the job can now be done on an observational basis more easily as it nears its finishing point.

A brief review of delivery items is given below. Those that presently offer no observable problems have been dropped from this list.

- Mall entry shop drawings are apparently still in for approval. Mr. Frambes does not have any approved drawings at the job site.**
- There still are some minor color and finish schedule items to be provided to the field.**
- Fire door fabrication apparently is still in work. Mr. Frambes was not certain of the status of this operation.**

Overall the project appears to be in relatively good condition with the completion targets now being more predictable than previously. It looks as though generally the turnover of certain selected areas to the owner could occur by our target date of May 3, 1976 (working day 342) and that without major difficulty the July 15, 1976 (working day 394) can be met for substantial completion and punching out.

Ralph J. Stephenson, P.E.

RJS/m

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

M1
RALPH J. STEPHENSON, P. E.
CONSULTING ENGINEER

May 26, 1976

Subject: Monitoring Report #11

J. C. Penney Store, Westland, Michigan

The Lathrop Company - Contractors

Project: 75:44

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 394)**

**Note: The field target dates against which monitoring reports
are prepared are:**

Second floor - April 9, 1976 (working day 327)

First Floor - April 30, 1976 (working day 342)

TBA sales and storage - April 30, 1976 (working day 342)

TBA service - April 30, 1976 (working day 342)

Lags reported below are against field target dates.

Actions taken:

- Inspected project**
- Reviewed current job status with Mr. Stark Frambes**
- Evaluated job progress**

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

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

General Summary

As of May 19, 1976 (working day 354) the owner has moved into the store and is presently installing stock shelving. Fixturing is due to begin shortly. Move-in to the office area is also underway with owner furniture presently arriving on the job.

It is the intent of Mr. Frambes to be substantially complete in the main store building by May 28, 1976 (working day 361) and to be substantially complete in the garage area by June 11, 1976 (working day 371). The sales and storage area at the TBA will be finished along with the main store building.

There are still a few items that should be given special attention.

- Owner signs are still not on the job. There is no current word on their delivery.
- The mechanical equipment room is still in work. It is hoped to be able to activate chillers by June 15, 1976 (working day 372). The heating system still requires an oil pump. There is no word on delivery of this pump.
- Mall entry storage doors are due on the job sometime this week.
- Ceiling diffusers are now on the job and being installed. There has been some difficulty with the color of these diffusers but apparently this matter is resolved and installation is in work.
- Marlite work at the sales and storage area is to start this week.
- Escalator handrail is due in this week and probably will be installed on May 24 and 25, 1976 (working days 357 and 358).

Overall, the project is now at a point where scheduling and planning can be handled on a day to day basis since the owner is now moving in and finish work is being brought to completion. Therefore, I shall not monitor the project again unless a special need arises.

**Monitoring Report #11
I. C. Penney Store
Westland, Michigan
Page three**

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

It has been a pleasure working on Penney Westland and I particularly want to congratulate the Lathrop Company and its field and office supervision for doing a good job in close accordance to a tight schedule.

Ralph J. Stephenson, P. E.

**RJS
m**

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