

RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER  
August 9, 1974

Subject: Monitoring Report #1

Phase 1, Stage 2

Hurley Hospital, Flint, Michigan

Renovation of existing ground and first floors

Project: 74:68

Date of Monitoring: August 6, 1974 (working day 153)

Starting date: (Assumed at point where first and ground floors are cleared,  
now projected at August 12, 1974 (working day 157))

Completion date for Phase 1, Stage 2: Tentative, to be confirmed,  
March 12, 1975 (working day 306)

Monitored from Issue #1 dated August 6, 1974

Actions taken:

- Reviewed network diagrams for the first and ground floors of Phase 1, Stage 2 with key prime contractors
- Evaluated current project status

General Summary

This meeting was for the purpose of reviewing previously diagrammed work at the first and ground floors of Stage 2, Phase 1. The work consists of the remodeling the older building adjoining the new addition at the kitchen and emergency areas.

This work had been diagrammed earlier but was put in abeyance until the ground and first floors at the existing building could be completely cleared by moving into the new facility. Presently we are considering that by August 12, 1974 (working day 157) the kitchen at the first floor will have been completely moved into the new building and that full scale work can be initiated on the ground and first floor levels for Phase 1, Stage 2 work.

There were very few revisions to the logic although some minor relations changed and a few revisions to durations were requested. The present diagram will be completed, computer runs prepared and the network will be dated and issued to all concerned.

Monitoring Report #1  
Phase 1, Stage 2  
Hurley Hospital, Flint, Michigan  
Page two

RALPH J. STEPHENSON, P. E.  
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Evaluating the present plan of action the swing area on the first floor is the key to timely delivery of the floor. Therefore, I strongly suggest every effort be made to work in this swing area at corridor D100 and to the north-west up to the column line so that major ceiling work in the first floor space can be initiated at as early a date as possible.

Tentative completion dates of each area, subject to confirmation of the manual computations are as follows:

Cleaning and starting kitchen equipment

complete - morning of February 20, 1975 (working day 291)

Demonstration of new kitchen equipment

complete - morning of February 25, 1975 (working day 294)

Completion of cleanup of first floor - morning of February 7, 1975  
(working day 282)

Completion of cleanup at ground floor - March 13, 1975 (working day  
306)

Presently most major equipment is either on order or at the job and there does not seem to be any major holdup in this respect. However, there are some decisions that have to be made to expedite early work, particularly at the refrigeration area. I recommend that each party to the contract carefully review the information he needs to pursue this portion of the job in a timely and continuous matter and bring these matters to the attention of the architect/engineer. This will be essential if the job is to move well.

  
Ralph J. Stephenson, P. E.

RJS/m

To: Mr. Edward Evans  
Mr. James Johnson  
Mr. Jim Stiles  
Mr. John Data  
Mr. John R. Fugard, Jr.  
Mr. Kurt Koentopp  
Mr. Austin Gilbert  
Mr. Richard McCormick  
Mr. Sid Israel  
Mr. Donald Eitniew

RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER

August 21, 1974

Subject: Monitoring Report #2

Phase 1, Stage 2

Hurley Hospital, Flint, Michigan

Project: 74:68

Date of Monitoring: August 20, 1974 (working day 163)

Starting Date: As of August 19, 1974 (working day 162) the ground floor area has just been cleared for access. Therefore, this date will be considered the starting point.

Completion Date for Phase 1, Stage 2: Tentative, to be confirmed,  
March 20, 1975 (working day 311)

Monitored from Issue #1 dated August 6, 1974

Actions taken:

- Inspected project
- Reviewed job progress with field personnel

General Summary

Some difficulty has been encountered in deactivating and removing kitchen equipment at the existing first floor area. Therefore, it was not possible to move into the vacated area until August 19, 1974 (working day 162). The plan was originally to be in this area one week earlier, on August 12, 1974 (working day 157). In conversations with the architect, it was decided to make the initial run starting from the August 19th date, one week later than noted in Monitoring Report #1. It is hoped that because of some early work that has been done on the stairway and at the ground floor, some of this lag might be picked up.

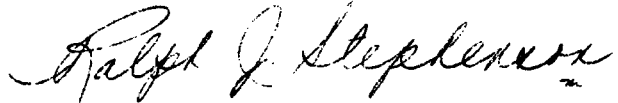
At the ground floor, demolition is substantially complete, door frames are being installed, overhead mechanical and electrical piping is in work and masonry has just begun. It will be necessary to take field measurements for sheet metal ductwork and I suggest this matter be given early and prompt attention. The area is tight and the system complex enough so that sheet metal is an important part of the above ceiling installation.

Monitoring Report #2  
Phase 1, Stage 2  
Hurley Hospital, Flint, Michigan  
Page two

RALPH J. STEPHENSON, P. E.  
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In summary, it is now considered that the starting date by which the ground and first floors are totally available is August 19, 1974 (working day 162). Work at the first floor is just getting underway while work at the ground floor is moving relatively well, having had a head start on the first floor.

I shall plan to attend the regular monthly construction meetings on the project as it moves into the more active stages.



Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Edward Evans  
Mr. James Johnson  
Mr. Jim Stiles  
Mr. John Data  
Mr. John R. Fugard, Jr.  
Mr. Kurt Koentopp  
Mr. Austin Gilbert  
Mr. Richard McCormick  
Mr. Sid Israel  
Mr. Donald Eitniear

RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER

October 3, 1974

Subject: Monitoring Report #3  
Phase 1, Stage 2  
Hurley Hospital, Flint, Michigan

Project: 74:68

Date of Monitoring: September 27, 1974 (working day 190)

Starting Date: Assumed at August 19, 1974 (working day 162) in Issue #1  
dated August 6, 1974

Completion Date for Phase 1, Stage 2: Current Target: March 20, 1975  
(working day 311)

Monitored from Issue #1 dated August 6, 1974

Actions taken:

- Inspected project
- Reviewed job progress with field personnel, owner and architect

General Summary

At the first floor demolition work is proceeding very slowly and currently the job is about 15 working days behind our Issue #1 network. There apparently have been some revisions to the kitchen layout proposed and this could account for a portion of the delay. However, an analysis of the project should be made immediately to see that all major obstacles to proceeding full tilt on this floor are cleared now. The project is quickly getting into serious difficulties at the first floor and if these are not immediately identified and overcome, the work there will have to be expedited greatly in later stages of the construction.

It should be pointed out that to some extent later work is being accomplished at as early a date as possible in some smaller areas and it may be this will help relieve the time lag as the job proceeds. However, I again urge we identify the problem now and move to full scale clearing and rough work as quickly as possible. We shall discuss this matter in detail at the next construction meeting on October 8, 1974.

Monitoring Report #3  
Phase 1, Stage 2  
Hurley Hospital, Flint, Michigan  
Page two

RALPH J. STEPHENSON, P. E.  
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At the ground floor work on the mechanical, sheet metal ductwork and piping is proceeding relatively well although work will soon come to a halt due to lack of information about where above floor piping should be for equipment at the first floor.

At the ground floor there still is a considerable amount of demolition left. This, too, should be accomplished just as quickly as possible to clear the entire area for work.

At the next construction conference we shall plan to review current problems and evaluate the sequence to determine what revisions might be necessary. I strongly recommend that all outstanding approvals be processed immediately and that field work pick up considerably in tempo now while there is still the opportunity to regain the lost time.



Ralph J. Stephenson, P. E.

RJS/m

To: Mr. Edward Evans  
Mr. James Johnson  
Mr. Jim Stiles  
Mr. John Data  
Mr. John R. Fugard, Jr.  
Mr. Kurt Koentopp  
Mr. Austin Gilbert  
Mr. Richard McCormick  
Mr. Sid Israel  
Mr. Donald Eitniar

October 14, 1974

Subject: Monitoring Report #4

Phase 1, Stage 2

Hurley Hospital, Flint, Michigan

Project: 74:68

Date of Monitoring: October 8, 1974 (working day 197)

Starting Date: Assumed at August 19, 1974 (working day 162) in Issue #1  
dated August 6, 1974

Completion Date for Phase 1, Stage 2: Current Target: March 20, 1975  
(working day 311)

Monitored from Issue #1 dated August 6, 1974

Actions taken:

- Inspected project
- Participated in construction conference
- Evaluated job progress

General Summary

Demolition work at the first floor and to a lesser extent, at the ground floor, has been expedited over the past week and the areas are now relatively free. The current lag is greatest at the first floor and in sheet metal ductwork. Sheet metal was due to begin on September 10, 1974 (working day 177). It as yet has not started at that level. This accounts directly for the major lag of 20 working days.

In addition, kitchen revisions are causing work to slow there considerably since major coring work and above ceiling plumbing at the ground floor are presently held. The revisions are being processed and will be released by the end of this week.

It was decided that where possible, dimensional information would be released to the contractors prior to total processing of the entire change order and bulletin. This will allow work to start in the area as early as possible.

Some kitchen equipment fabrication at the first floor is being held presently by field measurements. It was discussed how some of these dimensions could be

Monitoring Report #4  
Phase 1, Stage 2  
Hurley Hospital, Flint, Michigan  
Page two

RALPH J. STEPHENSON, P. E.  
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guaranteed so that fabrication might proceed now. This matter will be checked into further by the kitchen fabricator and Mr. Koentopp.

Work on the tray conveyor has proceeded, with the verticals now being fabricated. However, fabrication of horizontal runs must wait until the ceiling can be removed at the conveyor location. This is a critical item. Go-ahead has been given on the cart wash pans and discussions will be held this week as to how the hole is to be cut.

Basically the problem on the first floor is getting the present revised layout information processed and in the hands of the contractors. I suggest every attention be given this particular matter so there is no further delay on the project.

To summarize, the project currently lags by about 20 working days, primarily in rough mechanical work at the first floor. This lag is at present in sheet metal ductwork.

At the refrigeration area this portion of the building has not yet been cleared, pending a decision on cost revisions to the refrigerator.

  
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RJS/m

To: Mr. Edward Evans  
Mr. James Johnson  
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Mr. Austin Gilbert  
Mr. Richard McCormick  
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RALPH J. STEPHENSON, P. E.  
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November 14, 1974

Subject: Monitoring Report #5

Phase 1, Stage 2

Hurley Hospital, Flint, Michigan

Project: 74:68

Date of Monitoring: November 12, 1974 (working day 222)

Starting Date: Assumed at August 19, 1974 (working day 162) in  
Issue #1 dated August 6, 1974

Completion Date for Phase 1, Stage 2: Current Target: March 20, 1975  
(working day 311)

Monitored from Issue #1 dated August 6, 1974

Actions taken:

- Inspected project
- Conferred with field personnel re job progress
- Participated in construction conference
- Evaluated job progress

General Summary

Currently the project lags by 28 to 31 working days, primarily in first floor above ceiling rough mechanical and electrical work. Much of the delay has been due to revisions in the kitchen layout which has, in turn, affected location of partitions and coring of floor slabs through to the ground floor below. Most major revisions are now being resolved and the location of holes to be cored has been set and issued to the contractors. This work is no longer a hold. Also, a wall layout has been issued and dimensions will be reviewed by the architect/engineer with the contractor to establish key layout points. Thus, the project presently can move ahead with relatively few major restrictions, particularly at the ground floor.

Construction has gone well at the swing area and currently this work lags by about one week.

It is expected that delivery of kitchen equipment at the first floor may be late due to the revisions that have been made. I suggest a detailed review of kitchen

Monitoring Report #5  
Phase 1, Stage 2  
Hurley Hospital, Flint, Michigan  
Page two

RALPH J. STEPHENSON, P. E.  
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equipment deliveries be made immediately to evaluate the impact of the changes in kitchen layout.

There presently is no word on whether the refrigerator remodeling at the ground floor is to proceed or not. However, it appears presently that this work will not be done. Again, the matter should be resolved as early as possible.

The work at the C wing is scheduled to start sometime in the very near future, probably within the next one to two weeks. Presently it is expected that this work will be completed in about 27 working days. The schedule for the remodeling was discussed in detail at the meeting and has been reviewed orally and in writing with all of the contractors involved.

Another element of first floor work is the kitchen equipment rough-in. Apparently the architectural trades, mechanical and electrical contractors do not have kitchen equipment rough-in drawings. These are critical to their work, particularly as it relates to utility services. I suggest the matter be cleared as quickly as possible and that if rough-in drawings are needed, they be provided at an early date.

So far as work at the first floor is concerned, it appears and has been apparent for some time that the amount of casual non construction traffic in the area is considerable. This casual traffic is not only disruptive to good work progress, but also subjects contractors and casual traffic alike to serious liability problems. I recommend strongly that immediate steps be taken to close off the ground and first floor areas to all non construction traffic. This should include posting "Keep Out" signs on the access doors and eliminating or locking all access to the area except through well controlled passageways. It will be critical to reduce the amount of peripheral interference with construction if we are to come anywhere near our current schedule. This matter was discussed in detail and it was decided that appropriate steps should be taken.

In line with this, we also discussed the point at which the current dumb waiter service could be abandoned for remodeling. It presently appears that the revision will start on January 2, 1975 (working day 256). I suggest this date be improved if possible since we should attempt to provide as much space in which to work, erect walls, install electrical and mechanical services as possible so as not to delay ceiling installation. This matter was also to be looked into in detail.

The elevator pit work at the ground floor has been cleared now and can start any time. Generally the beginning date will be left up to the architectural trades contractor. He still wants to use the hole cut at the first floor level for trash removal and therefore, may delay pit work for a short time. This should pose no problem.

Monitoring Report #5  
Phase 1, Stage 2  
Hurley Hospital, Flint, Michigan  
Page three

RALPH J. STEPHENSON, P. E.  
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At the ground floor a pneumatic tube will have to be relocated by the hospital and Mr. Gilbert said this should be done within the next few days.

The project now appears such that the work pace can be picked up and maintained at a consistent level. There has been a noticeable improvement in the decision-making and work progress over the past month and I believe if constant attention is given the job as has been evident recently that some additional time on the present lag could be regained.



Ralph J. Stephenson, P. E.

RJS/m

To: Mr. Edward Evans  
Mr. James Johnson  
Mr. Jim Stiles  
Mr. John Data  
Mr. John R. Fugard, Jr.  
Mr. Kurt Koentopp  
Mr. Austin Gilbert  
Mr. Richard McCormick  
Mr. Sid Israel  
Mr. Donald Eitniar

December 24, 1974

**Subject: Monitoring Report #6**

**Phase 1, Stage 2**

**Hurley Hospital, Flint, Michigan**

**Project: 74:68**

**Date of Monitoring: December 19, 1974 (working day 248)**

**Starting Date: Assumed at August 19, 1974 (working day 162)  
in Issue #1 dated August 6, 1974**

**Completion Date for Phase 1, Stage 2: Current Target March 20, 1975  
(working day 311)**

**Monitored from Issue #1 dated August 6, 1974**

**Actions taken:**

- Inspected project
- Conferred with general contractor superintendent
- Evaluated job progress

**General Summary**

Currently a hold is in effect on a substantial part of the ground floor. This hold was placed late in November and the area design is now being revised. Some work continues at the ground floor but apparently this will come to a halt as soon as areas where the revisions will affect are reached. There is also a hold on elevator 9 that was placed late in November.

At the first floor the kitchen area has been released but work there is moving very slowly with the lag at the first floor now 35 to 45 working days. This lag primarily is in overhead work and other related sequences at the kitchen area.

Swing area work continues to move fairly well although there apparently is a delay on installation of the horizontal run at the tray conveyor.

Monitoring Report #6  
Phase 1, Stage 2  
Hurley Hospital, Flint, Michigan  
Page two

RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER

Presently swing area work lags by 15 to 20 working days. This is a loss over the previous monitoring and of course, may affect work completion targets.

At the ground floor, the lag has increased to approximately 15 to 20 working days and will continue to increase as work is held at the floor.

Because of the difficulties the project has encountered and the changes that are in work and have been made, I recommend we plan to meet and re-diagram remaining work sometime shortly after the first of the year. By this time direction should be available respecting ground floor work and some of the other problems that currently are impacting upon the job might be better resolved. I shall be in touch with Mr. Koentopp regarding this matter and we shall set a date, if appropriate, for our next diagramming session.

Ralph J. Stephenson, P. E.

RJS/m

To: Mr. Edward Evans  
Mr. James Johnson  
Mr. Jim Stiles  
Mr. John Data  
Mr. John R. Fugard, Jr.  
Mr. Kurt Koentopp  
Mr. Austin Gilbert  
Mr. Richard McCormick  
Mr. Sid Israel  
Mr. Donald Eitniser

January 21, 1975

**Subject: Monitoring Report #7**

**Phase 1, Stage 2**

**Hurley Hospital, Flint, Michigan**

**Project: 74:68**

**Date of Monitoring: January 10, 1975 (working day 262)**

**Starting Date: Assumed at August 19, 1974 (working day 162)  
in Issue #1 dated August 6, 1974**

**Completion Date for Phase 1, Stage 2: Current Target March 20, 1975  
(working day 311)**

**Monitored from Issue #1 dated August 6, 1974**

**Actions taken:**

- Briefly inspected project with Mr. Koentopp
- Reviewed job progress

**General Summary**

Currently the hold on the ground floor is still in effect and work there is now intended to proceed on the unheld half to as close to completion as possible. Work on the held portion is stopped, awaiting a decision on the revised work. At the first floor work continues in relatively good fashion, although it does lag the current network in the kitchen area particularly. Work at the dining and swing areas has moved well and these areas are now being finished off and should be available for use in the near future.

It appears that there still is some hope of meeting the current target date of March 20, 1975 (working day 311) for most work except for the ground floor held areas. However, the completion target is still in question and I shall be in touch with Mr. Fugard to decide whether a revised network diagram for the work remaining should be prepared or not.

All contractors are now back to work on the job.

Ralph J. Stephenson, P. E.

RJS/m

RALPH J. STEPHENSON, P.E.  
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Monitoring Report #7  
Phase 1, Stage 2  
Hurley Hospital, Flint, Michigan  
Page two

To: Mr Edward Evans  
Mr. James Johnson  
Mr. Jim Stiles  
Mr. John Data  
Mr. John R. Fugard, Jr  
Mr. Kurt Koentopp  
Mr. Austin Gilbert  
Mr. Richard McCormick  
Mr Sid Israel  
Mr Donald Eitnlear

February 10, 1975

**Subject:** Monitoring Report #8  
Phase 1, Stage 2  
Hurley Hospital, Flint, Michigan

**Project:** 74:68

**Date of Monitoring:** January 27, 1975 (working day 273)

**Starting Date:** Assumed at August 19, 1974 (working day 162)  
in Issue #1 dated August 6, 1974

**Completion Date for Phase 1, Stage 2:** Current Target March 20, 1975  
(working day 311)

**Note:** This date is now being restudied

**Monitored from Issue #1 and Issue #2 dated August 6, 1974 and January 26, 1975  
respectively**

**Actions taken:**

- Inspected project
- Reviewed job progress
- Rediagrammed interior work for the first and ground floors  
on Issue #2 dated January 26, 1975

**General Summary**

Presently work is proceeding at the first floor and it appears that most of the architectural, mechanical and electrical trades, with the exception of kitchen equipment installation, can be completed by March 20, 1975 (working day 311), provided no further holds to the work are placed. Installation and hookup of the tray conveyor extension will take till approximately May 15, 1975 (working day 351) primarily due to the need for submission and approval of conveyor extension shop drawings, and fabrication and delivery of the tray conveyor extension. However, this apparently does not prevent occupancy of the space.

The other kitchen equipment that impacts upon occupancy but not severely is the tray makeup conveyor, the new dishwasher and the roll-in refrigerator. All of these should be able to be installed and substantially completed by the March 20th date.



Monitoring Report #8  
Phase 1, Stage 2  
Hurley Hospital, Flint, Michigan  
Page two

RALPH J. STEPHENSON, P.E.  
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At the ground floor the hold on the south portion is now released and work there is expected to proceed immediately. However, after much careful consideration of installation work, it appears that completion of the ground floor south section will be sometime in mid-May, probably about May 16, 1975 (working day 352). There is a possibility if compression of time can be applied to some of the longer lead time items, that this date can be moved back from 3 to 5 weeks. However, the space is small and in our diagramming session the contractors expressed that it would be very difficult to increase manpower on the job beyond what can effectively work in the limited areas. It is possible that with a change in some materials from wet to dry installation that some time can be picked up.

In our diagramming it became evident that demolition of the existing dishwasher area is quite critical to the work. This matter is under immediate consideration by the hospital.

Copies of the network diagram have been distributed to all concerned and it is strongly suggested that everyone involved review the network plans on sheets 1 and 2, Issue #2 dated January 26, 1975 and determine if there is a possibility of improving the present planned sequence.

I feel that all contractors are very concerned with completing this stage of the work just as quickly as possible and that every effort must now be bent toward minimizing changes if we are to deliver this area as outlined above.

At the first floor, another area that must be vacated soon is the dumbwaiter area. This is in the location of new toilet rooms and again, due to the limited space and the need for some relatively complicated plumbing installation, the space is needed now to begin work.

I shall be in touch with Mr. Koentopp regarding approvals on the network. For the time being we shall plan on using the rough network, Issue #2, sheets 1 and 2 for our monitoring of work.

Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Edward Evans  
Mr. James Johnson  
Mr. Jim Stiles  
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