

March 9, 1976

Subject: Monitoring Report #1

Manufacturers Bank Renaissance Facilities

Detroit, Michigan

Project: 76:13

Date of Monitoring: March 3, 1976 (working day 44)

Actions taken:

- Conferred with Mr. Charles Hitch and Mr. Greg Demanski
- Set basic guidelines for project planning

General Summary

This meeting was for the general purpose of reviewing current status of all work on the Manufacturers facilities in the Renaissance Center in downtown Detroit. Mr. Hitch, Mr. Demanski and I discussed the current status of work and identified some of the major problem areas that should be resolved in the near future.

Of critical importance is that the Manufacturers Bank management presently looks at the total space as being operational only upon completion of the branch bank at the lower levels. Therefore, target completion dates should be closely tied to work at this branch bank space.

We discussed the various allowances and the methods by which these allowances are to be set and allocated. Apparently an agreement is being reached in respect to the amounts of the allowances.

The tenant/landlord working drawings which are drawings prepared by Manufacturers Bank architect for the landlord to install are in work. On floors 5 through 12 working drawings are in the landlord's hands for his review. At the lower level branch office drawings are to be submitted for landlord review on April 7, 1976 (working day 69). The current status of working drawings for the 38th and 39th floors was not totally available at our meeting.

Under the arrangement being negotiated, the landlord will install Manufacturers work defined by the tenant/landlord working drawings on the upper floors. However, at the lower space, Manufacturers will let the contracts for the work directly. This entire matter of contract arrangement should be reviewed at an early date to insure there is a clear understanding by all concerned of the contract letting techniques.

We went over in some detail the elements that should be clarified in the relation between Manufacturers and the landlord. Some of these are identified at random below.

- Definitive Manufacturers/landlord/architectural/contractor working drawing approval procedures should be set immediately.
- Tenant authority should be clearly established relative to the contractor and his subcontractors.
- Payment processing procedures for the draws by the landlord's contractors should be defined. A major question to be kept in mind is what control does the tenant, Manufacturers Bank, have if work is not proceeding well or as it should?
- A well identified procedure should be set for review and approval of shop drawings, materials, equipment, finishes, samples and all other such items so that Manufacturers retains the necessary control position to insure the space is built to their standards.
- At an early point mutually agreeable punching out and acceptance procedures should be set so that the definition of rental start is clear to all parties concerned.
- Policies relating to delays and behind-schedule performance by the landlord's contractor should be defined in relation to their impact upon occupancy and start of rentals.
- Establishment of the authority and responsibility positions on the job for all parties should be an early order of business.

These are a few of the major points reviewed at the meeting. We are planning to again confer on Thursday, March 11, 1976, and will further discuss the ongoing planning of the project and establishment of standards of performance by which to measure job progress.

Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Charles Hitch
(original and 2 copies)

March 17, 1976

Subject: Monitoring Report #2

Manufacturers Bank Renaissance Facilities

Detroit, Michigan

Project: 76:13

Date of Monitoring: March 11, 1976 (working day 50)

Actions taken:

- **Conferred with Mr. Charles Hitch, Mr. Greg Demanski, Mr. George Zonars and Mr. Jerry Shea**
- **Reviewed critical project elements to maintain design and construction control**

General Summary

At this meeting we reviewed the points covered in Mr. Hitch's letter of March 5, 1976 to Mr. Arthur Diemer, President of Renaissance Center Management Company. The pertinent items discussed are reviewed below in the order covered in Mr. Hitch's letter.

- 1) It was agreed that a definite working drawing approval procedure should be established. It was basically decided that the landlord, as well as the tenant, should sign off on the tenant requirement package. Tentatively it was also agreed that the drawings would be issued for approval in sepla form with a stamp affixed for signature by both the tenant and the landlord. Any conditional approvals given will be noted either directly on the drawings or in a referenced letter. This is an important process since the project is very complex relative to the method of paying for, and the authority for carrying out various parts of the construction.
- 2) It was agreed that tenant authority relative to the general contractor and his subcontractors will be basically exerted through the landlord. Thus, it is expected that the landlord will be responsible for review and implementation of all tenant requests.
- 3) It was agreed that payments will be processed through the landlord only. However, requests for payment will be approved both by the tenant and the landlord. Thus, the work being done by the landlord's contractor is to be reviewed each pay period by the tenant before approval of the request for payment is given.

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Manufacturers Bank Renaissance Facilities
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- 4) All shop drawings are to be submitted by the contractor to the landlord, who, in turn, will submit them to the tenant, with the tenant then handling them as he desires, probably having his architect review them. This is a bulky procedure and because of its nature, should be more thoroughly reviewed and defined. Mr. Hitch will work with his staff and Redstone to define appropriate activities.
- 5) It will be critical to define substantial completion points. The Redstone office will assist Mr. Hitch in setting punching out procedures.
- 6) It was agreed that the leverage to be maintained by the tenant on the landlord's contractor relative to his field performance must be exerted through the leverage the tenant has on the landlord. This, it is felt, can be maintained through various elements discussed above.
- 7) Authority and responsibility were not defined at this meeting but should be the subject of an early session soon.

All of the above should be reviewed thoroughly with the landlord so no misunderstandings arise during the early phases of the construction process. This project is a very short time program and it will be essential that all involved continuously maintain clear lines of authority, responsibility and communication.

Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Charles Hitch
(original and 2 copies)

March 30, 1976

Subject: Monitoring Report #3

Manufacturers Bank Renaissance Facilities

Detroit, Michigan

Project: 76:13

Date of Monitoring: March 23, 1976 (working day 58)

Actions taken:

- **Conferred with staff personnel and advisors from Manufacturers Bank, the architect/engineer's office, the landlord's office and the construction manager's office**
- **Reviewed project elements regarding leasing and construction administration procedures**

General Summary

This meeting was attended by the decision-making staff from the landlord's office, the construction manager's office and the Redstone office. The purpose was to continue a review of the items outlined in Mr. Hitch's letter of March 5, 1976 and to resolve these matters to the best of the abilities of those present. The landlord staff discussed briefly personnel who are to be involved in the project. They also said they will provide Manufacturers Bank with a full list of decision-making personnel to be connected with this project. It was further agreed at the meeting that a good set of administrative ground rules were essential so the meshing together of the various complex elements of the project could be accomplished with minimum difficulty and maximum effectiveness.

Mr. Hitch requested that the landlord and the construction manager provide every assistance in preparing the detailed network plans for landlord tenant work that is to get underway shortly. All present from the landlord and construction manager's office agreed that this diagramming would receive their full cooperation.

Mr. Seneker reviewed the relative positions of those attending this meeting so that the points could be properly addressed to the most appropriate parties. One of the first items discussed was the terminology used for describing when rentals start. In the retail area, rental at a reduced rate will begin when the building shell is turned over to Manufacturers for their contractor to move on the project and start interior installation. At office areas, rentals will begin when tenant-landlord work is complete to the mutual satisfaction of the landlord's and the tenant's architect.

To start the meeting I read the seven points in Mr. Hitch's letter of March 5, 1976 and it was pointed out by the landlord that Mr. George J. McCarthy, Jr. had responded to these. Copies of his letter were distributed for conference purposes.

A brief review of each point is given below, in the same sequence as in Mr. Hitch's and in Mr. McCarthy's letters.

1. It was agreed that Mr. Doug Skelly of the landlord's staff will be responsible for approvals of office space working drawings. Mr. Ron Gagnon will be responsible for approvals of retail space area drawings. All working drawings submitted to the landlord for his review and approval will be submitted in sepias with an approval stamp bearing the signature of the tenant, accompanied by a referencing letter in respect to any qualifications which are a part of the tenant approval. Specifications will also be submitted bearing an approval stamp.

The landlord will then review the sepias of the working drawings and the set of specifications, and signify his approval by signing the documents. Thus, the approved set of working drawings and specifications will represent a base point to which leasing documents can be referenced and from which all work in the building will proceed.

There was considerable discussion about why it was essential that both Manufacturers Bank and the landlord sign off on the drawings. The end result of this discussion was that all agreed it would be a good procedure to follow.

Mr. Zonars of Redstone's office said the drawings for the retail space will be ready for submission to the landlord by the evening of April 9, 1976 (working day 72). At this

1. (continued)

time the landlord will review the working drawings and concurrently it is expected that Manufacturers will solicit proposals on the work to be done. The landlord's review is expected to take three weeks. At completion of this review, it is understood there may be some revisions and reworking of the drawings based upon landlord's comments.

Factors influencing where reduced rentals start will include:

- a. **The point at which the landlord completes construction of the demised area (presently expected about May 4, 1976, working day 88.)**
- b. **The amount of time required, if any, to revise, resubmit and reapprove the drawings after the landlord's initial review.**
- c. **A formula by which a portion of additional time referenced to completion of the demised space would be charged against rentals.**

This matter was discussed in detail and will be worked out by the landlord's and Manufacturers' leasing representatives.

2. **It was generally agreed that tenant authority in relation to the construction manager and his contractors would be exerted through the landlord. It was further agreed that the landlord will be responsible for review and implementation of all tenant requests for authority action.**
3. **There was considerable discussion about payment processing procedures, particularly whether it would be appropriate for Manufacturers Bank to approve payments to contractors. The matter was resolved by both the landlord and Manufacturers agreeing that Manufacturers Bank would participate in reviewing requests for payment by the construction manager and his contractors but that the tenant would not have the right of approval for payment. If there is a disagreement between the tenant and the landlord regarding the amount of the payment, this matter will be resolved independent of the payment**

3. (continued)

to the construction manager and will be worked out between the tenant and the landlord. Thus, payment by Manufacturers is a tenant-landlord matter although the tenant does have the right of review of requests for payments. Staff assignments for these responsibilities will be made by Manufacturers Bank as the project moves into the field.

- 4. As with point 3, there was considerable discussion about the receipt, review and return of shop drawings. The construction manager prefers to have shop drawings, where appropriate, forwarded directly to the tenant's architect for approval. Generally, the responsibility of the construction manager then is to receive copies of shop drawings and to maintain a log of these drawings, but not to distribute them as a funneling agent from the subcontractors to the architect.**

In some cases it was agreed that it will be essential that the construction manager receive the shop drawings directly and make distribution at his discretion. This situation would exist wherever the landlord's architect is involved.

Note: Following the meeting, further discussion of this point with the Manufacturer's architect brought out the fact that there was not full understanding of the process described during the meeting. Mr. Zonars feels he would prefer to have the construction manager receive all shop drawings, log them in, stamp them and then distribute them to the approving agencies. Since a misunderstanding still exists on this point, it would be wise to clarify it at the earliest possible time.

It was agreed that the construction manager will assume responsibility for expediting all shop drawings. This process of receipt, transmittal, approval and prompt return of shop drawings is critical to job smoothness. I recommend strongly that the parties involved again meet and arrive at a mutual understanding about the process to be followed.

5. Punching out and acceptance, it was agreed, will be done by the landlord's architect and the tenant's architect, in conjunction with each other. The approval of both is required for space acceptance. Punching out procedures will be established between the construction manager and the two architectural offices.

To expedite punching out, it was suggested that an early completed area will be selected to establish a standard of punch-out acceptance. Once this area is brought to a standard acceptable to both architectural offices, it will be used as a model by which other areas will be punched out. Those present thought this was a good idea and will adopt this procedure in the punching out process.

6. Those at the meeting agreed that any influence that must be exerted by the tenant on the landlord's contractor relative to his field performance must be exerted through influence the tenant has on the landlord. The landlord agreed that they would be responsive to such influences if there was a legitimate cause for concern by Manufacturers Bank. This could be a very difficult matter and will demand the highest of cooperation and communication between the tenant and the landlord. The construction manager agreed to cooperate fully in this matter.
7. Mr. Seneker and his staff will prepare a full definition of all authority and responsibility patterns on the project relative to the landlord and the construction manager's staff. I recommend that Manufacturers Bank do the same and provide the landlord and the construction manager with the information.

In closing the meeting, Mr. Hitch emphasized that he wants permanent building facilities, particularly elevators and loading docks to be made available when Manufacturers begins their move-in, on the same basis that they would be available if Manufacturers were moving into existing leased building space. Essentially he said that he is looking to the landlord to provide these facilities as a part of regular rentals.

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Manufacturers Renaissance Facilities
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**RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER**

A question was asked regarding resubmittal of the landlord tenant work drawings. Mr. Zonars said these would be resubmitted on April 2, 1976 (working day 66). This matter will be reviewed in more detail between the landlord and the tenant's architect.

It was agreed at this meeting that our next session would be a summary planning meeting to be held at the office of the construction manager on April 1, 1976. This meeting will be for the purpose of establishing preliminary construction procedures relative to movement of trades, the general finishing operations required and the early equipment and material detailing required. The meeting will be at 1 P. M. in the DuMouchelle Galleries Building. It is suggested those attending be able to make project decisions regarding construction sequencing and planning. Our work will basically revolve around both the retail and the office space with heavy emphasis on the items needed to get the work underway in the field.

Ralph J. Stephenson, P.E.

**RJS
m**

**To: Mr. Charles Hitch
(original and 2 copies)**

April 7, 1976

Subject: Monitoring Report #4

Manufacturers Bank Renaissance Facilities

Detroit, Michigan

Project: 76:13

Date of Monitoring: April 1, 1976 (working day 65)

Actions taken:

- Reviewed content of monitoring #3 with personnel from Manufacturers, the landlord's office and the construction manager's office
- Began preliminary diagramming for typical office floor construction

General Summary

This meeting was for the purpose of initiating detailed construction planning for tenant interior work in Manufacturers' space. Those attending included Mr. Greg Demanski, Mr. William Erdelyi, Mr. George McCarthy, Mr. Doug Skelly, Mr. Lloyd Hartman and Mr. Robert Lamerson.

Much of the early discussion revolved around how floors are to be sequenced and when tenant interior work would be able to start. It was suggested that we consider three main plan groupings for the office space - the 5th floor which is the cafeteria, 6 through 12 which are typical office floors and the 38th and 39th floors which are executive office floors. We did not discuss the lower level branch bank space at this meeting.

Part of our early diagramming work shown on sheet 1, Issue P1 set out a brief plan for the processing of office space working drawings and specs. It is anticipated that in order to have a complete set of working drawings and specs approved and issued that the landlord will have to review and approve these working drawings while concurrently

revisions to the air distribution system and the lighting and power circuitry are being made. Once revisions are completed and the landlord has reviewed these, the tenant then will review and approve the revised drawings. Final revisions could then be made to the complete set of working drawings for issue. The target date for all working drawings to be revised, approved and issued is currently being held at May 3, 1976 (working day 87). This information is shown on the Issue P1 network dated April 1, 1976, sheet 1.

The preliminary network has been issued to Mr. Greg Demanski who will distribute it to the appropriate parties at the landlord's and the architect/engineer's office.

As part of our review work it was requested that all present read through Monitoring Report #3 to determine whether it was in substantial agreement with the decisions reached at our meeting of March 23, 1976 (working day 58). All present agreed the report substantially reflected the agreements at that meeting, although there was some question as to the depth of involvement of the project architect Portman. The landlord's and Tishman's staff will review this matter.

At this first meeting we began assigning responsibility codes to be used in identifying those to accomplish each of the tasks. A preliminary list of these is given below. They also appear on sheet one of the network.

Responsibility Codes

- 1 Manufacturers Bank (representatives: Mr. Charles Hitch
and Mr. Greg Demanski)
- 2 Landlord (representative: Mr. Doug Skelly)
- 3 Construction manager (representative: Mr. Bill Erdelyi)
- 4 Redstone (representative: Mr. George Zonars)
- 5 Portman (representative: Mr. Ted Maniatif)

May 4, 1976

Subject: Monitoring Report #5
Manufacturers Bank Renaissance Facilities
Detroit, Michigan

Project: 76:13

Date of Monitoring: April 20, 1976 (working day 78)

Actions taken:

- Inspected retail space area and site
- Defined classifications of major bank space areas
- Prepared summary network plan for retail space areas

General Summary

The purpose of this session was to start setting target dates for completion and occupancy of various spaces at Renaissance. To do this we reviewed briefly the major classifications of space and decided that for purposes of our conversation the Manufacturers facility at the Renaissance Center would be broken into the following major categories:

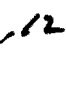
Retail

- service level
- street level
- intermediate level
- podium level

Fifth floor cafeteria

Floors 6 through (16) typical office space

38th and 39th floors executive offices



We also discussed the work that must be done in each of these spaces and the front end work required to initiate construction. It was decided at this meeting that the work to be done by Manufacturers in the retail areas would be called tenant space work, while the work to be installed at the upper floors will be called tenant improvement work. Our major efforts at this session were concentrated on the retail space and planning the front end work up to the point where Manufacturers has a complete, approved set of retail working drawings and is able to select a contractor for construction. This plan of work is shown on sheet 2, Issue P2 dated April 20, 1976. In this plan it is anticipated we will have a complete approved set of retail working drawings and be able to select a contractor by May 21, 1976 (working day 101). It is further anticipated that tenant work at the retail space will start on or about June 2, 1976 (working day 108).

From that point we prepared a summary network diagram showing installation of tenant rough work, tenant finish work and tenant systems work at each of the four levels - the service level, the street level, the intermediate level and the podium level. Estimates of time were made based upon a brief analysis of the working drawings and specs as they currently stand. A laundry list of each major item included in the broad categories of work was also prepared and will be used later as a detailed checklist when the final network diagram is prepared.

Presently it appears that we should strive for a completion date somewhere between December 1, 1976 (working day 235) and December 30, 1976 (working day 255). These targets are shown on sheet 3 of the summary network Issue P2, dated April 20, 1976.

Start of work at the retail levels requires that the areas be ready for the tenant contractor and every assurance was given at the meeting that this would be the case. If so, then we can anticipate that the plan of work shown on sheets 2 and 3 of the summary network should be reasonable and achievable. It should be emphasized that making this plan work will require close cooperation by all parties concerned.

Our next planning session has been set for Tuesday, May 11, 1976, 8:30 A. M. at the Manufacturers Bank Operations Center. At this meeting we shall plan to again review the general progress of the job, monitor the retail summary network and complete a major share of construction planning for the typical floor work 6 through 12. In addition, it would be wise to concentrate upon preparing network plans for early work on the executive levels at floors 38 and 39.

Ralph J. Stephenson, P. E.

RJS/m

To: Mr. Charles Hitch
(Orig. and 2 copies)

May 13, 1976

Subject: Monitoring Report #6
Manufacturers Bank Renaissance Facilities
Detroit, Michigan

Project: 76:13

Date of Monitoring: May 11, 1976 (working day 93)

Actions taken:

- Reviewed job progress with Manufacturers, landlord and architect/engineer staff
- Diagrammed typical office floor from 6 through 12
- Identified special work items on floors 5, 38 and 39
- Identified presently known long lead time items

Present total target completion date: Ranges between December 1, 1976 (working day 235) and December 30, 1976 (working day 255)

Working days remaining to December 30, 1976 (working day 255): 162

General Summary

All office space working drawings and specifications have been issued and work on tenant improvements at the 6th, 7th, 8th, 9th, 10th, 11th and 12th floors has begun. Early construction work here consists of reworking and where necessary, adding to the existing sheet metal ductwork.

At the retail space working drawings have been issued and proposals are due on May 20, 1976 (working day 100). It is expected a contract can be let by May 21, 1976 (working day 101). This work is currently on schedule. It should be mentioned that concurrent with the obtaining of proposals it was expected building permits would be obtained by the owner and the architect. This should be followed carefully so the permit is in hand when work is ready to start.

Active work at the retail space is expected to begin on June 2, 1976 (working day 108). We will hold off doing detailed diagrams of the retail areas until a contractor has been selected so he can be involved in preparing the network model. We will work within the present summary diagram to establish key target dates.

The main thrust of our work today consisted of preparing a typical diagram for office floors 0-6 through 0-12. It was decided in our planning session that the sequence of work would move generally from the 6th floor to the 7th, to the 8th, to the 9th, to the 10th, to the 11th, to the 12th, with a turnover cycle of from 10 to 12 working days. Our current target is to finish the 12th floor on or about November 11, 1976 (working day 222). The only floor considered to be non-typical was the 9th floor where a considerable amount of partition work is to be installed.

Concurrently with the typical office floors 0-6 through 0-12, work will be initiated on the 5th floor cafeteria. Cafeteria work will extend on out to early October since delivery of kitchen equipment is presently set for September 1, 1976 (working day 172). The cafeteria area will be diagrammed in detail at our next session.

Floors 38 and 39 will also proceed concurrently with lower floors and work will be conducted somewhat independent of the lower levels.

Presently it appears that a fairly good sequencing of the completion of various areas can be achieved. However, there are some potentially difficult areas that should be given special attention. These deal fundamentally with long lead time items at the 5th, 38th and 39th floors. A brief discussion of each of these follows:

5th Floor

Food Service Equipment - presently scheduled to be delivered September 1, 1976 (working day 172). Shop drawings and approvals have already been obtained.

Hoods - no special delivery date has been set on these. It should be cautioned that sometimes hoods delay installation of ceiling work and therefore, should normally be brought to the job site and installed at an early date. I suggest special attention be given these items.

5/24/76

5th Floor (continued)

Owner's turnstile - this matter to be investigated.

Carpet - Carpet is expected to be selected within the next 15 working days. Delivery is anticipated 60 working days after selection. Thus, under this schedule, carpet will be on the job within 75 working days or on approximately August 26, 1976 (working day 168).

38th Floor

Herculite Doors - Shop drawings should be available within one week, approval within another ten working days with delivery expected within two months. Thus, Herculite is expected on the job about 12 weeks from today.

SD not in yet

Slate - There was no word on delivery of slate. This matter should be checked.

Del on July 1, 76

Wood Paneling - Shop drawings are due in in about 15 working days, with another 10 working days allowed for approval. However, field measurements cannot be obtained until partitions are installed. Wood paneling fabrication requires 8 weeks or 40 working days after measurements. Thus, it will be critical to expedite partition work at the executive floors or to guarantee measurements. Probably field measurements will be required.

Tempered Glass Partitions - Shop drawings should be available within one week, approval within another ten working days with delivery expected within two months. Tempered glass partitions are expected on the job about 12 weeks from today.

SD not yet in

Handrail - The handrail fabricator was given the go ahead on March 17, 1976 (working day 54). Delivery is expected in 5 to 7 months which will bring the material to the job sometime near the end of October.

Go ahead

38th Floor (continued)

Overdrapes - These will be selected within 15 working days.

Carpet - Carpet was ordered May 3, 1976 (working day 87).
Delivery is expected in 60 working days.

To be
selected
by June 27.
SPP written
in one
month

To be
delivered
by 5/24/76 (102)
110
212

39th Floor

Parquet Floors - Have been ordered. No word on delivery.

Tempered Glass Partitions - Shop drawings should be available within one week, approval within another ten working days with delivery expected within two months. Thus, tempered glass partitions are expected on the job about 12 weeks from today.

no
problem
No
SD
yet

Millwork - Shop drawings are due in in about 15 working days, with another 10 working days for approval. Field measurements will be obtained after partitions are installed. Wood paneling fabrication requires 8 weeks or 40 working days after field checking. Thus, it will be critical to expedite partition work at the executive floors or to guarantee measurements. Probably field measurements will be required.

SD
almost
done.

Pantry Equipment - To be delivered September 1, 1976 (working day 172)

Special Carpet - Will be ordered May 25, 1976 (working day 102). Delivery will be six months later (about 132 working days). Thus, carpet is expected to be delivered to the job site by November 30, 1976 (working day 234). This is a late delivery item and must be watched and expedited continuously.

oh
→

Chandelier - No word on when this will be delivered. Apparently it is a stock item that is assembled in specialty form.

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RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

Overall, the present structure of dates appears to be somewhat reasonable. However, as has been pointed out, it is a tight schedule and must be managed carefully especially since there are large numbers of agencies, people and contractors involved.

One point that came up during the meeting was the need to have access for poke-through outlets from the ceiling space below. A preliminary evaluation shows that if ceiling tile below is kept out to allow access to the ceiling for poke-through outlets, delays could be encountered in the space below. This is especially true since the acoustic ceiling panels must be installed in order to complete erection of drywall. It would be wise to re-examine this matter and see if there is some way by which necessary access to the ceiling below the floor where poke-through outlets are being installed can be maintained. I shall discuss this with the construction manager.

Another part of our review dealt with the present condition of the retail floor space. Apparently some areas are ready to receive contractor work while others remain to be cleaned. A brief review shows that the podium level is the most cluttered of the floor space, the intermediate level is in fair shape, the service level is in good shape and the street level is just slightly worse than the intermediate level. All these areas should be made available to the tenant's contractor so he can begin his work on June 2, 1976 (working day 108) with no interference from material and equipment. This matter should be addressed as soon as possible.

At our diagramming session we were able to complete floor diagrams for 0-6, 0-7, 0-8, 0-9 and 0-10. I shall complete 0-11 and 0-12 and get prints of the rough work, distributing them to Mr. Hitch. Meanwhile, I shall proceed to draft the networks into final form. Concurrently I shall also complete the summary diagram for the retail space.

Our next meeting has been set for 8:30 A.M. Tuesday, May 24, 1976 at the Manufacturers Bank Conference Room. At this session we shall plan to complete diagramming the 5th, 38th and 39th floors.

Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Charles Hitch
(Orig. and 2 copies)

June 2, 1976

Subject: Monitoring Report #7

Manufacturers Bank Renaissance Facilities

Detroit, Michigan

Project: 76:13

Date of Monitoring: May 24, 1976 (working day 102)

Actions taken:

- Reviewed typical floor network with Manufacturers, landlord, construction manager and architect/engineer staff
- Diagrammed fifth floor cafeteria and office
- Prepared laundry list for 38th and 39th floors special work
- Inspected project
- Reviewed long lead time items
- Evaluated current job progress

**Present total target completion date: Between December 1, 1976
(working day 235) and December 30,
1976 (working day 255)**

Working days remaining to December 30, 1976 (working day 255): 153

General Summary

At this meeting we conducted a thorough re-evaluation of the typical networks shown on sheets 3 through 16. There were some minor changes but overall the present major plan of work is being held. These sheets are being drafted into final form and will be processed for field use. We next prepared the network diagram for the fifth floor kitchen, cafeteria and office areas. This is a special area and has considerable fussy work, particularly in and around the kitchen and serving areas. We also completed a preliminary laundry list of major items at the 38th and 39th floors. It is to be cautioned that these are very special areas and that many of the finishes to be installed

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

have extremely long lead times which make it essential that careful, now attention be given to obtaining shop drawings, processing them and expediting bringing materials on the job site. This matter was discussed in detail at the meeting.

We reviewed the retail space time scale with the recently selected contractor. The contractor intends to move on the site in the very near future. Since construction of the retail areas is imminent, it would be wise to clear away all lease matters and other legal elements relating to this project so full work can proceed immediately. This matter was discussed in some detail with Manufacturers Bank staff. Heavy efforts are now being exerted to resolve lease matters and obtain a signed rental arrangement.

In the afternoon we visited the job site and monitored the project. A brief review of typical upper floors follows.

5th Floor

Tentative target completion date: October 20, 1976 (working day 206)

Kitchen equipment rough-in openings are being cored and revisions to the bulk sheet metal work are being installed. Operations are currently meeting targets between early and late starts and finishes.

6th Floor

Tentative target completion date: August 18, 1976 (working day 162)

Modifications to bulk sheet metal ductwork are in work at present. APS boxes and conduit are well along and ceiling work has begun. Some drops, ceiling grills and diffusers have been installed. Presently work at the 6th floor is just meeting targets between early and late starts and finishes.

It should be cautioned that the current plan is to occupy floors in sequence from lower to upper. Therefore, it would be wise to consider careful adherence to sequencing interior finish work from the 6th floor on up through the 12th. It should be noted that the 9th floor which has some additional work on it is somewhat of an exception to this rule. The main movement, however, should be maintained from the 6th floor on up through the 12th at the typical floor levels.

The 5th, 38th and 39th floors are special and should be worked on independently and concurrently.

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7th Floor

Target completion date: September 1, 1976 (working day 172)

Some work has been started on APS boxes and conduit. No major revisions to the bulk sheet metal have been started as yet. Work is currently meeting targets between early and late starts and finishes.

8th Floor

Target completion date: September 17, 1976 (working day 182)

Some in-ceiling work on the APS boxes and conduit has been started. However, no major work at the ceiling has yet begun. Work is currently meeting targets between early and late starts and finishes.

9th Floor

Target completion date: October 25, 1976 (working day 209)

Some main and cross ceiling runners have been installed along with APS boxes and conduit. However, work has not yet started in full production. Present activities are well within the current early and late start and finish range.

10th Floor

Current target: October 14, 1976 (working day 202)

Some work has started at the above ceiling area but this work is still some time away from moving into full production. Current activities are meeting targets between early and late starts and finishes.

11th Floor

Target completion: October 28, 1976 (working day 212)

Bulk sheet metal work is being revised and some above ceiling rough work has been installed. Considerable amount of the main and cross ceiling runners are in.

Work here is meeting targets between early and late starts and finishes.

6/9/76

12th Floor

Target completion date: November 11, 1976 (working day 222)

Most bulk sheet metal ductwork revisions have been completed and ceiling work at the 12th floor is well along. This work is currently ahead of the target early start/early finish dates.

38th and 39th Floors

No inspection was made of these floors during this monitoring.

* * * * *

It should be noted that there are some revisions currently in work to typical floors. These expected revisions will be issued on Bulletin #1 sometime the week of June 1, 1976. It is important that any revisions be processed rapidly since the time span on the overall project is relatively tight.

Given
LL on
6/7/76

Of continuing concern as was pointed out in the meeting was the needed attention to long lead time items. A brief review of the current status of these at the 5th, 38th and 39th floors is given below.

5th Floor

Food Service Equipment - presently scheduled to be delivered September 1, 1976 (working day 172). No problems presently foreseen. However, it would be wise to determine if any field dimensions are needed to complete fabrication of equipment.

Holding
@ 9/1/76

Hoods - Presently hoods are to be delivered on August 2, 1976 (working day 150). Hoods can become critical since they are needed for start of acoustic ceiling grid at the kitchen area. As such, they become important to overall interior work at the 5th floor. It appears that ductwork to receive these hoods is already installed.

Holding
@ 8/2/76
in-unit
hoods
cannot be
done at this
time etc.
must be
made after
equipped to set.

Owner's turnstile - No further word on this matter. *No word*

Carpet - Carpet is still due on the job by August 26, 1976 (working day 168).

Holding
Aug 26, 76

38th Floor

6/9/76

Herculite Doors - Shop drawings are still not in and this is now a later item than as reported in the previous monitoring. Herculite is expected on the job about nine weeks after approval of shop drawings.

No SD yet

Slate - Slate is now due to be delivered on July 1, 1976 (working day 129). I suggest this item be watched carefully.

Still hold if area is ready

Wood Paneling - Still same status as reported in Monitoring Report #6.

Tempered Glass Partitions - Shop drawings are not yet in. Delivery is nine weeks after approval of shop drawings.

Some status re Partitions #7

Handrail - Delivery of handrail material is still expected near the end of October.

No SD yet Still Oct

Overdrapes - Now to be selected by June 2, 1976 (working day 108). The purchase order for their manufacture will be issued one month from today.

Still not purchased

stair & main build. to be tested. Spin down & det.

Carpet - Carpet delivery at the 38th floor is now anticipated to be about 110 working days (five months) from May 24, 1976 (working day 102). This brings carpet on the job near the end of October. The date is critical and this item should be reviewed at each monitoring.

~~still to be det~~

Hold @ Nov 1, 76

39th Floor

Parquet Floors - Have been ordered, apparently no current problems.

Tempered Glass Partitions - Shop drawings are still not in. Partitions expected to be on the job about nine weeks after approval of shop drawings.

No problem Still no SD

Millwork - Shop drawings are almost complete. Status substantially as reported in Monitoring Report #6.

Still no SD as per our know.

Pantry Equipment - To be delivered September 1, 1976 (working day 172)

Hood to be on job Aug 2, 76

Special Carpet - Status still substantially the same as reported in Monitoring #6. Delivery still anticipated by November 30, 1976 (working day 234).

Hold @ Nov 30

Monitoring Report #7
Manufacturers Renaissance Facilities
Page six

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

39th Floor (continued)

Chandelier - No word on delivery.

6/9/76
Will be
on job
Sept. 1, 76

At our meeting today we also isolated several other special long lead time items including structural framing and finishes at the stairwell proper, special brass ceilings and many other items that require careful fabrication and high attention to installation. At our next meeting on June 9, 1976 it is the intent in the afternoon to concentrate heavily on completing diagrams for the 38th and 39th floors. It would be appreciated if all concerned would acquire as much information and data about the installation work at these levels as possible. This is particularly the case with the long lead time items. Also, at our next session we will plan to begin detail diagramming of the retail area space in the morning.

Ralph J. Stephenson, P.E.

RJS
m

To: Mr. Charles Hitch
(Orig. and 2 copies)

Brass c/c - SD in and approved.
Metal ordered. Due in next wk

O'Lin plan. ~~Phone outlet plan~~ Phone outlets &
power outlets to
be in Ralston's
hands Mon. 6/14/76

Security. will be met w/ security
contractor / Ralston to discuss
approval. Mon 6/14/76

June 15, 1976

Subject: Monitoring Report #8-O

**Manufacturers Bank Renaissance Facilities - Office Space
Detroit, Michigan**

Note: From this report on, separate monitoring reports will be prepared for the office and the retail space. Each will start at Monitoring Report #8 with monitorings 1 through 7 considered to be for both the office and retail space.

Project: 76:13

Date of Monitoring: June 9, 1976 (working day 113)

Present total target completion date: Between December 1, 1976 (working day 235) and December 30, 1976 (working day 255)

Working days remaining to December 30, 1976 (working day 255): 142

Actions taken:

- Reviewed job status with Manufacturers, landlord and architect/engineer staff personnel

General Summary

This meeting was originally set to complete network plans for the 38th and 39th floors. However, difficulties arose in the attendance of the construction manager and Mr. George McCarthy of the landlord's office was the only one from the Renaissance group in attendance. Thus, it was not possible to do any substantive diagramming work. Mr. McCarthy said he would attempt to have the construction group be fully prepared at the next meeting so the 38th and 39th floors could be diagrammed rapidly. The next diagramming and monitoring session is set for Friday, June 25, 1976 (working day 125) at 2 P.M. in the Manufacturers conference room.

It would be appreciated if this meeting could start promptly so that we can get a good full afternoon's planning under way.

At our meeting with Mr. McCarthy this afternoon we did review general job progress. Mr. McCarthy mentioned there has been some progress on each of the lower office levels, 6 through 12. However, he said there has been no stud wall work started at any of the areas.

Reviewing the network for the 6th floor, on June 9, 1976 (working day 113) work was due to be moving into the last half of wall, stud and frame erection. Wall studs and frames were due to start at an early date of May 18, 1976 (working day 98). Thus, at the current point, we are about 15 working days behind early starts and early finishes and 4 to 8 working days behind late starts and late finishes. This is assuming a target completion date on each of the office floors as outlined in our previous session. Presently this lag is more indicative of things that might occur rather than being in itself a serious matter. We have assumed that the floors will be turned over generally in ten working day cycles which means that as any given floor drops ten working days behind, it stacks up with the next floor and demands concurrent activities on critical tasks. This can quickly become a difficult situation since, of course, it generates requirements of high crew buildup, particularly as the job nears its end. Therefore, I strongly recommend that a careful look be taken at concentrating immediately on the early work floors and getting them into work immediately. It is recognized that other demands on the project may require assignment of manpower in other areas than the tenant areas. However, where tenant commitments are to be met, it is critical that work there be planned and managed on an ongoing basis.

Much of our discussion today centered around the continued need for attention to long lead time items. A brief review of the current status of these at the 5th, 38th and 39th floors is given below.

5th Floor

Food Service Equipment - Still presently scheduled to be delivered on September 1, 1976 (working day 172).

Hoods - Presently hoods are to be delivered on August 2, 1976 (working day 150). At the 5th floor there is an in-unit hood that feeds a sheet metal riser which must be installed as the equipment is set. Once the equipment is set, the sheet metal hood riser can be connected to the large sheet metal trunk duct above the ceiling. This ceiling is of drywall construction and therefore, the present intent is to install the ceiling and then to have the contractors cut this ceiling as required to install the duct. Responsibility for cutting the ceiling will be established in an early meeting.

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Manufacturers Renaissance Facilities
Office Space
Page three

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

5th Floor (continued)

Owner's turnstile - No word on this matter. I suggest information be obtained as quickly as possible to allow any special in-floor work to be installed.

Carpet - 5th floor carpet is still due on the job August 26, 1976 (working day 168).

38th Floor

Herculite Doors - Shop drawings are not in. Conditions surrounding fabrication and delivery still the same as reported in Monitoring Report #5.

Slate - Slate is still due to be delivered on July 1, 1976 (working day 129). There appears to be some confusion as to whether shop drawings have been submitted and reviewed. This matter should be checked.

Wood Paneling - Same status as reported in Monitoring Reports # 6 and #7.

Tempered Glass Partitions - No shop drawings have been received as yet. This matter is in a similar pattern to the Herculite doors.

Handrail - Delivery of handrail material is still expected near the end of October.

Overdrapes - Still pending and not purchased. No word on when they will be bought.

Carpet - Carpet delivery at the 38th floor is still holding on November 1, 1976 (working day 214).

Stairs - Stairs and treads are substantially fabricated and are presently being assembled to be tested at the plant. Upon testing, they will be disassembled, shipped and then re-erected in the building.

39th Floor

Parquet Floors - Apparently no current problems.

Tempered Glass Partitions - Still no shop drawings received. ~~Conditions still the same as for tempered glass partitions at 38.~~

Millwork - Still no shop drawings so far as anyone at this conference was aware. Status still substantially that field measurements will have to be taken and that delivery is 40 working days after dimensioning.

Pantry Equipment - To be delivered September 1, 1976 (working day 172). Some discussion was held regarding the need for the ceiling hood of this equipment. Since the pantry is a separate room, probably the ceiling could be left out to accommodate later delivery of the hood. However, we suggested that the hood be scheduled in no later than August 2, 1976 (working day 150).

Special Carpet - Delivery is holding at November 30, 1976 (working day 234).

Chandelier - The chandelier is now anticipated to be on the job by September 1, 1976 (working day 172).

Brass Ceilings - Shop drawings are in and approved. The material has been ordered and is due next week.

Some discussion was held regarding location of phone and power outlets in office areas. The layouts for the offices are to be in Redstone's hands no later than June 14, 1976 (working day 116). From there they will be processed so no delay will be encountered in phone company installation.

Another major item critical to both the office and the retail space is installation of security equipment. It is intended to have a full blown conference on installation of this equipment in the very near future. The meeting will hopefully resolve many unanswered questions that presently are of concern.

Monitoring Report #8-0
Manufacturers Renaissance Facilities
Office Space
Page five

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

Our next planning session will be on Friday afternoon, June 25, 1976 at 2 P.M. in the Manufacturers Building conference room. At this meeting we should concentrate on the 38th and 39th floors and complete diagramming these areas. Office floors 5 through 12 have been finish drafted and are presently being computer processed for issue to the field.

In summary, work on the lower office areas is presently beginning to lag and is approaching the point where the delay is of concern. I recommend that heavy attention be given to initiating work on these lower floors, particularly at the 6th and 7th levels so that they do not get so far behind as to cause serious schedule stacking and consequent necessary crew increases, particularly as the job comes to a close. Concern on this matter was conveyed to Mr. McCarthy and he will review it with the appropriate parties at the construction manager's office.

Ralph J. Stephenson, P.E.

RJS
m

To: Mr. Charles Hitch
(Orig. & 2 copies)

July 1, 1976

Subject: Monitoring Report #9 - 0
Manufacturers Bank Renaissance Facilities - Office Space
Detroit, Michigan

Project: 76:13-0

Date of Monitoring: June 25, 1976 (working day 125)

Present total target completion date: Between December 1, 1976 (working day 235)
and December 30, 1976 (working day 255)

Working days remaining to December 30, 1976 (working day 255): 130

Actions taken:

- Diagrammed interior work for 38th floor
- Briefly reviewed current job status

General Summary

At this meeting we prepared a detailed network for the 38th floor office space work. Presently heavy efforts are being exerted to be able to start the main and cross ceiling runner work by July 27, 1976 (working day 146). It appears that there are some current problems with interferences from stored material on the 39th floor. However, most critical is the long time required to install down light circuitry at the 38th floor. This is presently a major determinate in the start of main and cross ceiling runners. Our network indicated final completion of work at the 38th floor in mid-February 1977. It was made very clear to all parties that this is a date that must be improved and it was evident that all at the meeting agreed.

I have had six blueslines of sheets A and B sent to Mr. Hitch for distribution to the appropriate parties. It is strongly recommended that everybody concerned with this project review carefully the Issue #2 network dated June 25, 1976 for ways by which the plan of work can be shortened. We shall make a detailed evaluation of this and also diagram the 39th floor at our next monitoring session.

As part of our work we also reviewed the current networks for the 5th through 12th typical floors. Some revisions to this logic plan were agreed upon and although the network is about ready to be issued, it was felt best to make these revisions and incorporate them in the initial issue. This is being done currently. It is expected that the network plan and computer printouts for the typical office floors 5 through 12 will be available early the week of July 5, 1976.

Monitoring Report #9-0
Manufacturers Renaissance Facilities
Office Space
Page two

We also briefly reviewed current sequencing of work from floor to floor. ~~Apparently the construction manager has not yet been able to re-establish a pattern of work from the lower floors up through the upper floors.~~ Although a detailed monitoring was not made at this meeting, it is becoming of increasing concern that the sequence of work agreed upon be re-established so that predictable floor turnover patterns can be counted upon. This is very important in relation to tenant work and it is to be emphasized that the current work sequence agreed upon is from the 5th floor up through the 12th. I shall monitor the project on Thursday, July 8, 1976 and a more detailed evaluation of the current status of lower floor work will be made then.

Meanwhile, it is urged that sheets A and B for the 38th floor be studied carefully to see where the work plan can be compressed as needed to bring it back into line with present total completion date requirements.

Ralph J. Stephenson, P.E.

RJS
m

To: Mr. Charles Hitch (Orig. & 2 copies)

July 13, 1976

Subject: Monitoring Report #10 - 0
Manufacturers Bank Renaissance Facilities - Office Space
Detroit, Michigan

Project: 76:13-0

Date of Monitoring: July 8, 1976 and July 9, 1976 (working days 133 & 134)

Monitored from Issue #1 dated May 24, 1976

Present total target completion date: Set for December 15, 1976
(working day 245)

Working days remaining to December 15, 1976 (working day 245): 112

Actions taken:

- Inspected project
- Reviewed job progress with Mr. George McCarthy
- Evaluated current job status
- Completed diagramming 38th and 39th floors
(Note: The 39th floor will be further reviewed to see where additional compression of time can be achieved.)
- Distributed Issue #1 Network for the 5th through 12th floors dated May 24, 1976
- Prepared project status report for period from July 9, 1976 (working day 134) to August 16, 1976 (working day 160).

General Summary

On Thursday, July 8, 1976 (working day 133) I toured the office areas with Mr. George McCarthy and compared current job status with the Issue #1 network for the 5th through 12th floors.

The Issue #1 network against which the project was monitored, has been distributed to those parties concerned and the computer run accompanying this network will be distributed this week to supplement the graphic network diagram.

Presently office area work on the 5th through 12th floors is not yet back into the sequence desired from the 5th floor through the 12th. The lower floors lag in some cases by a considerable amount, while several of the upper floors are well ahead of the current scheduled installation dates. It is to be, and has been continually, urged that the construction manager again regain the lower to upper floor sequence since presently it is the intent of Manufacturers to occupy space from the lower floors up.

Target dates for each floor were revised as a result of our previous meeting. Completion dates from 5 through 12 are given below for a reference.

Fifth Floor - October 20, 1976 (working day 206)
Sixth Floor - August 24, 1976 (working day 166)
Seventh Floor - September 8, 1976 (working day 176)
Eighth Floor - September 22, 1976 (working day 186)
Ninth Floor - October 29, 1976 (working day 213)
Tenth Floor - October 20, 1976 (working day 206)
Eleventh Floor - November 3, 1976 (working day 216)
Twelfth Floor - November 17, 1976 (working day 226)

Tentative dates for the 38th and 39th floors resulting from our preparation of Network Issue #3 dated July 9, 1976 (working day 134) are as follows:

38th Floor - January 3, 1977 (working day 256)
39th Floor - January 17, 1977 (working day 266)

Note: There will be an ongoing effort to complete the 38th and 39th floors at earlier dates than above. The rough networks will be issued for study to see where further compression of time is possible.

A brief review of each floor status is given below:

Fifth Floor

Target date for completion, October 20, 1976 (working day 206).

Presently the major lags at the fifth floor are in the food service area. Installation of stud walls there was due to begin no later than June 25, 1976 (working day 125). This work has not yet started and so lags by about eight working days currently. Demolition and patching of floor slabs was due to begin no later than June 30, 1976 (working day 128). It lags currently by about five working days. (Current lag indicates the status of the task measured against the current date of monitoring.)

Other work at the floor is in fairly good shape although it will shortly be necessary to start installation of above ceiling work outside the food service area.

Since food service is very critical to occupancy of the total Manufacturers space, it would be wise to concentrate heavy attention on this area.

Sixth Floor

Target completion date, August 24, 1976 (working day 166).

Work on the interior of higher level office spaces was concentrated on very early. This created a considerable lag compared to expected progress at lower floors.

Presently at the sixth floor lagging items are above ceiling systems work, light fixtures, air handling drops and grills, stud walls and telephone work. The lags range from 17 to 30 working days and represent real delays over the current target completion.

It should be noted here that the target dates for the lower floors such as six are sometimes quite early in respect to the total occupancy date. However, it is further pointed out that we agreed to make these dates critical to avoid a heavy build up of trade work as the end of the project approached. If the floors are allowed to float out to later dates than currently established, we can expect unrealistic manpower requirements to be imposed upon finishing work in early fall. I strongly recommend that the schedule we have set up be re-established in the field just as quickly as possible.

Seventh Floor

Target Completion date, September 8, 1976 (working day 176)

Currently the major lag at seven is in installation of ceiling grid. This work has just started. It was due to begin no later than June 4, 1976 (working day 110). Thus the current lag is about 23 working days.

Eighth Floor

Target completion date, September 22, 1976 (working day 186)

As of July 8, 1976 (working day 133), the lag at the eighth floor is basically in above ceiling work and installation of light fixtures at acoustic ceilings. Light fixtures were due to begin no later than June 23, 1976 (working day 123). Thus the lag is about ten working days.

Ninth Floor

Target completion date, October 29, 1976 (working day 213).

Currently poke-through outlets lag by about eight working days at the floor. Standard light fixtures were due to begin by July 8, 1976 (working day 133). Apparently most light fixtures are on the job and at the floor stocked and ready to be installed. However, at none of the major floors has an installation of light fixtures started as yet.

Tenth Floor

Target completion date, October 20, 1976 (working day 206).

Currently all major tasks are meeting targets between early and late starts and finishes. In fact work is well ahead of the late start, late finish dates and I recommend that the upper floors be left for a short while to again focus on lower floors and bring them in line with the current schedule.

Eleventh Floor

Target completion date, November 3, 1976 (working day 216).

Currently eleventh floor major tasks are meeting targets between early and late starts and finishes.

Twelfth Floor

Target completion date, November 17, 1976 (working day 226).

As of July 8, 1976 (working day 133), all tasks are meeting targets between early and late starts and finishes.

38th Floor

Current target completion date, January 3, 1977 (working day 256).

As part of our work on Friday, July 9, 1976 (working day 134), we spent considerable time reworking the 38th floor network, compressing it to achieve an improved delivery date over the Issue #2 network

dated June 25, 1976 (working day 125). This compression is reflected in the revised target date noted earlier.

At the 38th floor mechanical piping work is underway and will be completed shortly. Down light circuitry is also ready to start immediately. Main and cross ceiling runners probably will begin on or about July 29, 1976 (working day 148). If improvement over this starting date can be achieved it will help bring the end date to any earlier point.

It was agreed that the 38th and 39th floors would be installed concurrently with no restraints from one to the other. This will be a crucial plan to maintain in order to finish the job at our current schedule completions.

There are some delivery items that must be watched continually at the upper floors since many finished items are specially fabricated and installed.

39th Floor

Current target completion date, January 17, 1977 (working day 266).

Due to the special carpet and extensive finish work at the 39th floor, the target completion is presently set later than desirable. All involved will review the diagram in detail to see where improvements can be achieved.

Presently, the remainder of above ceiling work is due to begin on July 16, 1976 (working day 139) with board ceiling suspension and iron to start no later than August 5, 1976 (working day 153). There is a great deal of board ceiling and wall work at the 39th floor and it is the major operation that must be cleared away before most other finish trades can be installed.

Summary

Overall the project has maintained good adherence to or is ahead of schedule at the upper floors while falling behind at the lower levels. It is the desire of the tenant to occupy the project from the lower floors up, and requests have been made that the field sequence of work be realigned so this plan can be achieved.

Most of the present difficulties are in completing above ceiling work and getting lighting and other overhead elements installed. Of major importance will be careful attention to installation of telephone cable. I strongly recommend that contacts be initiated to get installation started as soon as possible. This is going to be an ongoing difficulty and will require continuous attention particularly from the tenant staff.

Monitoring Report #10-0
Manufacturers Renaissance Facilities
Office Space
Page six

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

As a result of the monitoring on July 8, 1976 (working day 133), I prepared a project status report for floors 5 through 12. This report is a computer run showing the current status of all tasks as of July 8, 1976 (working day 133) measured against their late starts or late finishes. The project status report also looks ahead for the next one-month period and identifies tasks that are to start, continue or be completed during that time. It is an easy document to read and if used carefully can assist in quickly identifying problem areas. This report, it should be emphasized, is for the fifth through twelfth floors only.

The monitoring documents that have been issued to those involved include the drawings, sheets 1 - 16, showing network plans for the fifth through twelfth office floors, and a computer run showing the node number, early start, late start, late finish and total float sequence. An explanation for the use of the computer print out is given in the beginning of the booklet. However, further explanations will be given as monitoring proceeds.

If there are any immediate questions about the computer run or the network plans, please do not hesitate to get in touch with me at my office. Project status reports shall be distributed as with other material to date through Mr. Hitch's office.

I shall plan to monitor the project again on Thursday, July 26, 1976 at 2 p.m. at the job site.

Ralph J. Stephenson, P.E.

RJS/pw

To: Mr. Charles Hitch
(Orig. & 2 copies)

August 4, 1976

Subject: Monitoring Report # 11 - O

Manufacturers Bank Renaissance Facilities - Office Space

Detroit, Michigan

Project: 76:13 - O

Date of Monitoring: July 26, 1976 (working day 145)

Monitored from Issue #1 dated May 24, 1976

**Present total target completion date: Set for December 15, 1976
(working day 245) at lower levels**

**38th and 39th floors to be delivered in
early and mid-January respectively**

Working days remaining to December 15, 1976 (working day 245): 100

Actions taken:

- Inspected project
- Reviewed job progress with Manufacturers' staff, landlord, construction manager, superintendent and architect/engineer
- Evaluated current job status
- Reviewed techniques of using computer material

General

As of July 26, 1976 (working day 145) work at the office levels is gradually aligning itself with the agreed upon network plan. The construction manager has concentrated heavily on the lower floors of 5 through 12 and reduced lags at these areas considerably over the past 2-1/2 weeks. Performance has been quite good and it is hoped that shortly the entire project will be back in substantial alignment with the Issue #1 sequence.

We are now monitoring the project from Issue #1 dated May 24, 1976. To assist in monitoring, I shall, after most monitorings, prepare a

Monitoring Report # 11 - O
Manufacturers Renaissance Facilities
Office Space
Page two

RALPH J. STEPHENSON, P. E.
CONSULTING ENGINEER

project status report which abstracts information from the computer run and identifies the current status of all tasks during the analysis period. The project status report issued for this monitoring covers the time period from July 26, 1976 (working day 145) to August 26, 1976 (working day 168).

A brief review of each floor status is given below.

Fifth Floor

Target date for completion - October 20, 1976 (working day 206)

The major lag at the 5th floor continues to be in the food service area where studs have been erected and in-wall work is just starting. Board was due to start on the outside of kitchen studs no later than July 7, 1976 (working day 132). It has not started as yet so currently lags 13 working days. There apparently still remains some in-wall work so probably the actual lag is closer to 15 working days.

We are still holding a delivery date for food service equipment of on or about September 1, 1976 (working day 172). There is a considerable amount of work to be done prior to being able to set this equipment and careful attention must be given the food service area during the next 2 to 4 weeks. The office areas at the 5th floor are generally in good shape although as with all office levels, above ceiling installation should be continually evaluated and expedited since it is the key to closing up the ceiling and finishing off the work below at each floor.

Sixth Floor

Target date for completion - August 24, 1976 (working day 166)

The construction manager has dropped down from upper floors and now is focusing heavily on the lower floors - 5 through 9. This is evident at the 6th floor where considerable recent progress has been made in ceiling and light fixture installation. Currently the lag at the 6th floor is about 20 working days, primarily in drywall installation. Drywall is fairly well along at the floor and currently about at the position it should have been on June 25, 1976 (working day 125). This accounts directly for the 20 working day lag. However, it appears that this lag could be reduced although not completely recaptured.

The target date for delivery of this floor is quite early and as has been noted previously, was set at this point in time to permit achieving orderly and successive completion points for each of the floors from the lower levels on up through 12. Any lags over current target end dates, particularly at the lower floors should not cause excessive concern relative to occupancy but should be watched carefully so the sequencing can be done substantially as has been agreed upon.

Seventh Floor

Target date for completion - September 8, 1976 (working day 176)

As of July 26, 1976 (working day 145) the major lags at the 7th level are in drywall, poke through outlets and special above ceiling circuitry. Wall studs and frames have started already and the actual lag at the floor presently can be considered about 10 working days, primarily in wall construction. It should be noted, however, that any ongoing delays to installation of above ceiling work will cause this lag to increase.

The lag at the 7th floor has been reduced considerably over the previous monitoring. One item that has helped here is the opportunity to install stud wall work prior to or concurrently with installation of acoustic ceiling panels. A method that appears to be working quite well has been worked out in the field using board shims to substitute for the permanent tile during wall erection.

Eighth Floor

Target date for completion - September 22, 1976 (working day 186)

As of July 26, 1976 (working day 145) the lag at this level is basically in acoustic ceiling panels which are shown in our plan of work as preceding wall studs and frames. However, wall work has gone ahead and therefore, the lag at this floor is nominal provided ceiling work can keep up with the pace of other finishes on the floor. Probably the lag here could be considered to be about 5 working days.

To be noted again is the importance of installing poke through work that affects floors below. There is some indication that the construction manager is able to do this poke through work at locations that will not seriously affect finish work in the space below. However, wherever possible, any openings from the floor above to the floor below should be put in early.

Ninth Floor

Target date for completion - October 29, 1976 (working day 213)

Overall, this floor is in fair condition except for some above ceiling work, primarily down light and special systems circuitry that lags here as at other places. Studs are presently in work, some in-wall work has been completed and the drywall contractor is hanging board. There is no current major lag.

Tenth Floor

Target date for completion - October 20, 1976 (working day 206)

As of July 26, 1976 (working day 145) installation of standard recessed light fixtures lags by about 2 working days. This is not a serious lag presently since on lower floors this fixture installation has gone exceptionally well and rapidly. Therefore, it does not appear that the lag here should be considered serious at this time. Poke through work to the floor below along with above ceiling installation should be completed at this floor as quickly as possible so as not to hold up succeeding finish work affected.

Eleventh Floor

Target date for completion - November 3, 1976 (working day 216)

Currently all work at the 11th floor is meeting targets between early and late starts and finishes.

Twelfth Floor

Target date for completion - November 17, 1976 (working day 226)

As of July 26, 1976 (working day 145) all major work is meeting targets between early and late starts and finishes.

38th Floor

Target date for completion - January 3, 1977 (working day 256)

Currently the work pace at the 38th floor appears to be good although down light circuitry lags by about 15 working days. This work restrains installation of rough ceiling work and so is quite critical.

Monitoring Report # 11 - O
Manufacturers Renaissance Facilities
Office Space
Page five

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

Another problem area that must be resolved quickly is the interference of a large grease trap at the pantry on the 39th floor with a sizable mixing box located under it at the 38th floor ceiling. This matter is presently under consideration.

There is also potential for some interference between recessed light fixtures and ductwork, both on the 38th and 39th floors. This matter is also being checked.

The structural steel for the feature stair is on the project and erection is expected to start within a couple of days. Overall, work at the 38th floor will have to be given a high level of attention since it is a special area and the large current lag there will make it necessary to regain lost time very early on the job.

39th Floor

Target date for completion - January 17, 1977 (working day 266)

The lag in down light circuitry at the 39th floor is about 6 working days. Light fixture interferences should be checked carefully against location of sheet metal ductwork. The grease trap interference noted above should also be resolved immediately. This is a very critical item since the grease trap at 39 and the mixing box at 38 are large and bulky pieces of equipment and very sensitive to proper location.

Ralph J. Stephenson, P.E.

RJS
m

To: Mr. Charles Hitch
(Orig. & 2 copies)

August 19, 1976

Subject: Monitoring Report #12-0

Manufacturers Bank Renaissance Facilities - Office Space

Detroit, Michigan

Project: 76:13 - 0

Date of Monitoring: August 12, 1976 (working day 158)

Monitored from Issue #1 dated May 24, 1976 for floors 5 through 12 and
Issue #3 dated July 9, 1976 for 38 and 39

Present total target completion dates: Set for December 15, 1976
(working day 245) at lower levels

38th and 39th floors to be delivered in
early and mid-January respectively

Working days remaining to December 15, 1976 (working day 245): 87

Actions taken:

- Inspected project
- Reviewed job progress with Manufacturers' staff, landlord, construction manager, superintendent and architect/engineer
- Evaluated current job status
- Distributed network model and computer run for 38th and 39th floors
- Prepared project status report for period from August 12, 1976 (working day 158) to September 10, 1976 (working day 178)

General

As of August 12, 1976 (working day 158) work at the lower office levels continues to regain the required pattern for finishing from the 5th floor upwards. Generally lags are still in above ceiling work, particularly electrical and special systems wiring. Work at the food service area on the 5th floor is becoming increasingly critical since, as has been explained previously, the food service area is necessary to occupancy of the entire space.

At the 38th and 39th floors, work is moving slowly and there will have to be a considerable revision in tempo if the project is going to be completed in accordance with the current target dates.

At this monitoring I distributed copies of the 38th and 39th floor network diagram, along with the computer run. Project status reports for the lower areas (5 through 12) and the upper floors (38 and 39) will be kept separated since the network models and their accompanying computer printouts have also been separated to this point.

A brief review of each floor status is given below.

Fifth Floor

Target date for completion - October 20, 1976 (working day 206)

The lag at the 5th floor is now about 22 working days, primarily in installation of Gyp board walls. Wall work at the floor restrains most remaining finish work and is very critical to getting the area ready for installation of food service equipment. Beard on kitchen walls was due to be completed no later than July 15, 1976 (working day 139). It is only partially complete and accounts for most of the current lag.

A brief discussion was held at the monitoring session regarding approval of quarry tile. Tile is going to be needed shortly and is a prerequisite to installation of food service equipment. Apparently the tile has not yet been approved and I recommend that this matter be given immediate attention. Food service equipment delivery is still being held at September 1, 1975 (working day 172). When the equipment arrives, it should be able to be set in place immediately.

In the office area, the lag is probably 2 to 5 working days in ceiling work. Although recessed light fixtures show as a major behind item, they are not critical to installation of wall studs and frames presently in work. Some drywall has been hung at the office area and thus, it could be that the lag could be eliminated over the next few weeks.

Sixth Floor

Target date for completion - August 24, 1976 (working day 166)

The lag at the 6th floor is still about 20 working days although considerable progress is visible at the floor, particularly on installation, taping and sanding of drywall. The lag can be measured generally from the start of painting which was due to begin no later than July 15, 1976 (working day 138). Measured against the current monitoring date accounts for the present lag of about 20 working days.

It should be pointed out that not all of the wall work is complete and therefore, the lag can be considered realistic.

Again, heavy efforts are being made by the construction manager to recapture the lost time imposed upon the lower floors by the emphasis on the upper floors early in the project.

Seventh Floor

Target date for completion - September 8, 1976 (working day 176)

Currently the lag at the 7th floor is about 15 working days, an increase over the previous monitoring. Behind items are generally stud walls, ceiling lighting, acoustic tile and telephone work. It should be noted that millwork at the service center on seven was due to start no later than July 23, 1976 (working day 144). This, along with vinyl, painting and other final finish trades, should be watched carefully at these lower floors since if not done in sequence, they might bunch up finish trades as various floors are being brought to a close.

Eighth Floor

Target date for completion - September 22, 1976 (working day 186)

Currently the lag at the 8th floor is about nine working days, measured against hanging of drywall and stud partitions. It should be mentioned that there is still considerable above ceiling work to be installed, particularly in special systems circuitry. The longer this work is delayed, the more difficult it will be to put it in since the grid at most of the lower floors is already substantially complete or very well along. The lag at the 8th floor as of August 12, 1976 (working day 158) is slightly greater than at the previous monitoring.

Ninth Floor

Target date for completion - October 29, 1976 (working day 213)

Currently there is no major lag over the early and late starts and finishes at the 9th floor. Again, it should be mentioned that miscellaneous electrical and special systems circuitry, along with telephone work, will have to be given careful attention at these upper floors over the coming few days to maintain the on-schedule position of the remainder of the work.

Tenth Floor

Target date for completion - October 20, 1976 (working day 206)

As of August 12, 1976 (working day 158) the lag at this floor is about 4 working days, primarily in ceiling work. Standard recessed light fixtures lag by slightly more than this but experience has indicated that their installation will generally proceed more rapidly than had been originally planned.

The current trend at this floor indicates that there has been a slight dropoff in the position over the past month and that the floor is now just meeting, or is slightly behind, targets between early and late starts and finishes. This, of course, reflects the emphasis being given presently to work at the lower levels. Nevertheless it must be kept in mind that upper level work is the

later finishing work and it must be kept in alignment with network target dates to meet the total end date of mid-December.

Eleventh Floor

Target date for completion - November 3, 1976 (working day 216)

Work at the 11th floor was stopped temporarily due to revisions in partition layout. These holds have all been released and work is again proceeding. However, as was pointed out by the construction manager, it will be necessary to allow some time for revisions to be made. Presently most work at the 11th floor is meeting targets between early and late starts and finishes. Revision work may drop the floor behind slightly but it does not appear to be a serious delay.

Twelfth Floor

Target date for completion - November 17, 1976 (working day 226)

As of August 12, 1976 (working day 158) all major work is meeting current targets between early and late starts and finishes.

38th Floor

Target date for completion - January 3, 1977 (working day 256)

The current lag at the 38th floor is about 12 working days and is derived from the late start of main and cross ceiling runners. It is expected this work will begin next week and assuming a start on Monday, August 16, 1976 (working day 160), the lag will be 12 working days. The projected late start of this work was July 29, 1976 (working day 148).

It should be pointed out that down light circuitry and special above ceiling system circuitry has not yet started although it was mentioned that it will probably begin on or about August 17, 1976 (working day 161). Thus, the lag in this work is considerably greater than that of the ceiling although the intent is to install the circuitry along with the ceiling work. This will take careful coordination and attention to insure that the two trades move well together.

Board, ceiling suspension and iron have been started and currently lag by about 8 to 10 working days. The lags at these upper floors, 38 and 39, are very serious since they are critical floors and the work following is very complex.

Installation of steel stairs has started.

The interference of the mixing box and the grease trap at the ceiling area has been resolved.

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Manufacturers Renaissance Facilities
Office Space
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RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

39th Floor

Target date for completion - January 11, 1977 (working day 262)

Note: This date was incorrectly given as January 17, 1977 (working day 266) in the previous report.

Above ceiling down light circuitry and special systems circuitry has not yet started. However, the board ceiling suspension and iron are well along and currently meeting targets between late starts and finishes. It will be very important that the down light and special systems work be done almost immediately if it is to be completed by the time the ceiling is to be closed in.

Currently it can be assumed that the lag at the 39th floor is very small but could increase if immediate attention is not given to completion of the above ceiling work.

Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Charles Hitch
(Original and 2 copies)

September 1, 1976

Subject: Monitoring Report #13 - O
Manufacturers Bank Renaissance Facilities - Office Space
(Floors 5 through 12 and 38 and 39)
Detroit, Michigan

Project: 76:13 - O

Date of Monitoring: August 25, 1976 (working day 167)

Monitored from Issue #1 dated May 24, 1976 for floors 5 through 12 and
Issue #3 dated July 9, 1976 for 38 and 39

245
189
56

Present total target completion dates:

- 5th through 12 floors - December 15, 1976 (working day 245)
- 38th floor - tenant improvement work due to be complete
January 3, 1977 (working day 256)
- 39th floor - tenant improvement work due to be complete
January 11, 1977 (working day 262)

Working days remaining to December 15, 1976 (working day 245): 78

Actions taken:

- Inspected project
- Reviewed job progress with Manufacturers staff, landlord,
construction manager, superintendents and architect/engineer
- Evaluated current job status
- Prepared project status report for period from August 25, 1976
(working day 167) to October 1, 1976 (working day 193)

General

As of August 25, 1976 (working day 167) the lag at the lower levels continues to increase slightly although some stabilizing of the work is evident as it regains the desired sequence from lower to upper floors.

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Manufacturers Renaissance Facilities
Office Space
Page two

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

At the 38th and 39th floors the job continues to lose pace and presently the situation is such that strong efforts will have to be made immediately to bring early trades back in line if the job is to be finished on the current scheduled dates.

A brief review of each floor status is given below.

Fifth Floor

Target date for completion - October 20, 1976 (working day 206)

The lag at the 5th floor has increased to about 28 working days in installation of board work at kitchen walls. Taping and sanding were due to begin no later than July 16, 1976 (working day 139). They have not started as yet although board work is moving fairly well. As has been mentioned previously, the food service area is a critical function to the operation of Manufacturers Bank and every effort should be bent toward getting it into operation on schedule.

Apparently quarry tile and other hard tile approvals have been resolved and the material is being manufactured.

Kitchen equipment is due on the job September 1, 1976 and if the area is not ready to receive it for installation, it will have to be stored nearby to be installed when the area is ready.

At the office area work is maintaining a position in line or slightly ahead of major late starts and finishes. Presently work there is moving relatively well although ceiling light fixtures and acoustic tile will have to be watched carefully.

Sixth Floor

Target date for completion - August 24, 1976 (working day 166)

The lag at the 6th floor has increased to between 29 and 33 working days, primarily in trades following taping and sanding. These include installation of millwork, hanging of vinyl wallcovering and the start of painting. Adding the current lag onto the present target date of August 24, 1976 (working day 166) brings a projected completion of the floor to October 11, 1976 (working day 199).

There was considerable discussion at the monitoring regarding this lag and an emphasis was placed upon the need to have the areas ready on a staggered basis so that carpet and furnishings could be installed as they arrive on the job. Currently the goal is to have the 5th, 6th, 7th and 8th floors ready for carpet no later than November 1, 1976 (working day 214). Thus, the lag at 6, although very serious and an increase over the previous monitoring, does not necessarily mean that we will miss the critical date of November 1, 1976 (working day 214).

It should be pointed out that practically all trades remaining on the lower floors after taping and sanding are those that deal with highly damage-sensitive trades. However, as was pointed out, installation of these items must begin sometime and since presently the lags are increasing at the lower floors at a sizable rate, that time appears to be now.

We also discussed the drilling and installing of under floor duct outlets and pulling of wire. It was agreed that this could be done at a later date than presently shown. Originally it was expected that this work would be done prior to the start of painting. However, it was requested by the construction manager that this task be done at a later point in the job. There should be no problem so long as it is not delayed unduly.

Seventh Floor

Target date for completion - September 8, 1976 (working day 176)

Currently the lag at the 7th floor is in millwork, vinyl wallcovering and painting. These trades are able to begin shortly since taping and sanding are substantially complete. Millwork was due to begin no later than July 23, 1976 (working day 144). This accounts directly for a 23 working day lag. The lag perhaps could be considered slightly larger since doors and hardware have not yet started and have a late start of July 22, 1976 (working day 143). The lag increase over the previous monitoring is sizable enough to cause concern.

As noted above, the intent is to finish the 5th, 6th, 7th and 8th floors, ready for carpet by November 1, 1976 (working day 214). With the present lag at the floor, completion will be uncomfortably close to this date although it appears that if finish trades can be put into work immediately, the target can be met.

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Manufacturers Renaissance Facilities
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RALPH J. STEPHENSON, P. E.
CONSULTING ENGINEER

Eighth Floor

Target date for completion - September 22, 1976 (working day 186)

The current lag at the 8th floor is approximately 14 working days, primarily in installation of doors and hardware and start of finish work including millwork, vinyl wallcovering and painting.

Considerable discussion was held regarding door frames and apparently approval on the frames has not yet been provided. This should be checked immediately since it is critical that the door frames and millwork be expedited now.

It does not appear that there are yet approved shop drawings for millwork at the service center either. These shop drawings are, of course, needed for fabrication and if approval has not been yet obtained, it could result in a serious delay.

Ninth Floor

Target date for completion - October 29, 1976 (working day 213)

The apparent current lag at the 9th floor is in ceiling acoustic tile although this probably does not represent an actual lag since the work that follows has been substantially completed up to taping and sanding of all drywall. Thus, presently the 9th floor could be considered relatively well on schedule although it would be wise to complete acoustic work as quickly as possible.

Tenth Floor

Target date for completion - October 20, 1976 (working day 206)

The current lag at the 10th floor is about 2 working days in hanging drywall. Drywall was due to be completed at the floor no later than the evening of August 26, 1976 (working day 169). It probably will not be complete by that date, accounting directly for the 2 working day lag. This lag is not currently serious although it should not be allowed to increase greatly since these floors near the upper area of 5 through 12 are truly critical in relation to completion of finish work.

Eleventh Floor

Target date for completion - November 3, 1976 (working day 216)

There is no major current lag at this floor. However, due to some revisions that were made, there is a mixing box that must be delivered and installed before ceiling work can be completed. It could be that its delivery might take one month which, of course, would be a very serious delay potential to the job. This matter is being checked into now to determine its impact.

At present, most work at the 11th floor is meeting targets between early and late starts and finishes.

Twelfth Floor

Target date for completion - November 17, 1976 (working day 226)

Although there are some minor local lags at the 12th floor, overall work there is presently in line with the major task network.

38th Floor

Target date for completion - January 3, 1977 (working day 256)

The current lag at the 38th floor has increased to between 18 and 22 working days. The lag is basically in ceiling work and more especially in installation of electrical circuitry above the ceiling. This above ceiling work has not yet started and is now very important since it is a major delay to the project both at the 38th and 39th floors.

At the 38th floor there has been some board ceiling suspension and iron installed but most ceiling installation will soon come to a stop unless immediate attention is given to the installation of above ceiling circuitry.

Stair work at the 38th floor is continuing and this work is currently well in line with our target schedule dates.

At present it appears the current lag may be difficult to recapture due to the fact that these floors are complex in nature. They also are critical to the move-in and operation of the bank. As such, they represent one of the greatest potential road blocks to total occupancy of the Renaissance facility.

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RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

39th Floor

Target date for completion - January 11, 1977 (working day 262)

Here, as at 38, above ceiling electrical circuitry has not yet started. The lag ranges from 12 to 16 working days and is critical to following work.

The reported delays at the 38th and 39th floors have been tempered by the fact that some work on ceiling suspension has been completed. Thus, the behind times reported are fairly good approximations of the current true status of the work.

Ralph J. Stephenson, P.E.

RJS
m

To: Mr. Charles Hitch
(Original and 2 copies)

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

October 5, 1976

Subject: Monitoring Report #14 - O

Manufacturers Bank Renaissance Facilities - Office Space

(Floors 5 through 12 and 38 and 39)

Detroit, Michigan

Project: 76:13 - O

Date of Monitoring: September 27, 1976 (working day 189)

Monitored from Issue #1 dated May 24, 1976 for floors 5 through 12 and
Issue #3 dated July 9, 1976 for 38 and 39

Present total target completion dates:

5th through 12th floors - December 15, 1976 (working day 245)

38th floor - Tenant improvement work due to be complete
January 3, 1977 (working day 256)

39th floor - Tenant improvement work due to be complete
January 11, 1977 (working day 262)

Working days remaining to December 15, 1976 (working day 245): 56

Actions taken:

- Inspected project
- Reviewed job progress with Manufacturers staff, landlord, construction manager, superintendents and architect/engineer
- Prepared project status report for period from September 27, 1976 (working day 189) to November 1, 1976 (working day 214)

General

As of September 27, 1976 (working day 189) the lag at all floors has tended to increase substantially over the past four weeks. The lags show a consistency in increase which indicates generally that the entire project is tending to drop further behind at an increasing rate. This, of course,

is very serious insofar as forward planning for occupancy is concerned and steps should be taken to halt this trend immediately. The lag increase is more noticeable in the lower floors, but also can be identified at the upper floors where it is most critical. At the lower floors the tendency to lag is not quite so serious since early completion dates were set for these. However, target dates for the upper floors were set nearer the completion goal for all office areas, and thus, the lag becomes increasingly important.

At the 38th and 39th floors, the behind situation has also increased and this trend, of course, is also important to halt. It would be wise to consider immediate methods by which the 38th and 39th floors can be put back on schedule by whatever methods are available to the landlord, tenant and contractors involved.

A brief review of the status of each floor is given below.

Fifth Floor

Target date for completion - October 20, 1976 (working day 206)

At the food service area the current lag is in waterproofing and quarry tile which is anticipated to begin by October 1, 1976 (working day 193). The original target for starting this work was by August 24, 1976 (working day 166) so the current lag is about 27 working days in the food service area. This is very serious since it represents a delay to the ability of the tenant to provide food facilities to his employees. Presently this is an important prerequisite to occupancy of most of the space and thus, becomes a high priority attention item.

In the office space at the 5th floor most drywall has been hung and taped and sanded. Painting is about to start and current lags are about 11 working days.

Sixth Floor

Target date for completion - August 24, 1976 (working day 166)

The 6th floor is well along with painting nearly complete and millwork at the service center underway. The current lag at the 6th floor over our target completion date which has already past, is approximately 53 working days. As noted above, this lag may not be particularly

serious in itself at the 6th floor. However, it does tend to reflect itself in a similar type of lag at upper floors and thus, the behind situation here must be evaluated relative to its impact on following spaces.

Steps should be taken immediately to plan the punching out procedures at the floors so minimal delays are encountered in inspecting the work, correcting deficiencies and turning over the space.

Seventh Floor

Target date for completion - September 8, 1976 (working day 176)

The current lag at the 7th floor is presently about 43 working days, primarily in millwork at the service center. This is a sizable increase in lag over the previous monitoring and although the delay poses no major difficulty at present in completing work at the space, the lag there tends to reflect itself in upper floors that follow.

Eighth Floor

Target date for completion - September 22, 1976 (working day 186)

At the 8th floor painting is well along and millwork is due to begin by September 28, 1976 (working day 190). The original target for beginning millwork was August 6, 1976 (working day 154) which gives a lag at the floor of about 36 working days.

Ninth Floor

Target date for completion: October 29, 1976 (working day 213)

Millwork at the service center on the 9th floor is expected to begin by about October 1, 1976 (working day 193). It was due to begin no later than September 13, 1976 (working day 179). Thus, the lag there is currently 14 working days. This is a sizable increase over the lag reported at the previous monitoring.

Tenth Floor

Target completion - October 20, 1976 (working day 206)

The current lag at the 10th floor is about 20 working days primarily in the projected start of service center millwork. As with other upper floors, the lag here is now becoming very critical since it represents a sizable increase over minimal lag positions at previous monitorings.

Eleventh Floor

Target completion date - November 3, 1976 (working day 216)

The current lag at the 11th floor is about 12 working days primarily in projected starts of painting and other related items.

Twelfth Floor

Target completion date - November 17, 1976 (working day 226)

The lag here is still zero and the project is right on target. However, there has been a considerable loss over the previous ahead-of-schedule floor status at the monitoring on August 25, 1976 (working day 167). Thus, there actually has been a loss in momentum at the 12th floor.

38th Floor

Target date for completion - January 3, 1977 (working day 256)

The current lag at the 38th floor is in installation of board and starting wall studs and frames. The lag there ranges between 23 and 34 working days, tending toward the latter amount.

The 38th and 39th floors are very critical management levels and generally are needed for effective operation of the entire Manufacturers facility. Therefore, it becomes particularly important to make every effort to recapture delays at these two upper levels.

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Manufacturers Renaissance Facilities
Office Space
Page five

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

39th Floor

Target date for completion - January 11, 1977 (working day 262)

Board is just beginning at the ceilings on the 39th floor and some wall studs and frames have been erected. Presently it is projected that studs can be complete at the floor by October 1, 1976 (working day 193).

The lag in work at the 39th floor is presently about 26 working days, an increase over the previous monitoring. The same comments apply here as for the 38th floor relative to the need for picking up lost time.

General

Overall, the project shows an increasing behind situation which is critical to correct now. It would be wise for the tenant, the landlord, the architect/engineer and the construction manager to meet immediately to determine how the present lost time is to be regained.

Ralph J. Stephenson, P.E.

RJS
m

To: Mr. Charles Hitch
(Original and 2 copies)

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

October 27, 1976

Subject: Monitoring Report #15 - O
Manufacturers Bank Renaissance Facilities - Office Space
(Floors 5 through 12 and 38 and 39)
Detroit, Michigan

Project: 76:13 - O

Date of Monitoring: October 20, 1976 (working day 206)

Monitored from Issue #1 dated May 24, 1976 for floors 5 through 12
Issue #3 dated July 9, 1976 for 38 and 39

245
218
27

Present total target completion dates (dates against which the following report data is measured):

5th through 12th floors - December 15, 1976 (working day 245)
38th floor - Tenant improvement work due to be complete January 3, 1977 (working day 256)
39th floor - Tenant improvement work due to be complete January 11, 1977 (working day 262)

Working days remaining to December 15, 1976 (working day 245): 39

Actions taken:

- Inspected project
- Reviewed job progress with Manufacturers staff, architect/engineer, landlord and construction manager
- Prepared project status report for period from October 20, 1976 (working day 206) to November 19, 1976 (working day 228)

General

As of October 20, 1976 (working day 206) the lag at most floors has again increased slightly although there now is a definite slowing of the rate of lag increase. This is particularly noticeable in the upper floors and reflects the heavy attention given these areas over the last few weeks. However, some lower floor areas, particularly the 5th and especially at the food service areas, are in considerable schedule difficulties and will have to be expedited at a very intense level to meet current move-in requirements.

Also, at the 38th and 39th floors, although there has been some reduction in lag increase, the areas are now, of course, closer to their target completions and any recapture of delays will be increasingly difficult.

A brief review of the status of each floor is given below.

Fifth Floor

Target date for completion - October 20, 1976 (working day 206)

The food service areas lag is now in hard tile surfaces and to a considerably lesser extent in ceiling work. Ceramic tile was due to begin no later than August 31, 1976 (working day 171). Presently it is projected to start about October 27, 1976 (working day 211). This is a lag of about 40 working days. There has been some problem with the hard tile base but apparently this is being resolved.

Food service equipment is available whenever needed and it is going to be increasingly important that this particular section of the 5th floor be given very heavy attention since food service facilities are critical to move-in.

At the remainder of the floor the lag is currently about 31 working days, primarily in painting. Painting was due to begin no later than September 10, 1976 (working day 178). It is now expected to begin on October 25, 1976 (working day 209). This is a direct lag of 31 working days, an increase over the previous monitoring of a considerable amount.

Sixth Floor

Target date for completion - August 24, 1976 (working day 166)

Current lag at the 6th floor is about 38 working days in general finish

trades. Presently work at the 6th floor is in such condition that the pre-punch list check sheet could be prepared. There was considerable discussion at the monitoring as to whether this would be done or not and it was generally decided that a punchout procedure would be worked out in the field with those concerned over the next two week period.

Tenant carpet is already being laid on several floors and the purpose of the pre-punch list check sheet is to insure that the responsibility for any damage on a floor can be easily identified. It is still recommended this be done as quickly as possible.

The lag at the 6th floor, although a sizable increase over the previous lag, is not critical since it represents a delay over the originally anticipated completion date of August 24, 1976 (working day 166). However, it should be noted that the lags experienced on these lower floors are now being reflected in the upper floor work.

At the 6th floor carpet has been laid and draperies are on the job ready to be hung.

It has been decided that vinyl wall covering at the core areas will not be installed until the latest date possible. This is to avoid construction damage to the surfaces. I recommend, however, that a definite starting point for vinyl be established which will give adequate time for vinyl to be installed on all floors prior to the tenant occupancy.

Seventh Floor

Target date for completion - September 8, 1976 (working day 176)

As of October 20, 1976 (working day 206) carpet is in work at the 7th floor and well along. Most finish trades preceding carpet have been completed or started and the current lag at the floor is about 41 working days over the target completion date projected. This is a slight decrease over the previous monitoring lag. This floor is in fairly good completion shape and there should be no problem finishing it off within the next few weeks.

Eighth Floor

Target date for completion - September 22, 1976 (working day 186)

Carpet is due to begin at the 8th floor October 26, 1976 (working day 210). Carpet was due to begin at this floor no later than September 2, 1976 (working day 173). Thus, the current lag on carpet is about 27 working days. However, there are considerable items previous to carpet laying that originally were intended to be done at an early date. Thus, the actual lag at the floor is closer to 41 working days, a slight increase over the previous monitoring.

Ninth Floor

Target date for completion - October 29, 1976 (working day 213)

Most finish work has been completed with painting now well along. The current lag at the 9th floor is about 24 working days, an increase over the previous monitoring of approximately 10 working days. If the pattern at the lower floors is followed, it is possible this lag could be reduced over the next 3 weeks.

Tenth Floor

Target date for completion - October 20, 1976 (working day 206)

As of October 20, 1976 (working day 206) painting at the 10th floor lags by about 24 working days, a slight increase over the previous monitoring. It is possible that much of this lag can be recaptured as the floor nears completion.

Eleventh Floor

Target date for completion - November 3, 1976 (working day 216)

The current lag at the 11th floor is basically in painting and is about 19 working days. This is an increase over the previous monitoring and reflects the lower floor lags which are now making themselves apparent in upper floor work.

Twelfth Floor

Target date for completion - November 17, 1976 (working day 226)

As of October 20, 1976 (working day 206) the lag in painting at the 12th floor is about 8 working days. Since the lag previously was at zero with no ahead or behind situation reflected, this is an increase of 8 working days in the behind position. Generally projecting the 12th floor as being one of the last to be finished at the lower levels - 5 through 12, it appears presently we can expect with current job conditions that floors will be substantially complete by the first or second week in December.

One of the most critical areas of all at the lower levels is the food service area which must be given ongoing attention to insure that it makes the completion targets.

38th Floor

Target date for completion - January 3, 1977 (working day 256)

The current major lag at the 38th floor is about 26 working days which is somewhere near the least lag observed in the previous Monitoring #14 - O. The lag is still basically in drywall at walls and columns and because of some revisions to the sequence, this 25 working days could be as much as 3 or 4 working days greater, depending on how well installation of ceiling work will be moved concurrently with present wall board operations.

The lag is going to be extremely difficult to pick up and I suggest that immediate detailed attention be given to the procedure to be followed in regaining the lost time. Apparently there have been some commitments made by the landlord and the construction manager that work will make the current schedule but since this is a difficult feat to achieve with the amount of lag presently on the job and the short amount of time remaining to complete the work, it would be wise to decide now how it is to be accomplished. I further suggest that sometime within the next few weeks we plan to update the networks to reflect conditions that exist on the project with particular attention to the 38th and 39th floors. Meanwhile, the work to be done there is quite apparent and this sequence should be focused upon immediately.

It is to be cautioned that the important and critical items to freeing up finish trades should be given top priority. Also, to be emphasized is the need for close management attention at all levels. The floor areas

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RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

are complex and will require continuous management attention, particularly during the very fussy finishing trades operations.

39th Floor

Target date for completion - January 11, 1977 (working day 262)

Currently the major lag at the 39th floor is approximately 17 working days, a reduction in the lag at the previous monitoring of about 9 working days. However, it should be cautioned that much of this improvement could be lost if board at the ceilings is not hung concurrently with wall board. Ceiling board was deferred until wall board and studs got well underway and now both must be concentrated upon to maintain the present lessened lag.

This lag is critical and every effort should be made to determine ways by which further improvement can be made.

The 38th and 39th floors are still more critical and must be given ongoing managerial direction.

Summary

Overall, lags on the project continue to increase and presently it appears that the areas from 5 through 12 will be finished and ready for use by mid-December. The lags at the 38th and 39th floors indicate that these areas may not be available until as late as March of 1977. I recommend strongly that the construction manager insure that continuous ongoing attention is given in the field to all retail levels. It would be wise to review the manpower that can be guaranteed as well as the amount of management attention provided, particularly at the top two floors as these are very, very critical.

I shall be in touch with Mr. Hitch shortly to set the next monitoring session. Meanwhile, project status reports have been prepared and have been forwarded to Mr. Hitch.

Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Charles Hitch
(Original and 2 copies)

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

November 9, 1976

Subject: Monitoring Report #16 - 0

Manufacturers Bank Renaissance Facilities - Office Space

(Floors 5 through 12 and 38 and 39)

Detroit, Michigan

Project: 76:13 - 0

Date of Monitoring: November 5, 1976 (working day 218)

Monitored from Issue #1 dated May 24, 1976 for floors 5 through 12

Issue #3 dated July 9, 1976 for 38 and 39

Present total target completion dates (dates against which the following report data is measured):

5th through 12th floors - December 15, 1976 (working day 245)

38th floor - Tenant improvement work due to be complete
January 3, 1977 (working day 256)

39th floor - Tenant improvement work due to be complete
January 11, 1977 (working day 262)

Working days remaining to December 15, 1976 (working day 245): 27

Notes: The above target completion dates have been modified and revised dates will be given in the monitoring report. However, job status is measured against the above dates.

Actions taken:

- Inspected project
- Reviewed job progress with Manufacturers staff, architect/engineer, landlord and construction manager
- Prepared project status report for period from November 5, 1976 (working day 218) to December 6, 1976 (working day 238)

General

As of November 5, 1976 (working day 218) lower floors 5 through 12 are nearing completion and lags at these floors are stabilized due to their near completion status.

At the 38th and 39th floors, there is a continuing increase in the lag and these levels are now in extremely serious shape relative to both original and revised target completion points.

At our monitoring conference, considerable discussion was held with Manufacturers staff re their desired move-in. The below schedule of move-in occupancy dates, it was agreed, is now in effect.

- Move-in on floors 5, 6, 7, 8 and 9 starts January 8, 1977
(working day 261)
- Move-in on floors 10 and 11 starts January 15, 1977
(working day 266)
- Move-in on floor 12 starts January 22, 1977
(working day 271)
- Move-in on floors 38 and 39 starts February 5, 1977
(working day 281)

Note: The move-in to the 38th and 39th floors may start one week earlier - on January 29, 1977 (working day 276)

The discussion below will generally deal with the above targets, although again the lags noted are measured against original target dates as shown in previous reports and on Issue #1 dated May 24, 1976 for 5 through 12 and Issue #3 dated July 9, 1976 for the 38th and 39th floors.

Fifth Floor

Original target date for completion: October 20, 1976 (working day 206)

The current lag at the fifth floor over the target of October 20, 1976 (working day 206) is about 45 working days at the food service area in installation of food service equipment and about 26 working days in start of carpet at the office floor areas. This is an increase in the lag from the previous monitorings. As noted above, the current move-in target is January 8, 1977 (working day 261). Thus, despite the current lag this target can probably be achieved since projected completions with the present lag bring the date to December 23, 1976 (working day 251).

However, strong efforts are going to have to be made, particularly at the food service area to meet this date. Food service equipment is planned to be brought on the job next Wednesday, November 10, 1976 (working day 221). *
It was originally AIA on the job no later than September 8, 1976 (working day 176) which accounts directly for the 45 day lag.

Sixth Floor

Original target date for completion - August 24, 1976 (working day 166)

As of November 5, 1976 (working day 218) carpet has been laid, drapes are hung and finishing of the floor is presently in work. This floor can be considered nearly complete and ready for tenant furnishings.

It should be noted that on none of the floors is vinyl wallcovering hung as yet. It is the intent to install vinyl at a late date so it does not get damaged. It would be wise in the near future to decide on a mutually acceptable date for start of installation of vinyl so it does not become a delay factor to occupancy of the floors.

Seventh Floor

Original target date for completion - September 8, 1976 (working day 176)

The 7th floor carpet has been substantially completed, draperies are being hung and other interior finish work is being installed. The area is close to being completed ready for tenant furnishings.

Eighth Floor

Original target date for completion: September 22, 1976 (working day 186)

Eighth floor carpet as of November 5, 1976 (working day 218) is down and finishes are being completed.

Ninth Floor

Original target date for completion - October 29, 1976 (working day 213)

Carpet installation is in work at the 9th floor and the lag in finishing out is 14 to 16 working days. The reason that some time has been picked up over the previous monitoring is that at lower floors the prepunch list check sheet process has been eliminated and the general finishing work by both landlord and tenant is proceeding concurrently.

Tenth Floor

Original target date for completion - October 20, 1976 (working day 206)

Painting is complete and most work has been brought to a point where carpet can be installed. The lag in completion of painting at the 10th floor was about 24 working days, substantially the same as reported in the previous monitoring.

Eleventh Floor

Original target date for completion - November 3, 1976 (working day 216)

The current lag at the 11th floor is approximately 17 working days primarily in painting which was completed about 5 working days ago. Presently the area is being prepared for start of carpet.

Twelfth Floor

Original target date for completion - November 17, 1976 (working day 226)

The current lag at the 12th floor is from 8 to 12 working days in landlord work, basically completion of mechanical/electrical trim and installation of other finishes prior to the projected start of carpeting.

Carpet start at the 12th floor is projected for November 29, 1976 (working day 233) which will be a lag of about 20 working days over the originally projected start. This should cause no major difficulty in occupancy of the floor.

38th Floor

Original target date for completion - January 3, 1977 (working day 256)

As of November 5, 1976 (working day 218) the projected lag at the 38th floor is about 31 working days. Presently it is expected that taping and sanding of ceilings and walls will be completed the morning of November 18, 1976 (working day 227). They were originally due to be completed no later than the evening of October 5, 1976 (working day 196), accounting directly for the 31 working day lag. Projecting completion shows the floor finishing by February 15, 1977 (working day 287). As noted above, the current target completion for move-in at the 38th and 39th floors is February 5, 1977 (working day 281) with a possibility of moving in one week earlier. Thus, the lag at this floor must be decreased by at least 6 working days or more immediately if the desired target is to be achieved.

39th Floor

Original target date for completion - January 11, 1977 (working day 262)

As of November 5, 1976 (working day 218) the current lag at the 39th floor is about 37 working days projected in completion of taping and sanding. Present completion target is November 30, 1976 (working day 234). The original target was October 7, 1976 (working day 197), accounting directly for the 37 working day lag. It is possible that because some critical work has been

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RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

started prior to completion of taping and sanding this lag could be reduced as much as 5 working days which would bring the projected completion of the floor, if no pickup in time was realized, to February 24, 1977 (working day 294). This is an unacceptable date and heavy efforts must be made immediately to pick up a sizable portion of the lag.

Floors 38 and 39 are absolutely critical to Manufacturer move-in and operation, and every effort must be made to recapture most of the lost time.

The problem at 38 and 39 is essentially in hanging, taping and sanding of drywall ceilings and walls. This task has lagged for several weeks and I suggest it is time now that a heavily improved work schedule be implemented immediately to bring the floor back into line with required move-in dates. *

General

Overall, the lower floors 5 through 12 are in reasonably good shape although it will still be necessary to expedite the 5th floor food service work to insure its completion by start of move-in. Of major concern is still the 38th and 39th floors and I strongly recommend immediate and continuous top level attention be given these areas to insure that they are brought to a point where the present target move-in dates can be achieved.

As part of this monitoring I prepared a project status report for the period from November 5, 1976 (working day 218) to December 6, 1976 (working day 238). This will be issued concurrently with the monitoring reports. I shall be in touch with Mr. Hitch shortly to set the next monitoring session.

Ralph J. Stephenson, P.E.

RJS
R

To: Mr. Charles Hitch
(Original and 2 copies)

November 29, 1976

Subject: Monitoring Report #17 - O

Manufacturers Bank Renaissance Facilities - Office Space

(Floors 5 through 12 and 38 and 39)

Detroit, Michigan

Project: 76:13 - O

Date of Monitoring: November 24, 1976 (working day 231)

Monitored from Issue #1 dated May 24, 1976 for floors 5 through 12

Issue #3 dated July 9, 1976 for 38 and 39

Present total target completion dates (dates against which the following report data is measured):

5th through 12th floors	-	December 15, 1976 (working day 245)
38th floor	-	Tenant improvement work due to be complete January 3, 1977 (w/d 256)
39th floor	-	Tenant improvement work due to be complete January 11, 1977 (w/d 262)

Working days remaining to December 15, 1976 (working day 245): 27

Note: The above target completion dates have been modified. However, job status is measured against the above dates.

Actions taken:

- Inspected 5th, 38th and 39th floors
- Reviewed job progress with Manufacturers staff, architect/engineer, landlord and construction manager
- Prepared project status report for period from November 24, 1976 (working day 231) to December 23, 1976 (working day 251)

(No project status report was prepared for floors 5 through 12 since they are now close to being complete and can be monitored manually.)

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CONSULTING ENGINEER

A brief review of the floors monitored is given below.

Fifth Floor

Original target date for completion: October 20, 1976 (working day 206)

Revised target date for completion and move-in: January 8, 1977
(working day 261)

Presently food service equipment is being installed at the kitchen area on the 5th floor and work there appears to be moving well. Food service equipment was brought on the job about November 18, 1976 (working day 227) and installation is in work. *

At the office areas, work is near to being ready for punching out. Carpet probably will start within two weeks.

Presently the entire area seems to be in good enough shape so the total floor can meet its move-in target of January 8, 1977 (working day 261).

I should be again mentioned that a definitive punching out procedure should be established and implemented immediately since once Manufacturers moves into space it will be increasingly difficult to identify corrections that should have been made prior to occupancy of the space. Also, work that must be done by the construction manager after tenant work can proceed with assurance that any corrective action is to be accomplished by those parties who are responsible. *

Sixth Floor through Twelfth Floor

These floors were not monitored at this session since apparently from oral reports, they are being completed and are substantially in good shape. Carpet is now being installed at the 11th floor and will follow from there to the 12th floor and down to the 5th floor. Again, the important item here is to insure that the areas are properly checked out and turned over when the time is proper. At our next session we shall review the 11th and 12th floors.

No project status report was prepared of 5 through 12 at this monitoring.

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CONSULTING ENGINEER

38th Floor

Original target date for completion: January 3, 1977 (working day 256)

Current target date for move-in: February 5, 1977 (working day 281)

As of November 24, 1976 (working day 231) wood paneling is being installed at the 38th floor. Most board has been hung and taping and sanding are substantially complete. It is expected that wood paneling will be completed by December 17, 1976 (working day 247). This work was originally due to be completed no later than November 16, 1976 (working day 225). Therefore, the projected lag if this completion date can be met will be about 22 working days - a considerable improvement over the status of the floor as of our previous monitoring. If work with the paneling can be expedited, there is a good chance that the present move-in target of February 5, 1977 (working day 281) can be met.

Painting has started at the floor. Slate flooring is proceeding slowly since slate is only being brought to the job as it is available. Carpet is now in town and available. Glass walls are a potential holdup since glass has just been released for production and is now expected on the job January 3, 1977 (working day 256). If it can be delivered the early part of January, it appears that glass can be installed in time since provision is being made at the ceiling to receive the glass frame.

Overall, work progress at the 38th floor has improved considerably and it appears presently the target move-in date can be met if continued improvement is shown.

39th Floor

Original target date for completion: January 11, 1977 (working day 262)

Present target move-in date: February 5, 1977 (working day 281)

As of November 24, 1976 (working day 231) the lag at the 39th floor is basically in wood paneling, doors and base. This work was to be done no later than November 17, 1976 (working day 226). Presently it is expected to be done by December 17, 1976 (working day 247). Thus, the lag is currently projected at 21 working days. This, too, is an improvement over the previous monitoring. However, since the lag is being

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CONSULTING ENGINEER

measured against a target end date of January 11, 1977 (working day 262), the projected end date is February 9, 1977 (working day 283), slightly later than the expected move-in. Therefore, some additional compression will have to take place from here on out.

A problem at the 39th floor is with completion of board ceiling work. Presently the wiring and support for the exterior sign are being installed at the northwest and northeast elevations. This work should be done by December 10, 1976 (working day 242) which then will allow the ceiling to be completed. The landlord estimates that there are probably 10 to 20 working days of work remaining on the ceiling after completion of interior sign connections. This should not interfere materially with other work at the floor currently in work.

As at 38, glass is somewhat of a problem although it is expected on the job near the first of the year. If this is the case, it should be able to be installed prior to the start of move-in.

Generally work at the 39th floor has moved well over the past 13 working days and a good share of the lag has been recaptured.

General

Overall, present indications are that the move-in targets that have been set at the 5th through 12th floors and the 38th and 39th floors can be met, provided progress continues as well as it has on these floors over the past 13 working days. There has been a considerable improvement and although the floors are still lagging, there appears to be a pickup that will allow the target completion dates to be met if progress continues at its current rate.

I shall plan to monitor the job again on Wednesday, December 8, 1976 (working day 240).

Ralph J. Stephenson, P. E.

RJS
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To: Mr. Charles Hitch
(Original and 2 copies)

December 16, 1976

Subject: Monitoring Report # 18 - O
Manufacturers Bank Renaissance Facilities - Office Space
(Floors 5, 38 and 39)
Detroit, Michigan:

Project: 76:13 - O

Date of Monitoring: December 8, 1976 (working day 240)

Monitored from Issue #1 dated May 24, 1976 for 5th floor
Issue #3 dated July 9, 1976 for 38th and 39th floors

Actions taken:

- Inspected 5th, 38th and 39th floors
- Reviewed job progress with Manufacturers' staff, architect/engineer, landlord and construction manager
- No project status was prepared at this session since a manual monitoring was sufficient

Fifth Floor

Original target date for completion: October 20, 1976 (working day 206)

Revised target date for completion and move-in: January 8, 1977
(working day 261)

Food service equipment appears to be substantially complete at the floor with most equipment set and connected. Carpet at the office areas is expected to begin December 9, 1976 (working day 241). Thus, it appears that the current target for completion and move-in of January 8, 1977 (working day 261) can be met. It is again to be mentioned that a clear cut punching out and turnover procedure should be established since it is now becoming increasingly important that a suitable completion point be identified for all tenant space.

Sixth Floor through Twelfth Floor

These floors were not monitored at this session since, according to all reports, they are now being closed out, are generally locked up and punching of the areas is proceeding. It is important, as mentioned above, that a clear cut definition of the appropriate acceptance point be resolved by those in authority. As of December 8, 1976 (working day 240) this point has not been clearly identified and agreed to by all necessary including the landlord's architect, the tenant's architect, the landlord, the construction manager and the tenant. This is a critical element of proper space acceptance.

38th Floor

Original target date for completion: January 3, 1977 (working day 256)

Current target date for move-in: February 5, 1977 (working day 281)

As of December 8, 1976 (working day 240) the current lag at the 38th floor over the original target date is approximately 22 working days. The construction manager is still aiming to complete all wood paneling, doors and base by December 17, 1976 (working day 247). This is the item from which the lag is measured.

Floor slate is practically complete with chimney slate now being installed. Glass at the office areas is now due to be on the job January 10, 1977 (working day 261). This was originally due to be installed no later than October 28, 1976 (working day 212). Other work has, however, proceeded that was originally restrained by the glass walls.

If wood paneling, doors and base can be completed by their present targets, it is possible that the move-in point of February 5, 1977 (working day 281) can be achieved.

39th Floor

Original target date for completion: January 11, 1977 (working day 262)

Present target move-in date: February 5, 1977 (working day 281)

As of December 8, 1976 (working day 240) the current lag at the 39th floor is essentially in wood paneling, doors and base. The construction

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manager is currently holding completion at December 17, 1976 (working day 247). This gives a projected lag of approximately 21 working days over the originally projected completion date of November 17, 1976 (working day 226).

Carpet at the office area on 39 is due to start by December 8, 1976 (working day 240). This work was originally due to begin no later than November 30, 1976 (working day 234). It was not anticipated that carpet would begin until after wood paneling was done. However, it will now start and be installed concurrently with completion of paneling.

It should be noted that this carpet is very expensive material and special effort will have to be taken to protect it from damage.

Work on exterior signs is proceeding and it is expected that installation will be moved rapidly enough so board work at ceilings that were held open can be finished off.

Generally it is going to be very difficult to maintain the present target move-in at the floor although it appears possible to achieve if progress can be maintained substantially as it has been over the past month.

General

Present indications are that the move-in target set for the 5 through 12th and the 38th and 39th floors can be met providing progress continues to improve as it has over the past few weeks.

A clear cut method of accepting the floors and determining the acceptance point must be established as quickly as possible. It is recommended the parties involved confer on this now and agree to a definitive procedure that will be acceptable to all.

I shall plan to monitor the project again on Friday, December 24, 1976 and shall arrange this meeting with Mr. Charles Hitch.

Ralph J. Stephenson, P.E.

RJS
m

To: Mr. Charles Hitch
(Original and 2 copies)

December 27, 1976

Subject: Monitoring Report # 19 - 0
Manufacturers Bank Renaissance Facilities - Office Space
(Floors 5, 38 and 39)
Detroit, Michigan

Project: 76:13 - 0

Date of Monitoring: December 24, 1976 (working day 252)

Monitored from Issue #1 dated May 24, 1976 for 5th floor
Issue #3 dated July 9, 1976 for 38th and 39th floors

Actions taken:

- Inspected 5th, 38th and 39th floors
- Reviewed job progress with Manufacturers staff, landlord and construction manager
- (No project status report was prepared at this session)

Fifth Floor

Original target date for completion: October 20, 1976 (working day 206)

Revised target date for completion and move-in: January 8, 1977
(working day 261)

Carpet has started at this floor and presently is well along. Most food service equipment has been installed and could be made operative at an early date. Generally the floor is in good condition to meet its January 8, 1977 (working day 261) target occupancy.

Sixth Floor through Twelfth Floor

Not monitored at this session.

38th Floor

Original target date for completion: January 3, 1977 (working day 256)

Current target date for move-in: February 5, 1977 (working day 281)

As of December 24, 1976 (working day 252) the current lag at the 38th floor is about 18 working days, primarily in trades that follow wood paneling,

doors and base. Most of the paneling has been completed with the finishing of millwork at the floor now in work. It is expected that carpet could start at the 38th floor on January 3, 1977 (working day 256). It was originally due to start no later than December 6, 1976 (working day 238). This accounts for the present lag of 18 working days.

It will be necessary to follow up closely on glass at the lobby area since this has been a problem for several weeks. Glass is expected to be on the job by January 10, 1977 (working day 261) and should be able to proceed to completion without any major delays.

Presently the 38th floor appears to be in relatively good condition to make its target turnover point.

39th Floor

Original target date for completion: January 11, 1977 (working day 262)

Present target move-in date: February 5, 1977 (working day 281)

As of December 24, 1976 (working day 252) the lag at the 39th floor has increased to 25 to 30 working days. Millwork is not yet complete there and since there is a substantial amount remaining to do, it is very difficult to start any of the trades that are to follow millwork at the present time. Installation of the sign is complete and ceilings at the sign areas are in work. This should pose no major delays.

Considerable discussion was held regarding the lag since if the project is encountering that long a lag then completion and turnover could be expected to extend on through to the end of February. This, of course, is unacceptable and was discussed in that light at the monitoring session. Steps are to be taken to see what improvements can be made in the performance, particularly in installation of millwork at the floor. There have been some problem within the contracting group and attention is being given the problem currently.

It appears unlikely at present that this floor can be completed by the target move-in date. I shall make a further evaluation of this at the next monitoring session.

General Summary

Overall, most work at the upper office areas is in fairly good condition except at the 39th floor. This important and critical section of the facility now lags by 25 to 30 working days which is an increase over the previous lag and the area is going to have serious difficulties meeting a target occupancy date of February 5, 1977 (working day 281). However,

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

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the construction manager and the landlord gave assurances that every effort will be made to expedite work at this level and therefore, we shall continue to evaluate it in light of the present target turnover point. The area should be monitored carefully during the month of January.

Ralph J. Stephenson, P.E.

RJS
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To: Mr. Charles Hitch
(Original and 2 copies)

January 13, 1977

Subject: Monitoring Report # 20 - O
Manufacturers Bank Renaissance Facilities - Office Space
(Floors 38 and 39)
Detroit, Michigan

Project: 76:13 - O

Date of Monitoring: January 7, 1977 (working day 260)

Actions taken:

- Inspected 38th and 39th floors
- Reviewed job progress with Mr. Hitch, landlord and the construction manager

Note: No project status report was prepared for this session

38th Floor

Original target date for completion: January 3, 1977 (working day 256)

Current target date for move-in: February 5, 1977 (working day 281)

As of January 7, 1977 (working day 260), millwork is almost complete and final trimming out along with carpet installation is in work. It appears that the target of February 5, 1977 (working day 281) can be met. It should be kept in mind that punching out and subsequent acceptance of the space is a prerequisite to completion.

The major current delay at the 38th floor is in installation of glass walls. However, it appears that glass will be on the job in early January and should be installed and complete by the time the floor is scheduled for completion. The current lag at the floor measured against the original target date for completion, January 3, 1977 (working day 256) is about 22 working days, primarily in installation of final finish items.

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RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

39th Floor

Original target date for completion: January 11, 1977 (working day 262)

Present target move-in date: February 5, 1977 (working day 281) - to be revised

As of January 7, 1977 (working day 260) the lag at the 39th floor continues to increase and it is now not expected to have millwork complete until about January 21, 1977 (working day 270).

Carpet may be able to start before this date in certain areas and assuming it can, the present completion date of the floor could be as early as February 19, 1977 (working day 291). This presumes a heavy concentration of dovetailing efforts on interior finishes at the 39th level. I suggest we set a goal of February 19, 1977 (working day 291) and make every effort to meet this date. Of course, if any earlier date can be met, that would be desirable. This floor is still in serious difficulty.

General Summary

Overall, most work at 5 through 12 is now ready for final punching out and ultimate turnover. Therefore, no inspections were made of this area at this monitoring.

The 38th floor will probably meet its target completion of February 5, 1977 (working day 281).

The 39th floor work, on the other hand, continues to lag and presently will be hard pressed to meet a mid-February date. We tentatively set February 19, 1977 (working day 291) as a new target for completion there. Difficulties have been encountered in installation of millwork and this has caused increasing delays at the floor.

I shall plan on monitoring the 38th and 39th floors again sometime in the near future and will be in touch with Mr. Hitch regarding this next monitoring inspection.

Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Charles Hitch
(Original and 2 copies)