

### **Perini Construction Briefing - d?**

I. **Location** - Job office - Chippewa Resort Facility - Mt. Pleasant, Michigan

II. **Attendees** - Perini job staff

III. **Subjects to cover**

A. **Introduction to session** - why are we all here?

B. **Nature of project management**

C. **The planning portion of project management**

D. **Closing out the project**

E. **Claim prone projects**

F. **Partnering**

IV. **Meeting outline**

A. **Introduction - Why are we here this morning?**

1. I was asked to give some brief comments on project management and project planning by Dave Lewis.

a) I have had a reasonably extensive career in construction, design, contracting, project management, project planning, problem solving and other subjects that are of importance in construction.

b) I like and respect the people who are involved in construction. My responsibility is to help those people who need and want help to become better professionals in their work.

2. Job characteristics

a) Started in the field on August 2, 1995 (wd 659)

b) First unit to be completed on January 31, 1996 (wd 786) - 127 wd after field start.

c) Last unit to be completed on May 20, 1995 (wd 864) - 205 wd after field start

d) Calculating the amount to be expended per day gives you the size of crew needed to run and build this project.

e) Must be planned well!

B. **What is important on this project?**

1. What are the subjects that might be of prime importance to you on this project?

a) Defining the scope of work - or getting the scope of work defined

b) Planning the construction work

c) Procurement of what is needed

d) Expediting the deliveries of what is needed

e) Site management during construction

f) Scheduling the work

g) Management of the project

h) How best to combine the full effort of all of you together to produce the end product expected by the prime participants

(1) By your client - the Chippewa Tribe

(2) By your employer - Perini Building Company - Central U. S. Division

(3) By your peers and associates in Perini and particularly on this project

i) How to close out the project

(1) Close out requires 5% (?) of the job cost but takes 90% of the job duration.

(2) Guidelines for closing out this project must be put in place now.

(3)

- j) Documentation
  - (1) A guideline to consider: On large complex projects if it isn't in writing it didn't happen
- k) People relationships and their optimization
  - l) What are some of the others?

**C. Line of action**

**D. Participants**

**E. Steps in good project management - see handout 223**

- 1. Discuss each of these and emphasize their importance

**F. What can each of us do to make this job a success**

- 1. Define your personal mission - What is the most important result for me that is to be achieved by the Saginaw Chippewa Tribe Resort project being successfully completed?
- 2. Define the company mission from your viewpoint - What is the most important result for Perini and me that is to be achieved by the Saginaw Chippewa Tribe Resort project being successfully completed?
- 3. Work hard to achieve the results by which you measure success.
- 4. Remember that you can accomplish anything if you don't care who gets the credit.
- 5. Always try to turn destructive conflict into positive conflict.
- 6. Document appropriately.
- 7. Start working now to close out the job properly and completely.
- 8. Always try to be getting the next job by successfully completing the Resort project.
- 9. Treat your subs and vendors with respect and help them do their job properly - they are probably doing at least 90% of the actual construction work on this job.

## NINE MAJOR STEPS TO EFFECTIVE PROJECT MANAGEMENT

### DEFINITIONS

- PROJECT - A set of work actions having identifiable objectives, and a beginning and an end.
- EFFECTIVE - Of a nature that achieves identifiable goals and objectives in accordance with an action plan, and reaches worthwhile peripheral goals through intermediate accomplishments.
- MANAGEMENT - The identification, assembly and direction of resources to achieve desired results.

### QUESTION

- What is different about project organization compared to functional organization?
  1. Project organization is usually temporary.
  2. Project organization is usually based on a different rationale than is functional organization.
  3. Project authority positions tend to be vested first and earned later.

### STEPSTOGOODPROJECTMANAGEMENT

- A good project seems to require 9 major steps, done well, to be successful.
  1. Goals and objectives for the project are clearly identified, and starting, intermediate and ending measuring points established early in the project life.
  2. A suitable project delivery system is selected as the goals & objectives are defined.
  3. An action plan showing desired and necessary courses of action from beginning to end of the project is prepared. If you can't plan it you can't manage it.
  4. The action plan is translated into schedules, and the resources needed are determined and balanced for most profitable performance.
  5. A project organization is built under (not over) the resources required to provide resource management quality, continuity, and monitorability.
  6. A method of isolating, identifying and correcting deviations from desired performance standards is designed and put into action.
  7. The needed resources are assembled and the project team gets to work.
  8. Progress and performance of the project team is measured and evaluated using management by exception.
  9. The project is closed out promptly, cleanly, and totally as work draws to a close.

Hotel 1st floor areas  
Soaring Eagle Hotel

**PERSONNEL AREA INCLUDES:**

- General offices
- Adjoining toilet rooms
- Locker rooms
- Security room
- Associated dining area
- Food service area
- Food service office
- Private dining
- Waiting
- Pantry
- Dishwashing
- Storage
- Coolers
- Vestibule

**ADMINISTRATIVE AREA INCLUDES:**

- General offices
- Adjoining toilet rooms
- Front desk area
- Baggage storage areas
- Board room & pantry
- Waiting room
- Vestibule

**LOBBY AREA INCLUDES:**

- Lounge
- Grand lobby
- Corridor to restaurants
- Grand stair
- Restaurant
- Lobby bar
- Elevator lobby 1140
- Elevator lobby 1080b
- Elevator lobby 1051

Hotel 1st floor areas  
Soaring Eagle Hotel

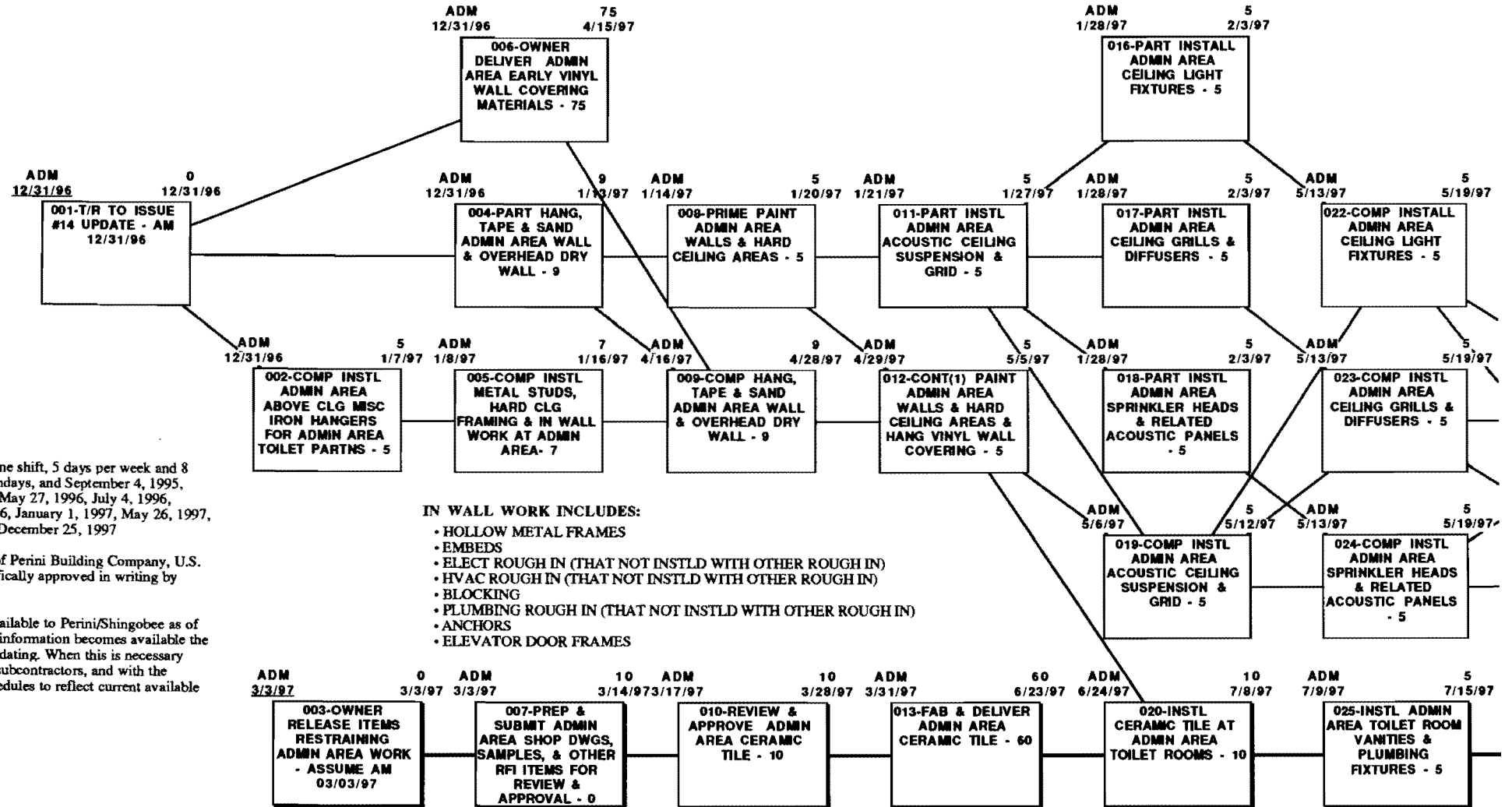
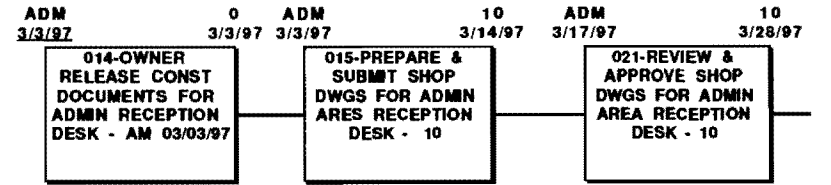
**LOUNGE & RESTAURANT AREA INCLUDES:**

- Winetasting
- Restaurant
- Lobbybar
- Corridor
- Lounge
- Grandlobby
- Corridor to restaurants
- Corridor to pool area
- Elevator lobby 1051
- Waiting area
- Electrical room
- Cable TV
- Recycling
- Maintenance

# ADMINISTRATIVE AREA (ADM)

## ADMINISTRATIVE AREA INCLUDES:

- General offices
- Adjoining toilet rooms
- Front desk area
- Baggage storage areas
- Board room & pantry
- Waiting room
- Working conference room
- Reservation room
- Computer room



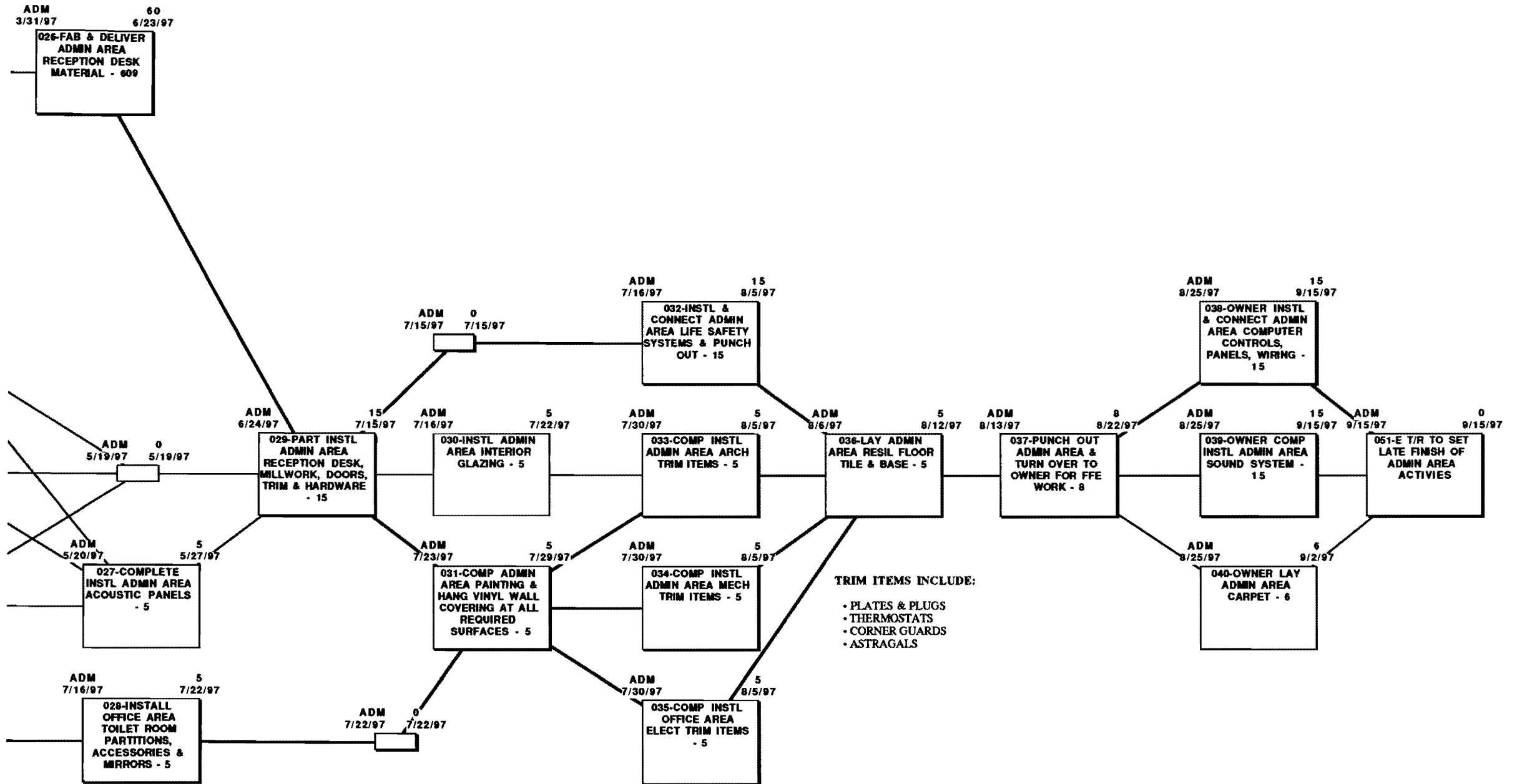
### IN WALL WORK INCLUDES:

- HOLLOW METAL FRAMES
- EMBEDS
- ELECT ROUGH IN (THAT NOT INSTLD WITH OTHER ROUGH IN)
- HVAC ROUGH IN (THAT NOT INSTLD WITH OTHER ROUGH IN)
- BLOCKING
- PLUMBING ROUGH IN (THAT NOT INSTLD WITH OTHER ROUGH IN)
- ANCHORS
- ELEVATOR DOOR FRAMES

Note: This network model is based on two crews working one shift, 5 days per week and 8 hours per day. Non working days include Saturdays and Sundays, and September 4, 1995, November 23, 1995, December 25, 1995, January 1, 1996, May 27, 1996, July 4, 1996, September 2, 1996, November 28, 1996, December 25, 1996, January 1, 1997, May 26, 1997, July 4, 1997, September 1, 1997, November 27, 1997, and December 25, 1997

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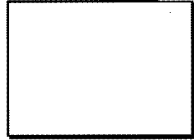
This network model has been prepared from information available to Perini/Shingobee as of December 31, 1996. As the project proceeds and additional information becomes available the network models and schedules may require revisions and updating. When this is necessary Perini/Shingobee will, with the cooperation of its staff and subcontractors, and with the assistance of the owner, update the network models and schedules to reflect current available information.



**PROCUREMENT ITEMS FOR 1ST FLOOR AS OF 06/27/96 INCLUDE:**

- BRONZE DOORS - 2 MONTHS FROM APPROVED SHOP DWGS
- ALUMINUM STORE FRONT
- STRUCTURAL STEEL FOR 2ND FL STAIR
- MILLWORK FOR GRAND STAIR
- GLASS FOR 2ND FL STAIR? (STEAK DINNER)
- HANDRAILS FOR 2ND FL STAIR
- HANDRAILS FOR BALCONIES
- SLATE FLOORING (NO DESIGN AVAILABLE AS OF 02/29/96)
- CHANDELIER (BY WHOM?)
- TOILET PARTITION HANGERS
- TOILET PARTITIONS
- CHANDELIER HANGERS (BY WHOM?)
- DIRECT VENT FIREPLACE

Subtitle
Duration  
Earliest Start
Earliest Finish



**ACTIVITY KEY**

- Issue #1 through 7 - not used
- Issue #8 - February 29, 1996
- Issue #9 - June 27, 1996
- Issue #9 - monitored 08/29/96
- Issue #10 - September 10, 1996
- Issue #10 - monitored 11/11/96
- Issues #11, 12 & 13 - not used
- Issue #14 - December 31, 1996
- i14 sht #AD1 - la50

**1ST FLOOR ADMINISTRATIVE  
AREA INTERIOR NETWORK**

**NETWORK MODEL FOR SOARING  
EAGLE RESORT - Chippewa Indian  
Tribe of Michigan - Mt. Pleasant,  
Michigan**

**Reserved Activity Numbers**

041	046	091	096
042	047	092	097
043	048	093	098
044	049	094	099
045	050	095	100

LAN 001  
HAN ?

**Perini Building Company  
and Shingobee Builders  
Southfield, Michigan**

Ralph J. Stephenson, P.E., P.C.  
Consulting Engineer  
323 Hiawatha Drive  
Mt. Pleasant, Michigan, 48858  
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**SHEET  
#AD1**



# POOL & HEALTH CLUB (PH)

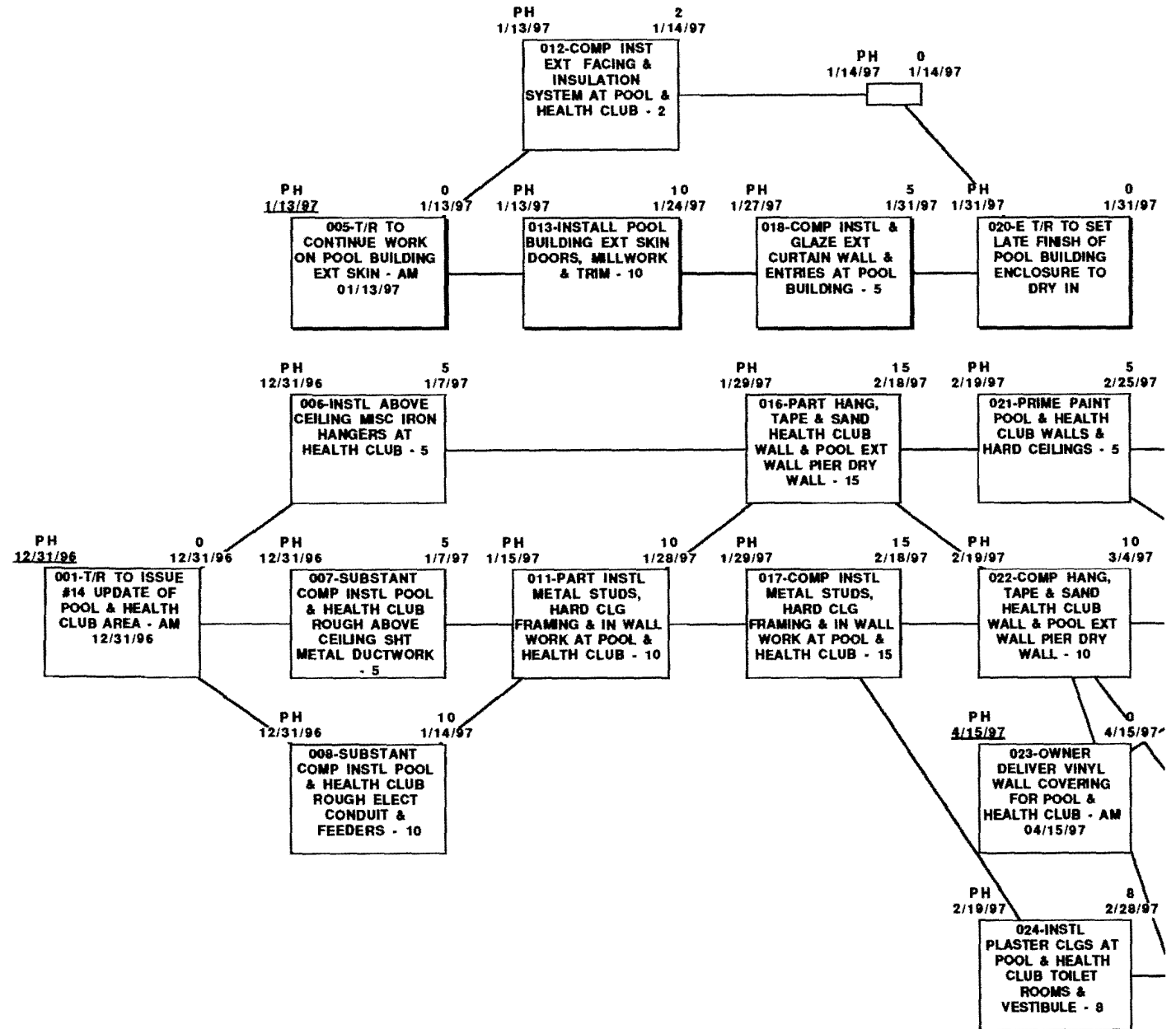
## POOL & HEALTH CLUB AREA INCLUDES:

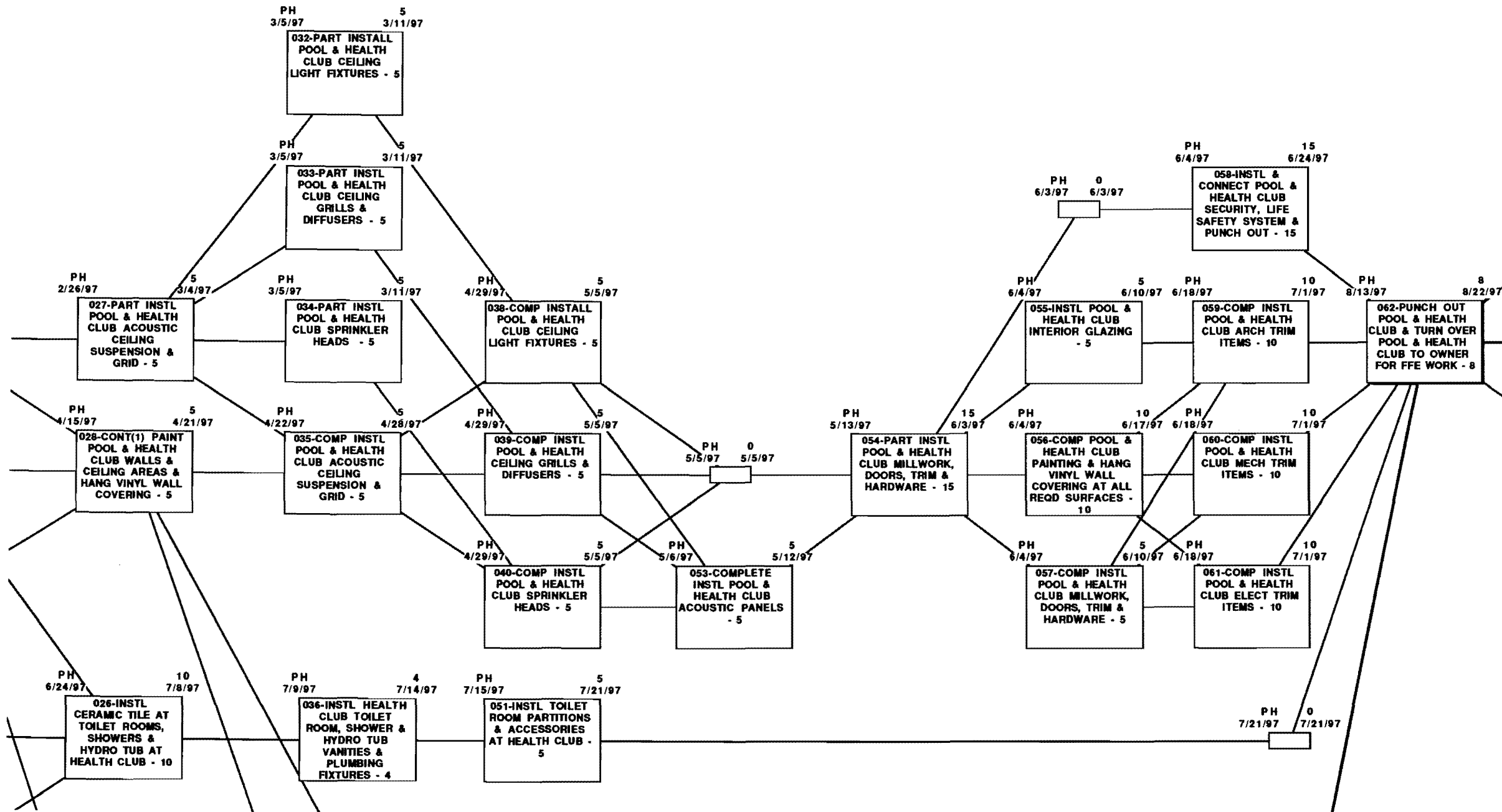
- Toilet rooms
- Pool room
- Shower rooms
- Pool equipment room
- Vestibule
- Storage
- Health club shell
- Mechanical equip room
- Exercise room
- Future tenant space
- Retail spaces (2)
- Lobby
- Fire hose equip room
- Steam room
- Locker rooms
- Dressing room
- Waiting room
- Corridors
- Steam equip room
- Storage
- Hydro room
- Treatment room (at least 3)
- Shower room
- Tanning room

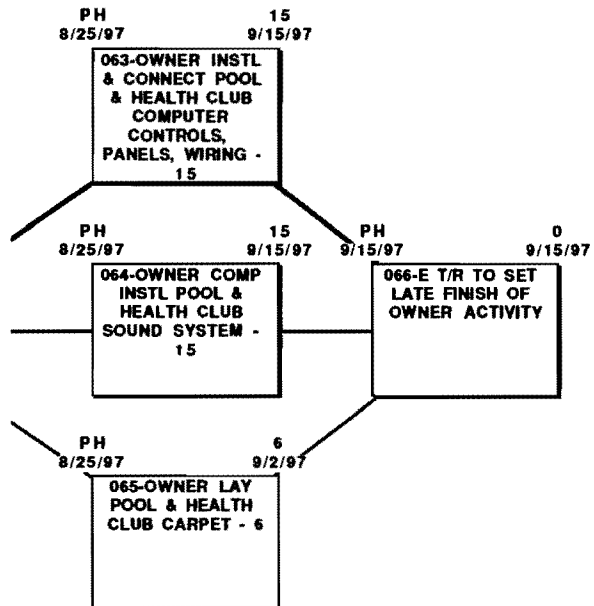
Note: This network model is based on two crews working one shift, 5 days per week and 8 hours per day. Non working days include Saturdays and Sundays, and September 4, 1995, November 23, 1995, December 25, 1995, January 1, 1996, May 27, 1996, July 4, 1996, September 2, 1996, November 28, 1996, December 25, 1996, January 1, 1997, May 26, 1997, July 4, 1997, September 1, 1997, November 27, 1997, and December 25, 1997

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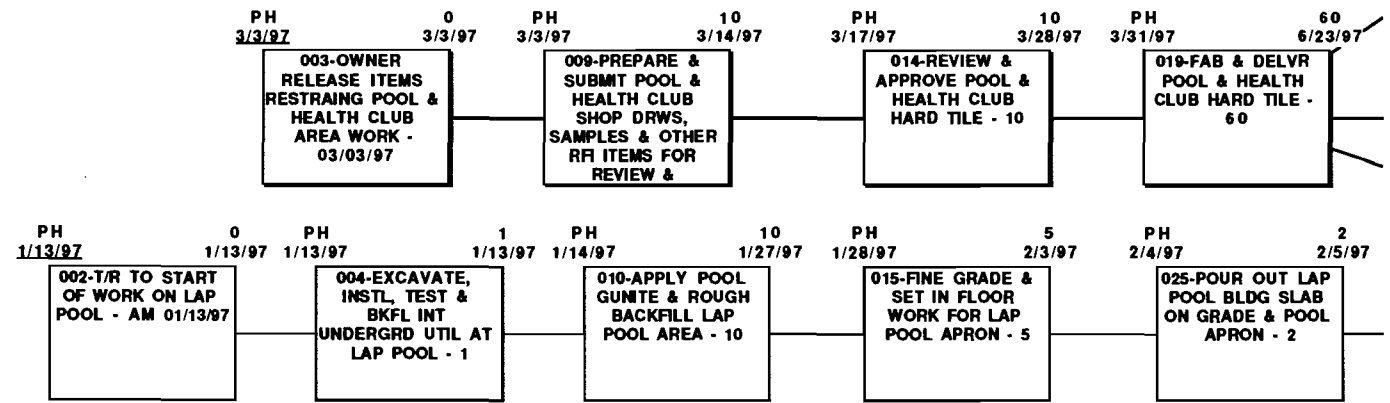


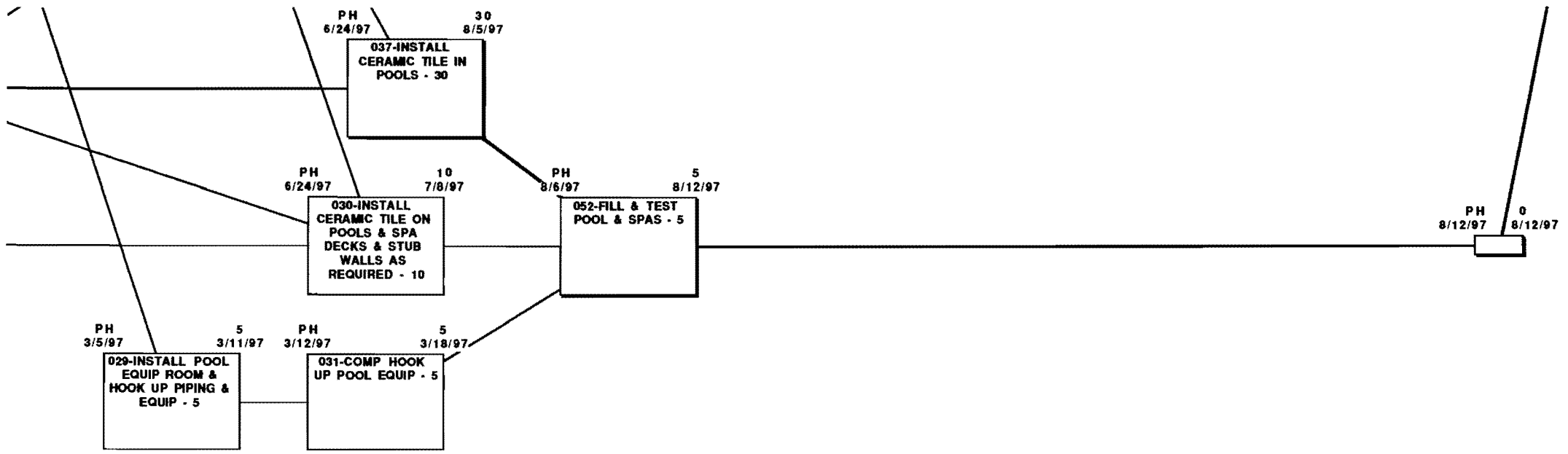




**TRIM ITEMS INCLUDE:**

- PLATES & PLUGS
- THERMOSTATS
- CORNER GUARDS
- ASTRAGALS





Subtitle                      Duration  
Earliest Start              Earliest Finish



**ACTIVITY KEY**

Issue #1 through 13 - not used  
Issue #14 - December 31, 1996  
114 sht #PH1-la

**POOL & HEALTH CLUB INTERIOR  
WORK NETWORK MODEL**

**NETWORK MODEL FOR SOARING  
EAGLE RESORT - Chippewa Indian  
Tribe of Michigan - Mt. Pleasant,  
Michigan**

**Reserved Activity Numbers**

046	091	096
047	092	097
048	093	098
049	094	099
050	095	100

LAN 001  
HAN 045

**Perini Building Company  
and Shingobee Builders  
Southfield, Michigan**

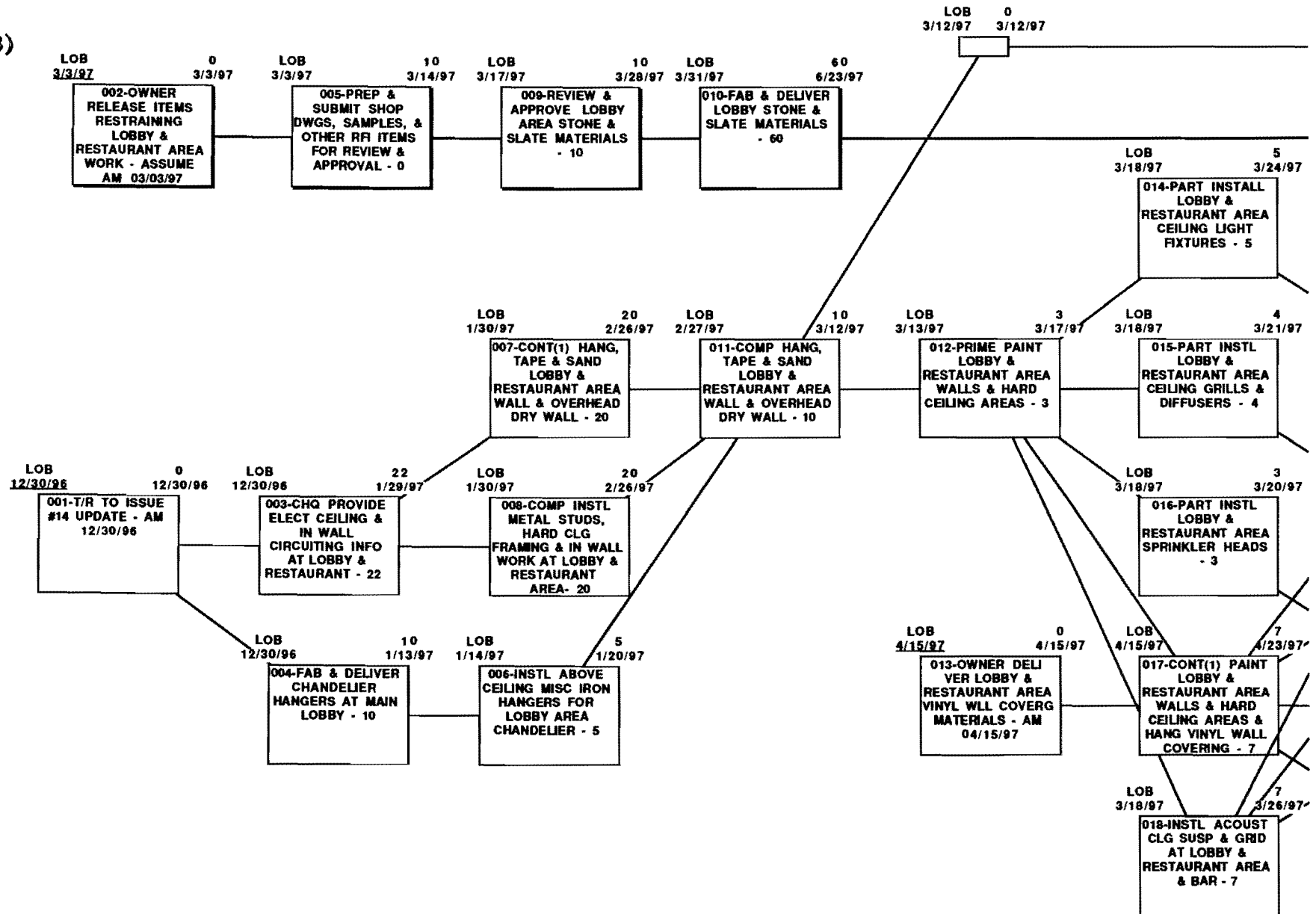
Ralph J. Stephenson, P.E., P.C.  
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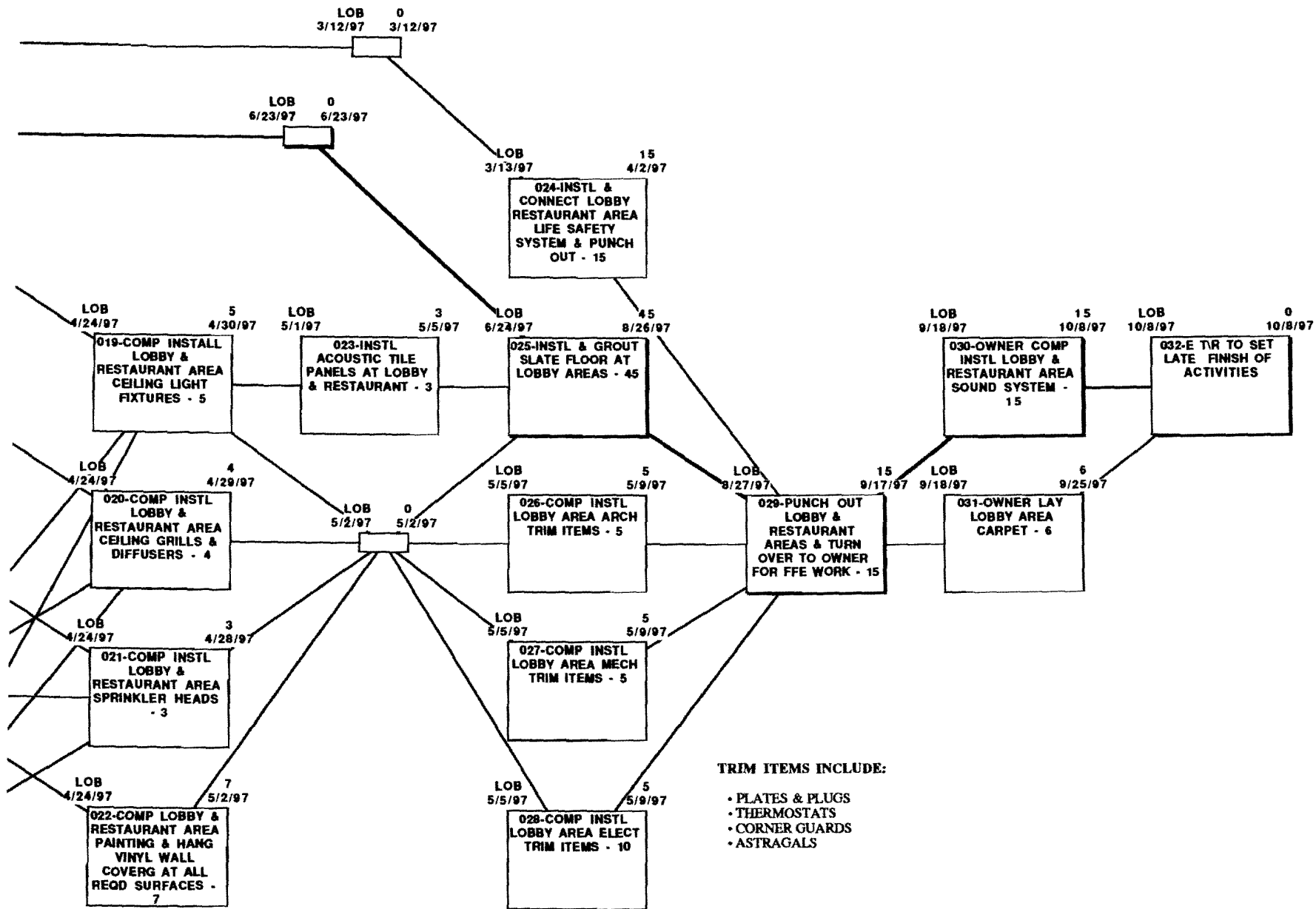
**SHEET  
#PH1**

# LOBBY & RESTAURANT AREA (LOB)

## LOBBY & RESTAURANT AREA INCLUDES:

- Lounge
- Grand lobby
- Corridor to restaurants
- Grand stair
- Restaurant
- Lobby bar
- Elevator lobby 1140
- Elevator lobby 1080b
- Elevator lobby 1051
- Wine tasting
- Corridor to pool







Note: This network model is based on two crews working one shift, 5 days per week and 8 hours per day. Non working days include Saturdays and Sundays, and September 4, 1995, November 23, 1995, December 25, 1995, January 1, 1996, May 27, 1996, July 4, 1996, September 2, 1996, November 28, 1996, December 25, 1996, January 1, 1997, May 26, 1997, July 4, 1997, September 1, 1997, November 27, 1997, and December 25, 1997

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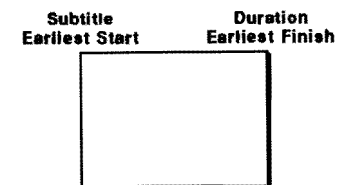
**Items to be resolved at lobby & restaurant area as of December 30, 1996**

- #44 - (NEED) Reflected ceiling plans for lobby
- #59 - (NEED) Room finish schedule
- #17 - (NEED) Design documents for lighting controls
- #45 - (NEED) Lighting circuitry
- #60 - (NEED) Construction documents for floor and millwork
- #07 - (NEED) Design of grand fireplace
- #01 - (NEED) Door and hardware schedules
- #?? - Bronze door details - have block out info - doors will be here March 15, 1997
- #?? - Chandelier supports - on job by January 10, 1997
- #?? - (NEED) Wood floor emblem for grand foyer
- #?? - (NEED) Marble floor emblem

**Reserved Activity Numbers**

041	046	091	096
042	047	092	097
043	048	093	098
044	049	094	099
045	050	095	100

LAN 001  
HAN ?



**ACTIVITY KEY**

- Issue #1 through 7 - not used
- Issue #8 - February 29, 1996
- Issue #9 - June 27, 1996
- Issue #9 - monitored 08/29/96
- Issue #10 - September 16, 1996
- Issue #10 - monitored 11/11/96
- Issues #11 to 13 - not used
- ✓ Issue #14 - December 23, 1996
- i14 sht #LOB1-1a

**LOBBY & RESTAURANT AREA 1ST FLOOR INTERIOR NETWORK**

**NETWORK MODEL FOR SOARING EAGLE RESORT - Chippewa Indian Tribe of Michigan - Mt. Pleasant, Michigan**

**Perini Building Company and Shingobee Builders Southfield, Michigan**

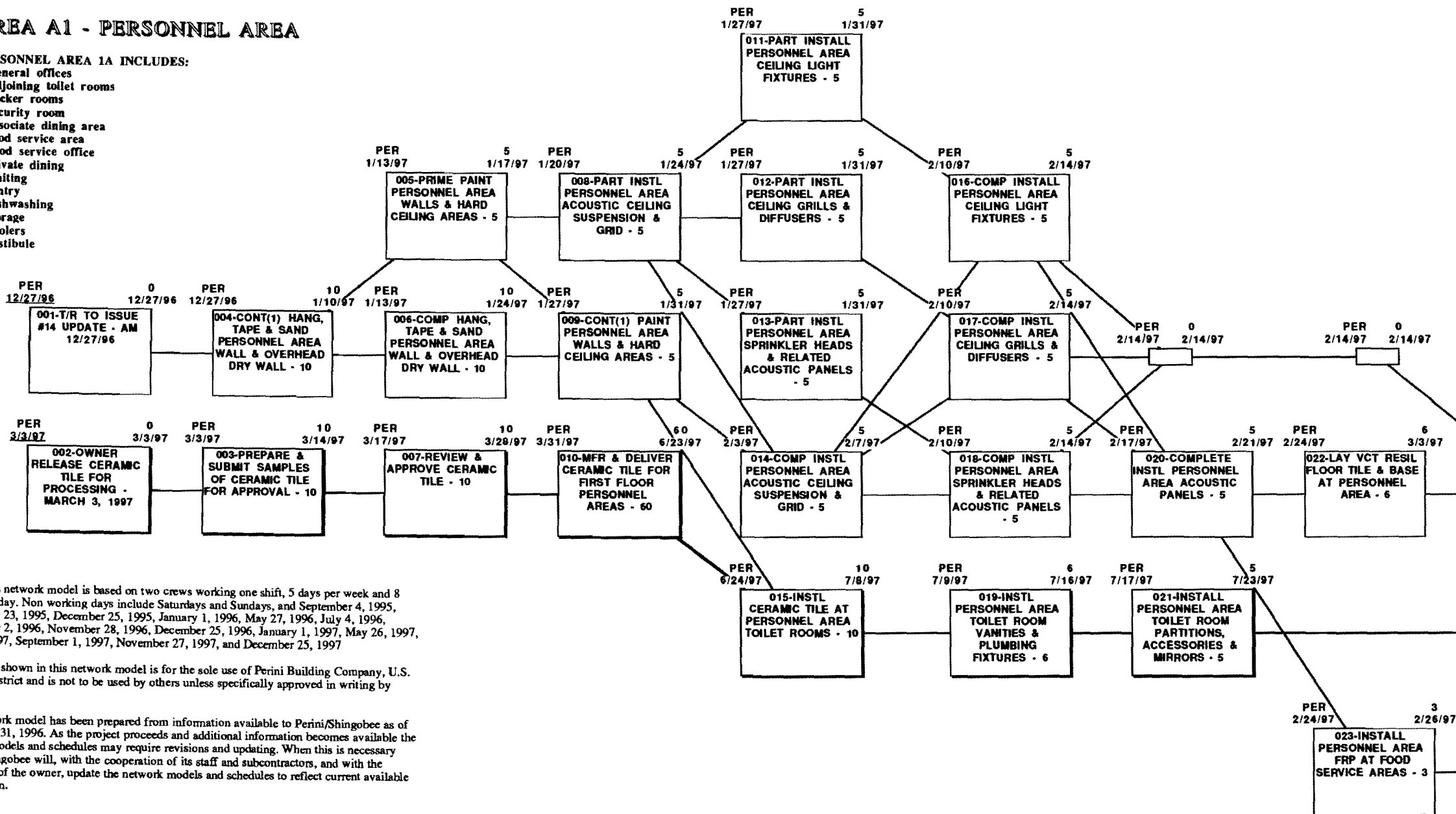
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Consulting Engineer  
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Mt. Pleasant, Michigan, 48858  
ph 517 772 2537

**SHEET / #LOB1**

# AREA A1 - PERSONNEL AREA

## PERSONNEL AREA 1A INCLUDES:

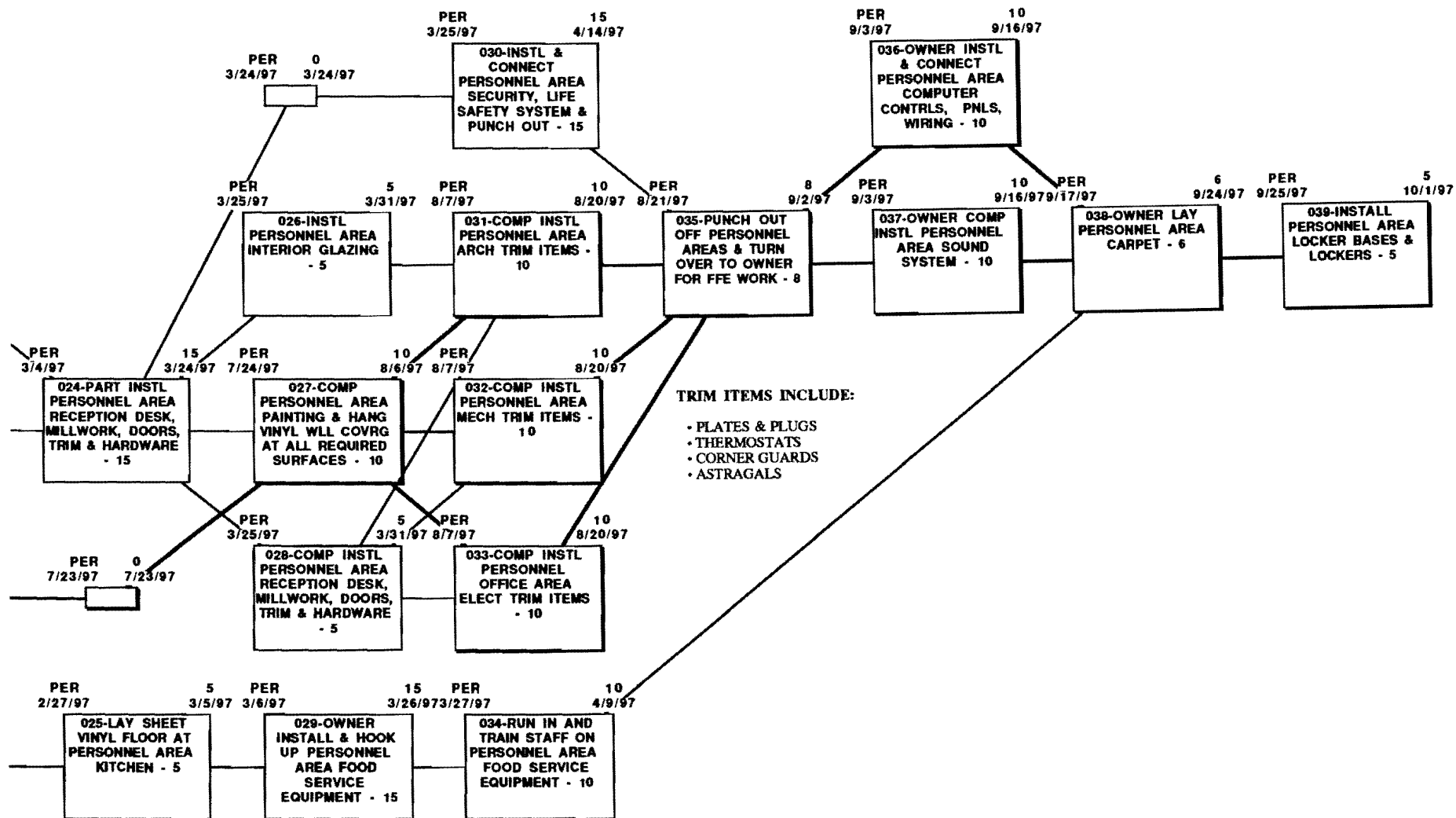
- General offices
- Adjoining toilet rooms
- Locker rooms
- Security room
- Associate dining area
- Food service area
- Food service office
- Private dining
- Waiting
- Pantry
- Dishwashing
- Storage
- Coolers
- Vestibule



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 Issue #8 - February 29, 1996  
 Issue #9 - June 27, 1996  
 Issue #9 - monitored 08/29/96  
 Issue #10 - September 10, 1996  
 Issue #10 - monitored 11/11/96  
 Issue #11 & #12 - not issued  
 Issue #13 - December 23, 1996  
 ✓ Issue #14 - December 27, 1996  
 i14 sht #PA1-1a

**Reserved Activity Numbers**

046	091	096
047	092	097
048	093	098
049	094	099
050	095	100

LAN 001  
 HAN 045

**TRIM ITEMS INCLUDE:**

- PLATES & PLUGS
- THERMOSTATS
- CORNER GUARDS
- ASTRAGALS
- COFFEE AREA ITEMS

Subtitle	Duration
Earliest Start	Earliest Finish



**ACTIVITY KEY**

**1ST FLOOR AREA INTERIOR  
NETWORK - PERSONNEL OFFICE**

**NETWORK MODEL FOR SOARING  
EAGLE RESORT - Chippewa Indian  
Tribe of Michigan - Mt. Pleasant,  
Michigan**

**Perini Building Company  
and Shingobee Builders  
Southfield, Michigan**

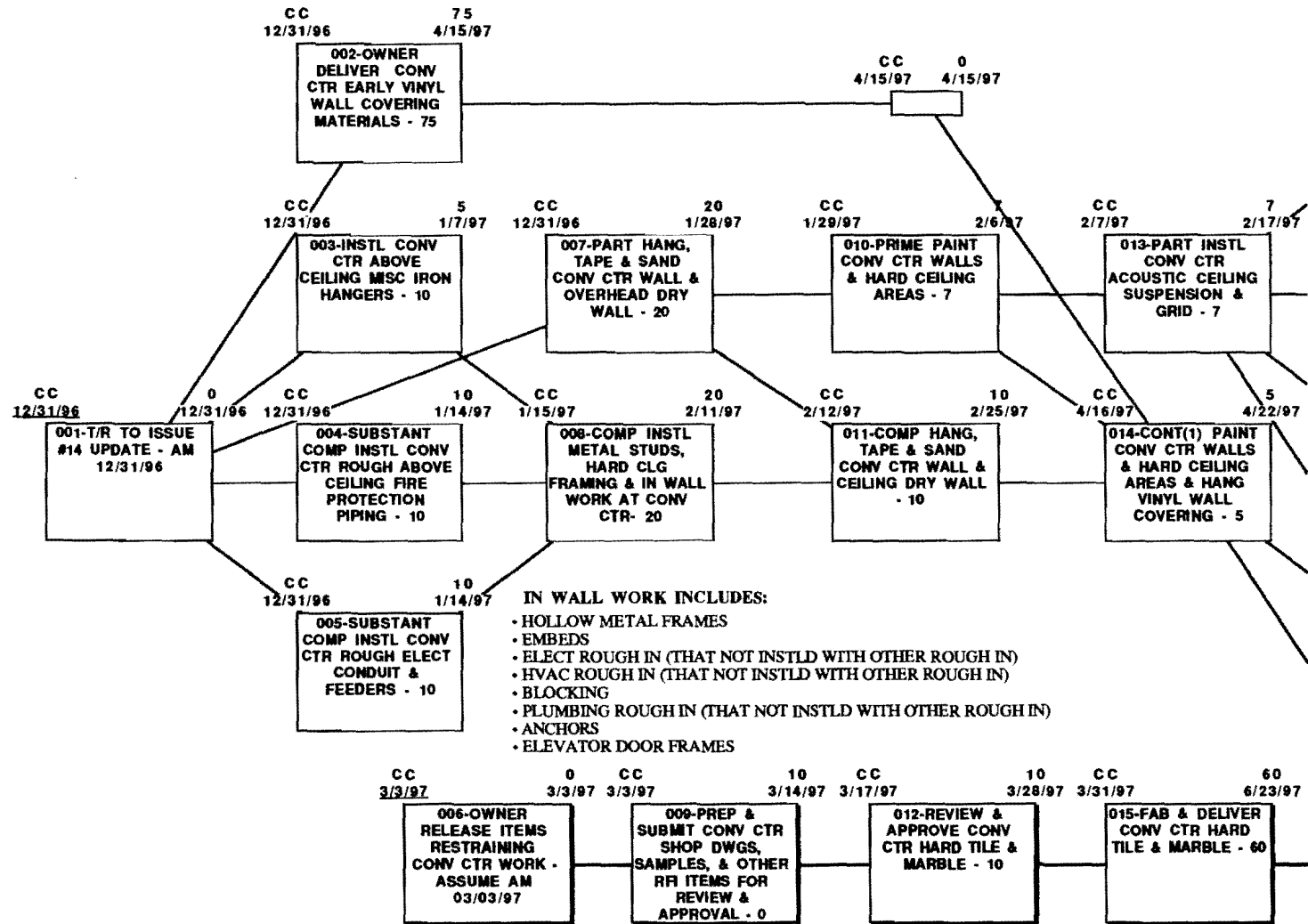
Ralph J. Stephenson, P.E., P.C.  
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 323 Hiawatha Drive  
 Mt. Pleasant, Michigan, 48858  
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**SHEET**  
 ✓ **#PA1**

# CONVENTION CENTER (CC)

## CONVENTION CENTER AREAS INCLUDE:

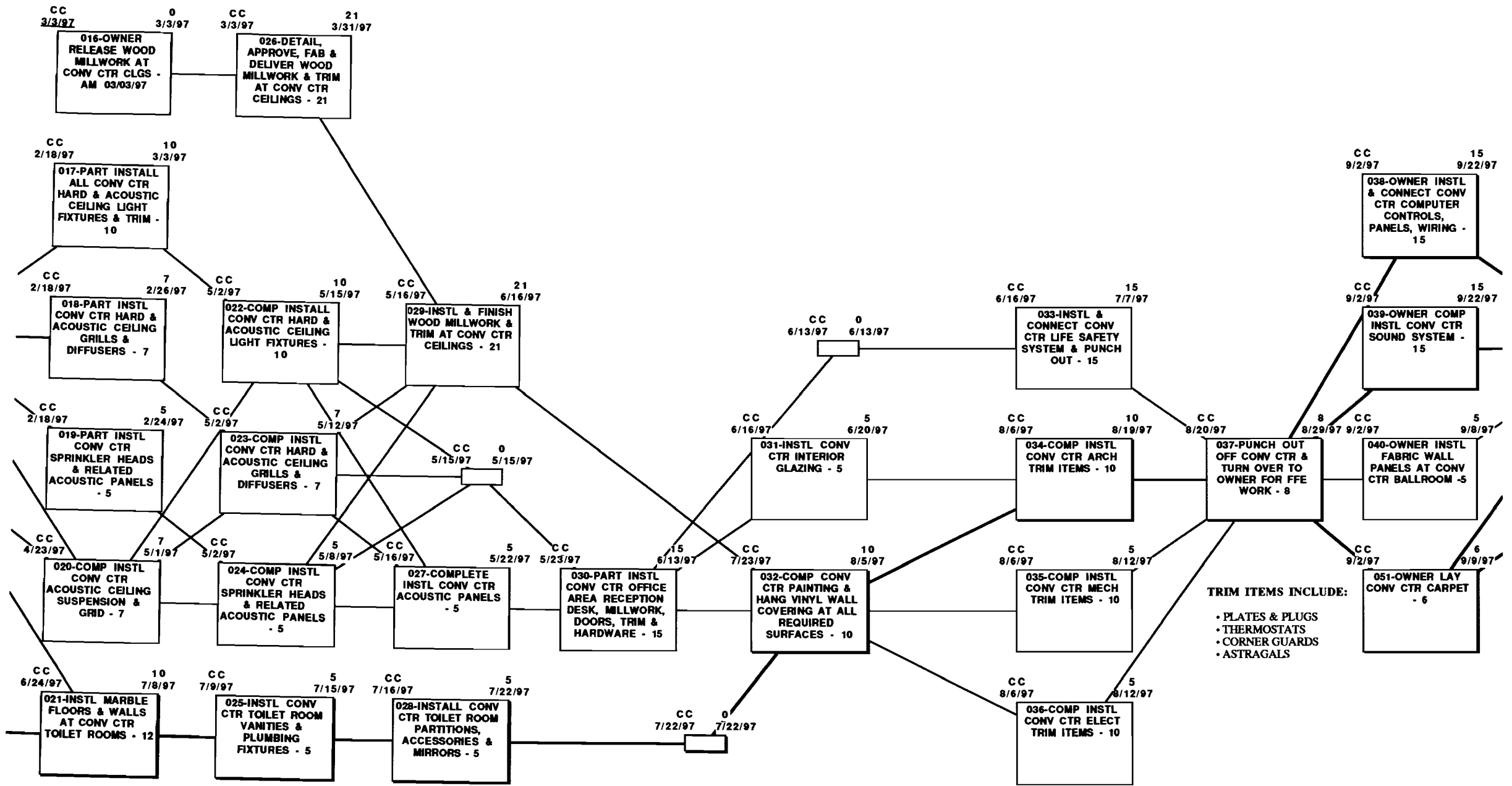
- Pre function area
- Small meeting rooms
- Toilet rooms
- Ballroom
- Vestibules (at least 4)
- Board room & pantry
- Entry foyer
- Phone rooms
- Coat rooms
- Beverage area
- Service corridors
- Ballroom storage
- Misc storage (at least 6)
- Telephone equip room
- Switchgear equip room
- Fire pump equip room
- Dishwashing room
- Water equipment room
- Loading dock area
- Recycle room
- Cable tv room
- Service elevator lobby
- Mezzanine access
- Equipment mezzanine
- Stair
- Related offices (at least 5)



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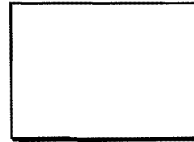


- TRIM ITEMS INCLUDE:**
- PLATES & PLUGS
  - THERMOSTATS
  - CORNER GUARDS
  - ASTRAGALS

**ITEMS TO REVIEW**

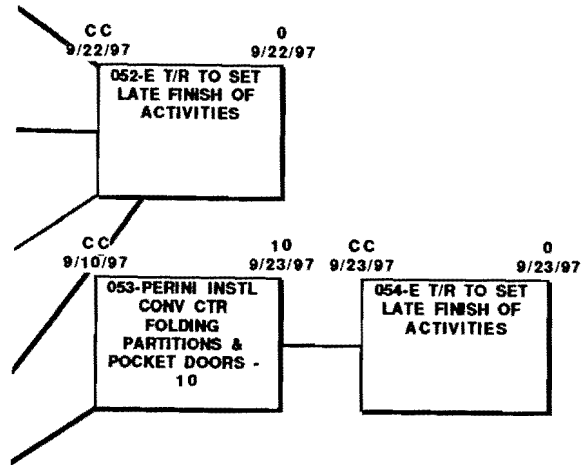
- CHANDELIERS
- MISC IRON HANGERS
- FOLDING PARTITIONS
- CHECK CAMBER ON BALLROOM TRUSSES FOR FOLDING PARTITION

Subtitle                      Duration  
Earliest Start              Earliest Finish



**ACTIVITY KEY**

Issues #1 through #13 - not used  
Issue #14 - December 31, 1996  
i14 sht #CC1-la50



**CONVENTION CENTER  
INTERIOR NETWORK**

**NETWORK MODEL FOR SOARING  
EAGLE RESORT - Chippewa Indian  
Tribe of Michigan - Mt. Pleasant,  
Michigan**

**Perini Building Company  
and Shingobee Builders  
Southfield, Michigan**

**Reserved Activity Numbers**

041	046	091	096
042	047	092	097
043	048	093	098
044	049	094	099
045	050	095	100

LAN 001  
HAN ?

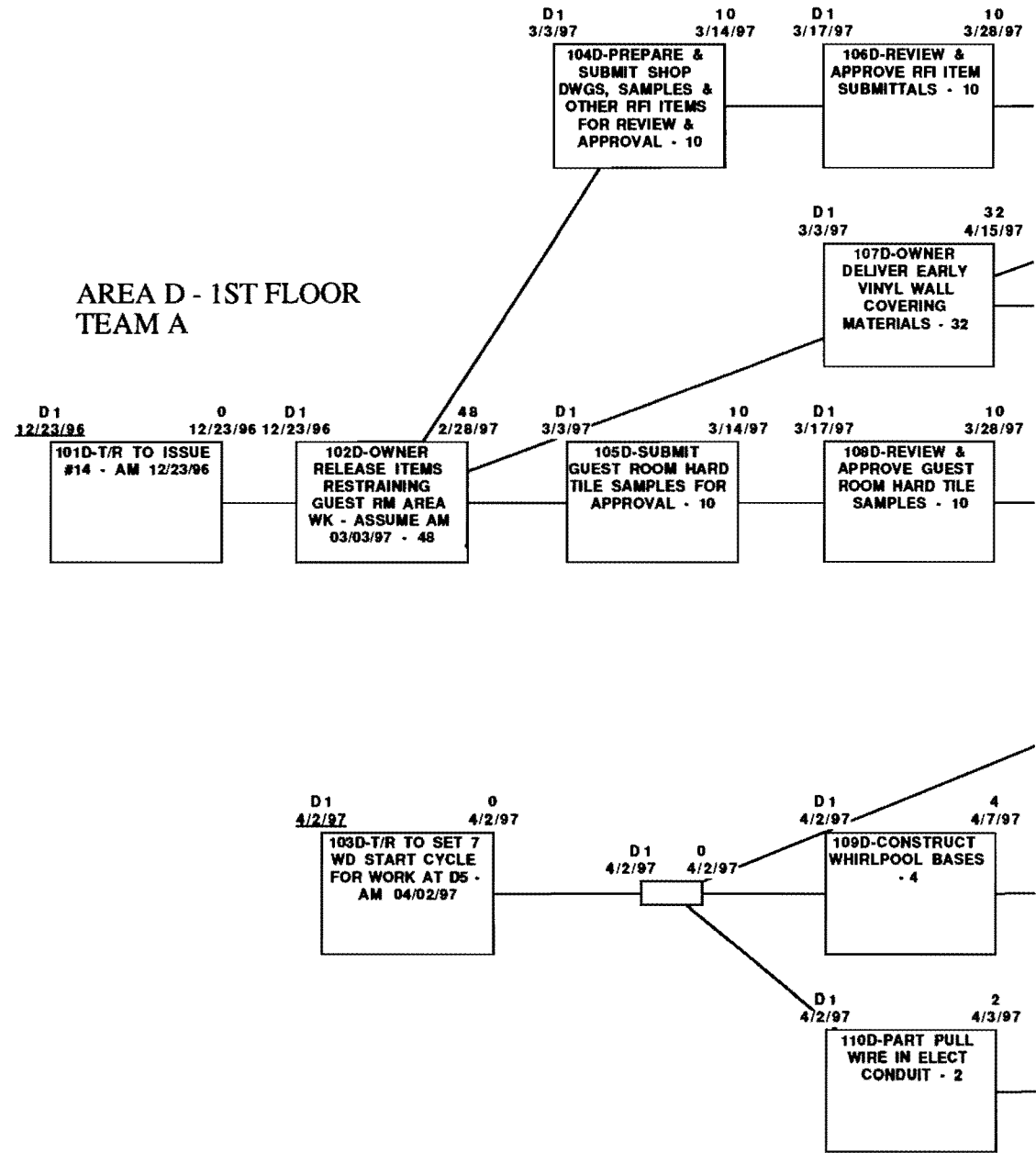
Ralph J. Stephenson, P.E., P.C.  
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ph 517 772 2537

**SHEET  
#CC1**

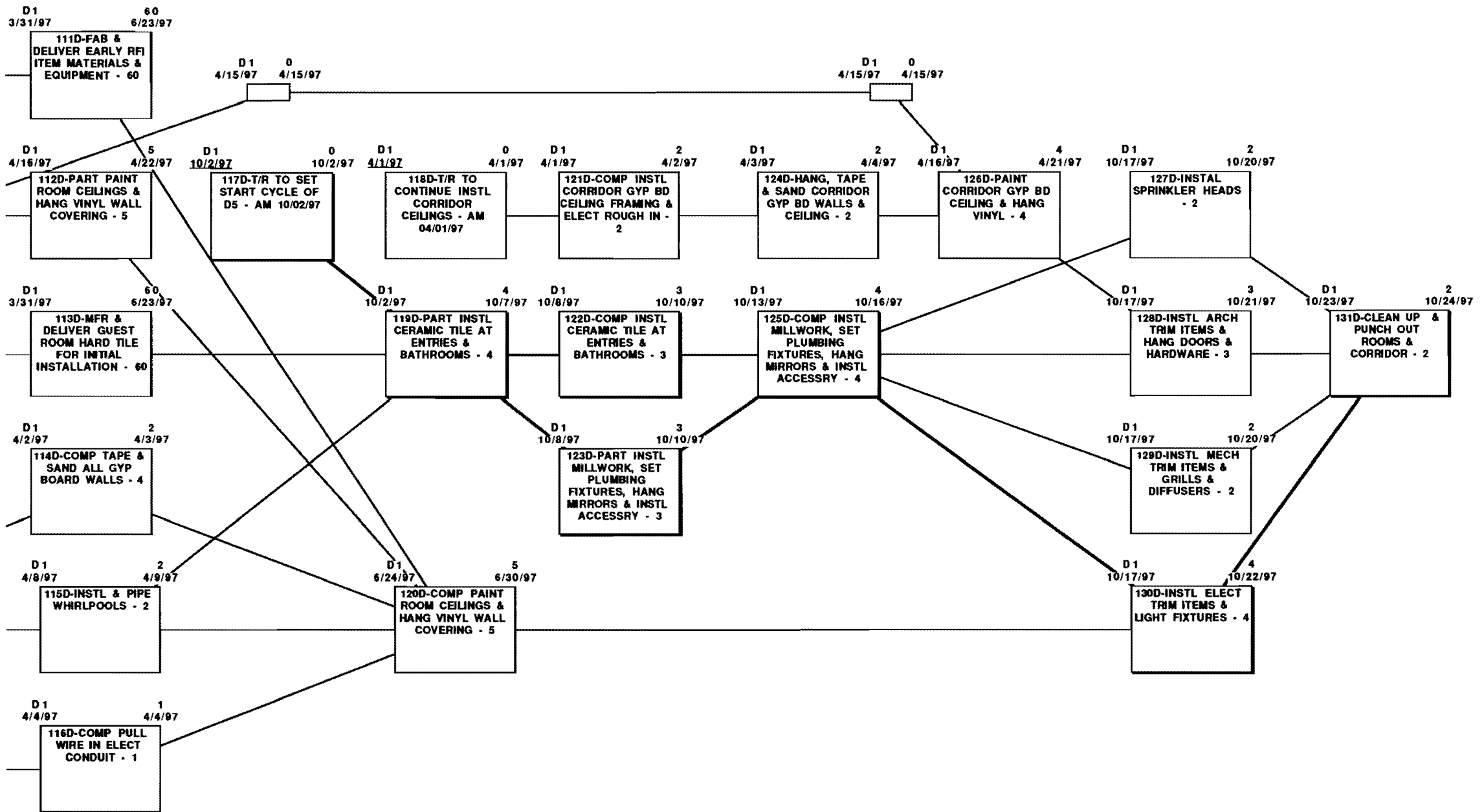
MA

# 1ST FLOOR GUEST ROOMS INTERIOR PLAN OF WORK

AREA A - 1ST FLOOR  
TEAM A



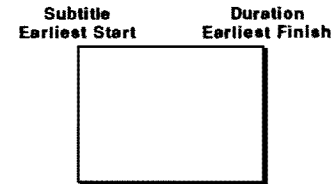




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### ACTIVITY KEY

- Issue #1 through 11 - not issued
- Issue #12 - October 18, 1996
- Issue #13 - December 20, 1996
- ✓ Issue #14 - December 23, 1996
- 114 sht #G7-la

### HOTEL INTERIOR WORK FOR GUEST FLOOR 1 - TEAM A

### NETWORK MODEL FOR SOARING EAGLE RESORT - Chippewa Indian Tribe of Michigan - Mt. Pleasant, Michigan

**Perini Building Company  
and Shingobee Builders  
Southfield, Michigan**

141	146	191	196
142	147	192	197
143	148	193	198
144	149	194	199
145	150	195	

LAN 101  
HAN ?

Reserved Activity Numbers

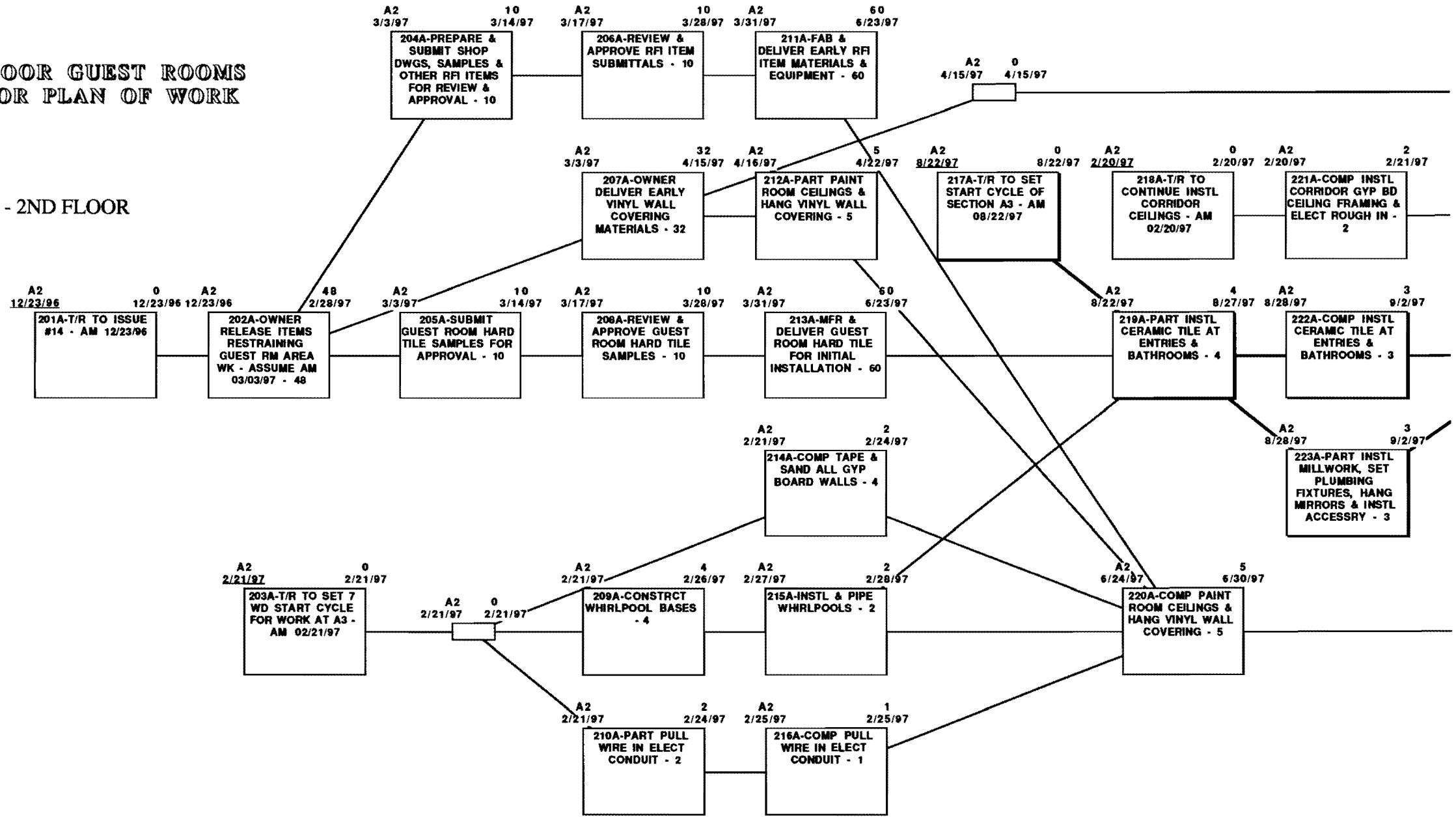
Ralph J. Stephenson, P.E., P.C.  
Consulting Engineer  
323 Hiawatha Drive  
Mt. Pleasant, Michigan, 48858  
ph 517 772 2537

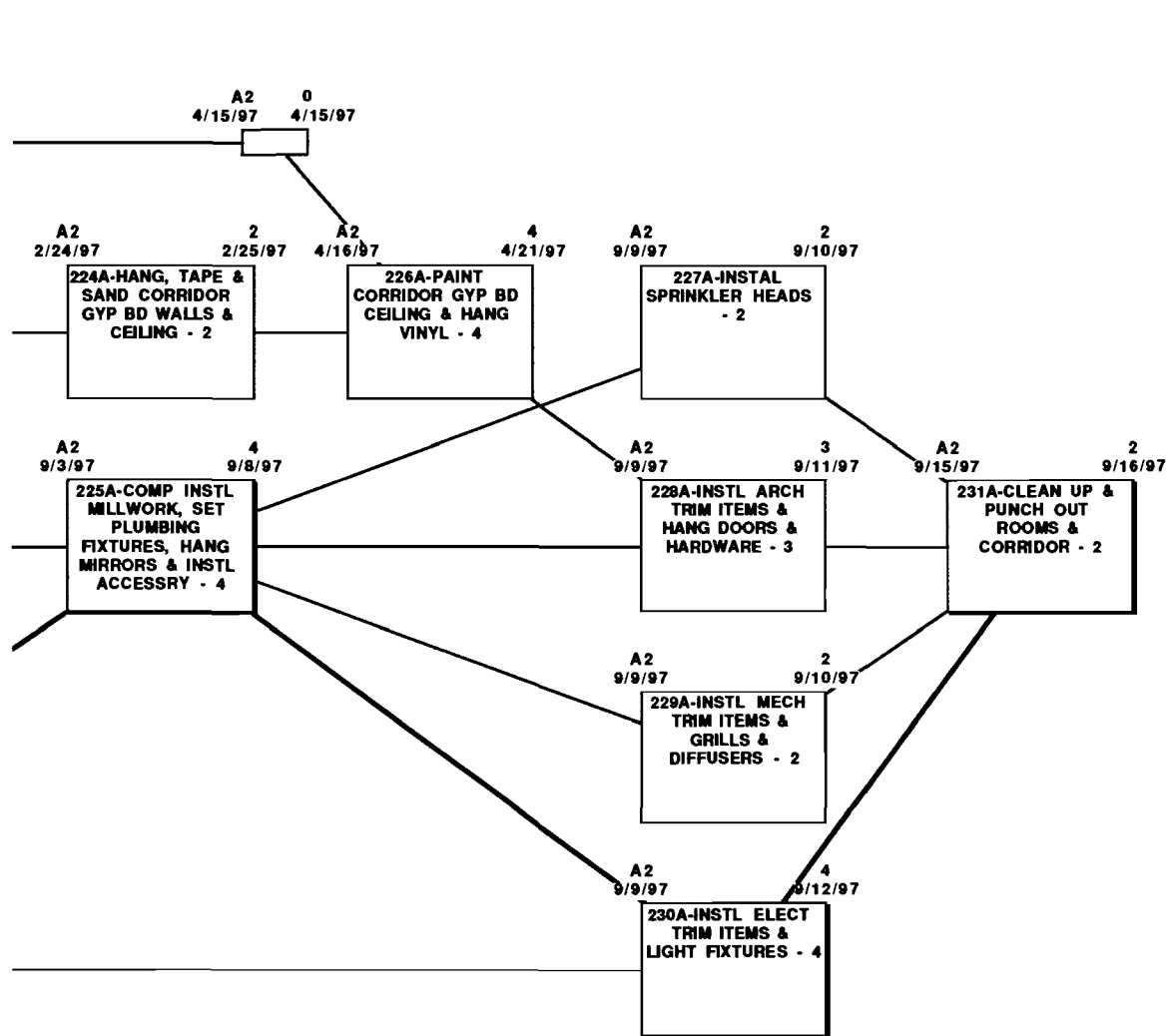
**SHEET**  
/ #G7

AW

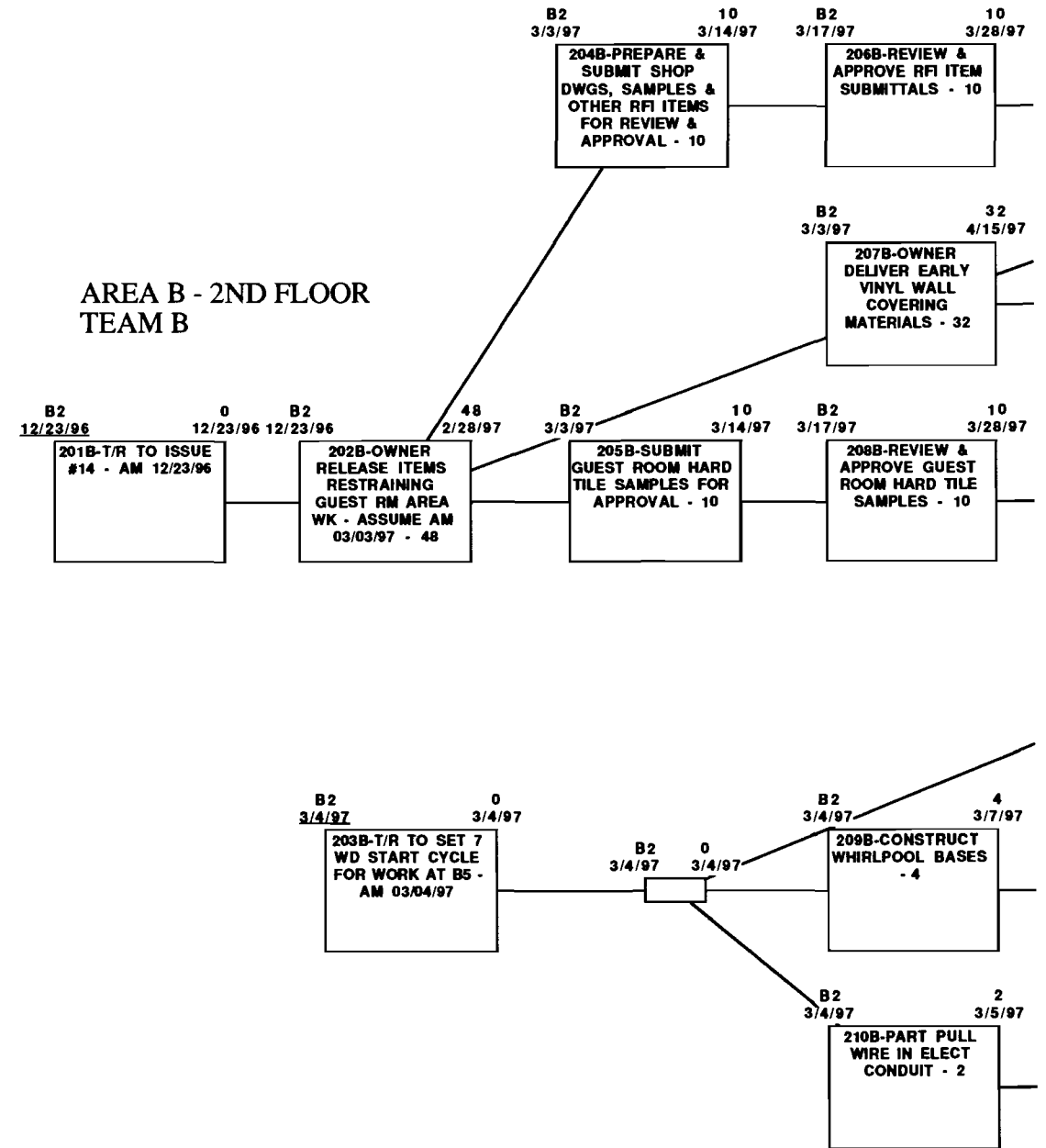
# 2ND FLOOR GUEST ROOMS INTERIOR PLAN OF WORK

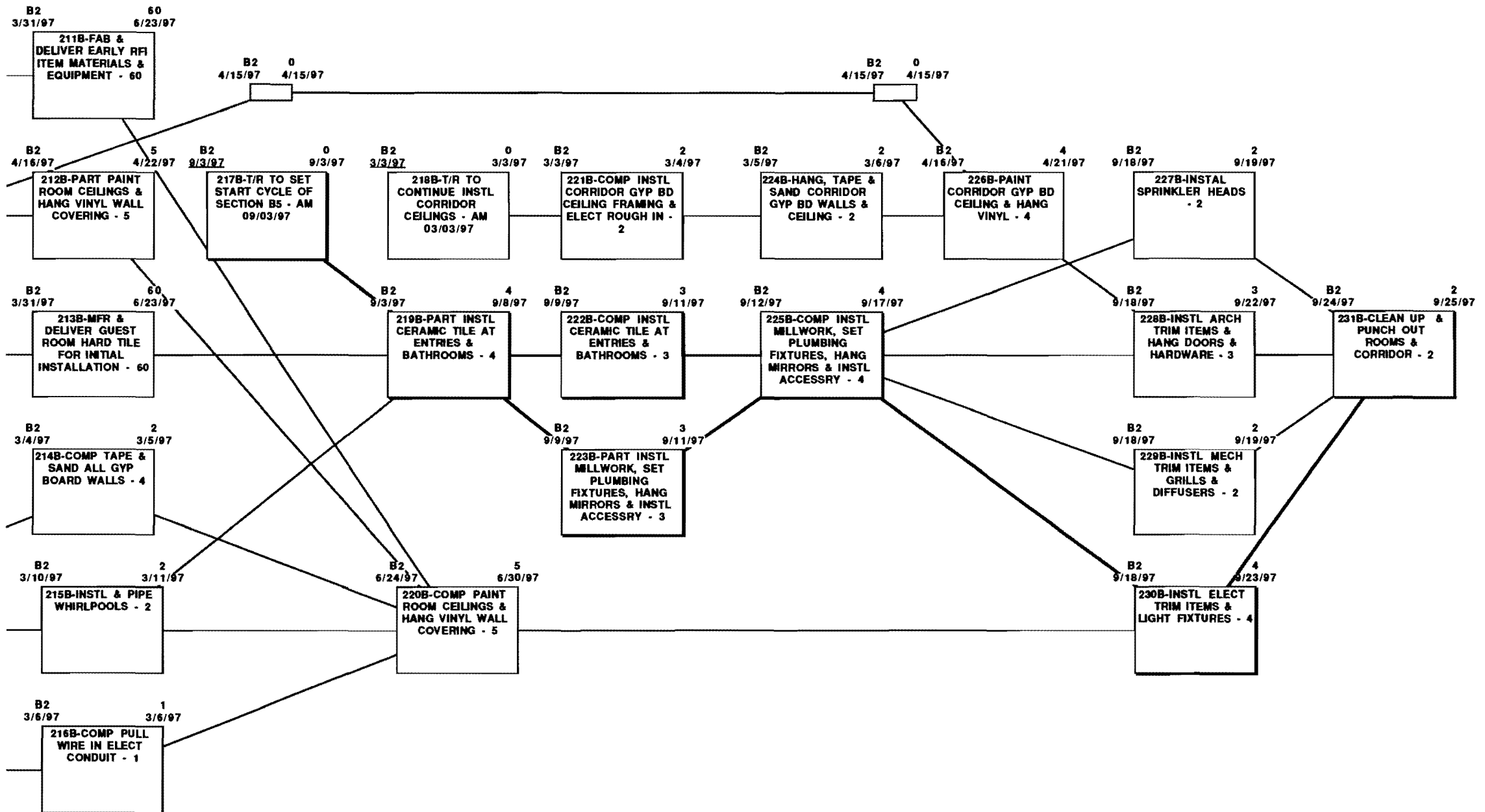
## AREA A - 2ND FLOOR TEAM B



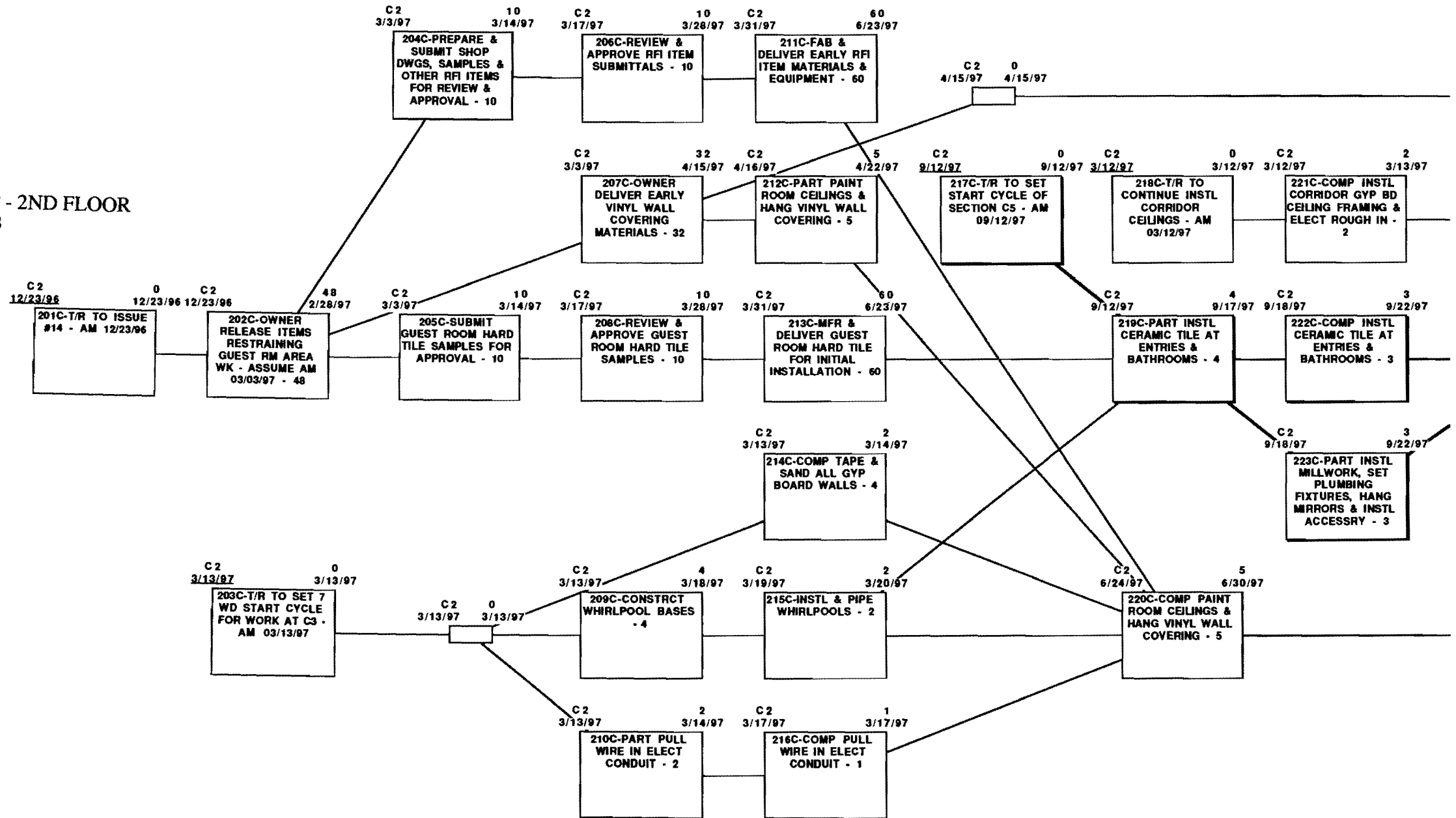


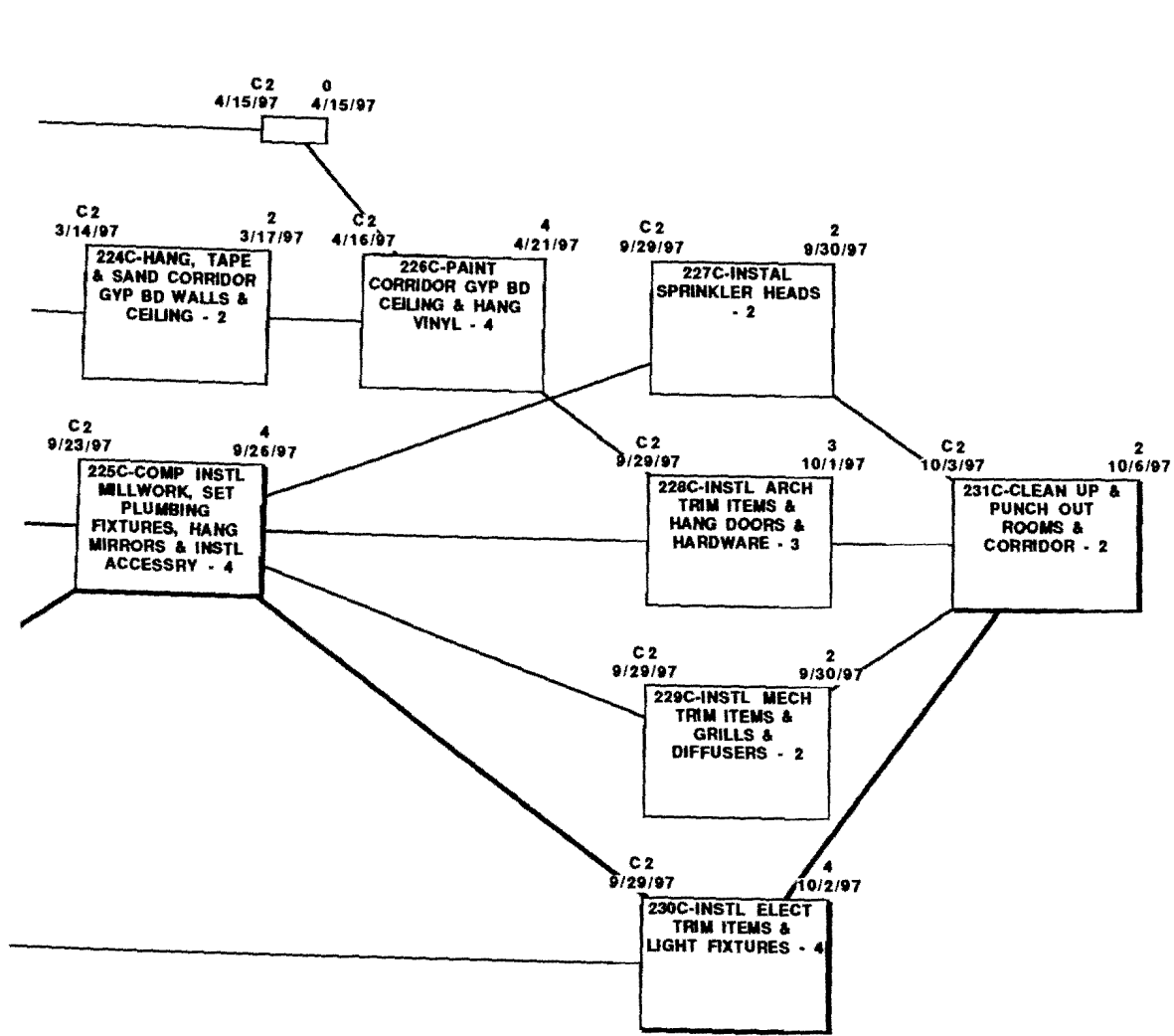
AREA B - 2ND FLOOR  
TEAM B



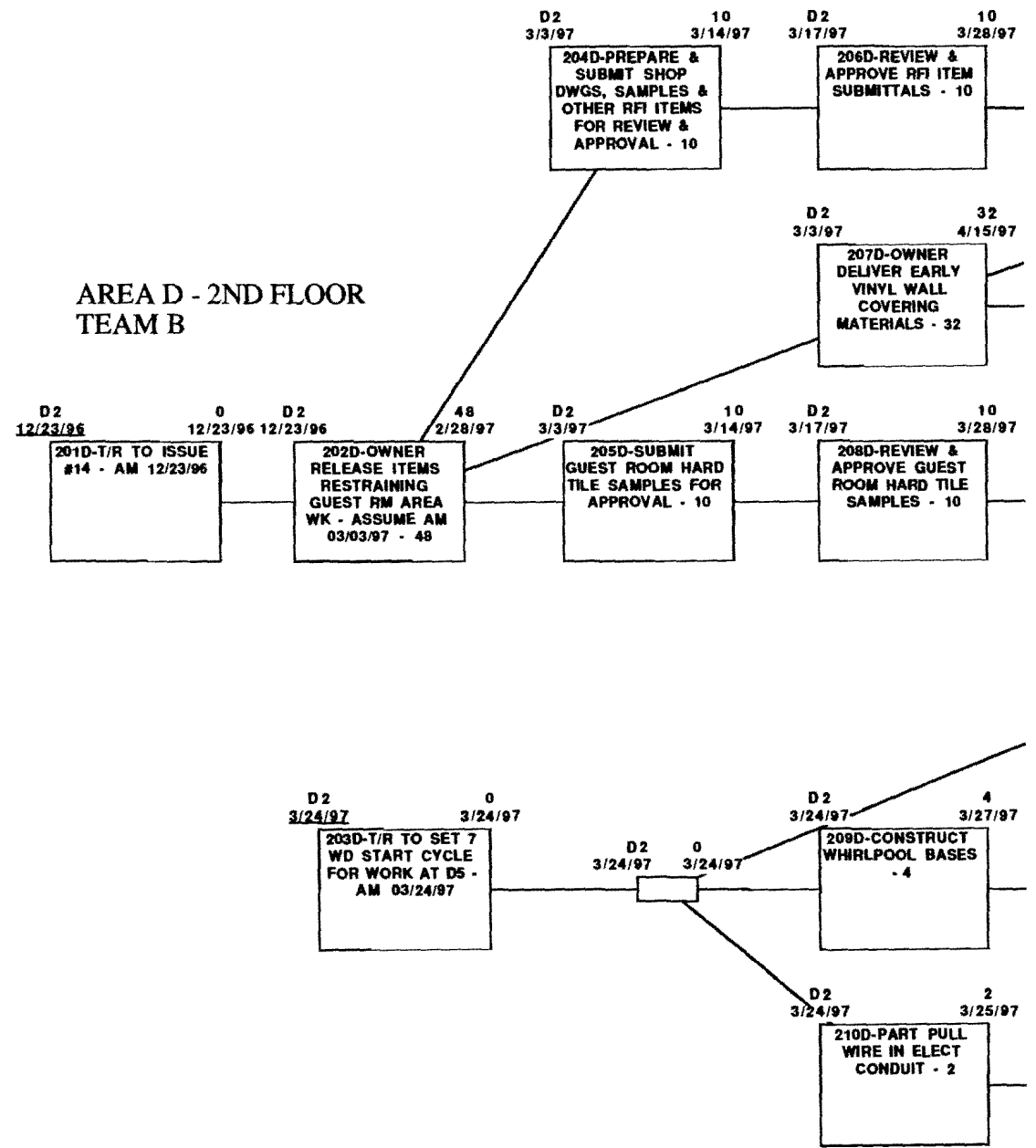


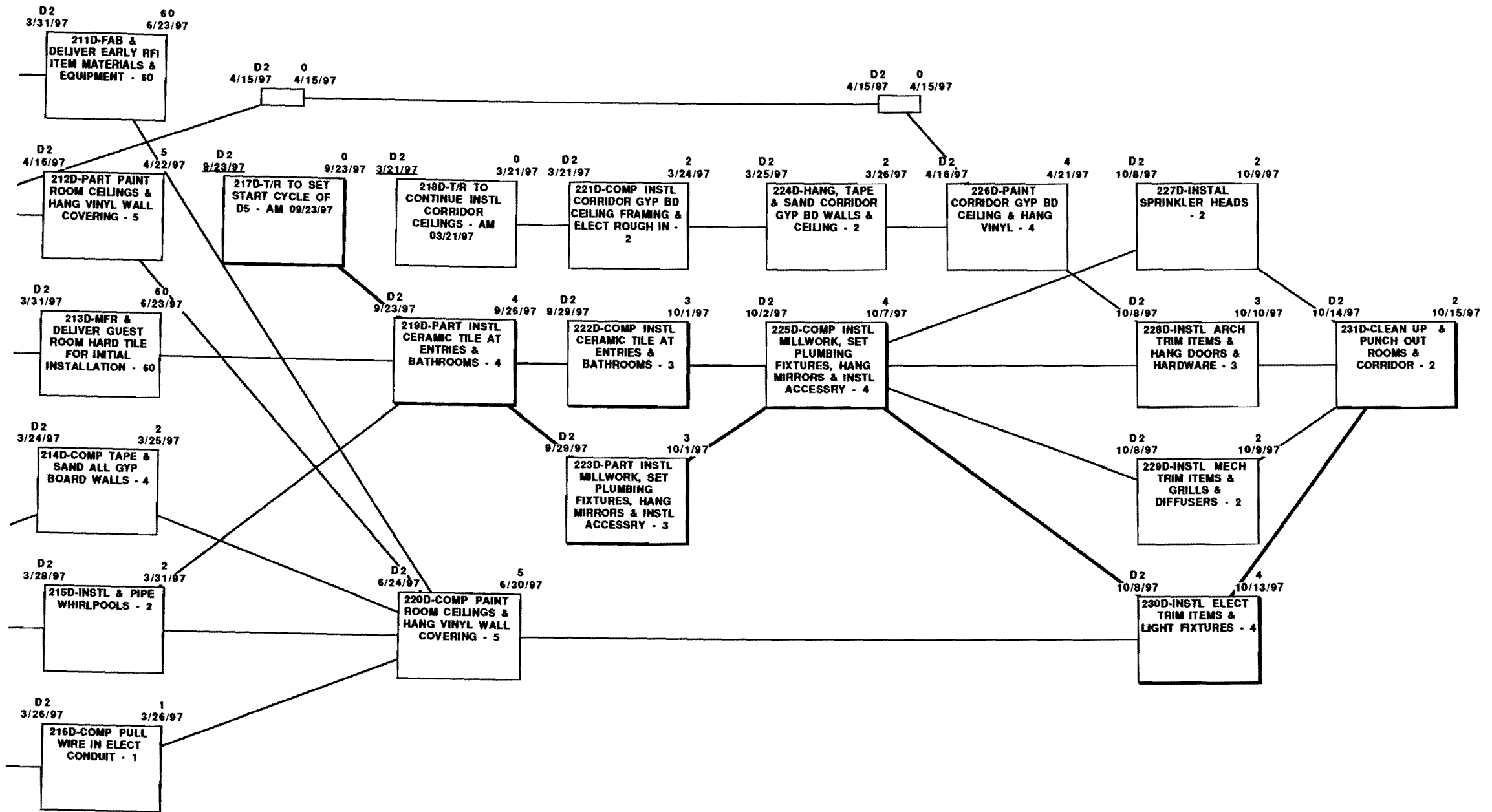
AREA C - 2ND FLOOR  
TEAM B





**AREA D - 2ND FLOOR  
 TEAM B**





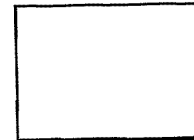


Note: This network model is based on two crews working one shift, 5 days per week and 8 hours per day. Non working days include Saturday and Sundays, and September 4, 1995, November 23, 1995, December 25, 1995, January 1, 1996, May 27, 1996, July 4, 1996, September 2, 1996, November 28, 1996, December 25, 1996, January 1, 1997, May 26, 1997, July 4, 1997, September 1, 1997, November 27, 1997, and December 25, 1997

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Subtitle	Duration
Earliest Start	Earliest Finish



### ACTIVITY KEY

- Issue #1 through 11 - not issued
- Issue #12 - October 18, 1996
- Issue #13 - December 20, 1996
- ✓ Issue #14 - December 23, 1996
- il4 sht #G5-1a

### HOTEL INTERIOR WORK FOR GUEST FLOOR 2 - TEAM B

### NETWORK MODEL FOR SOARING EAGLE RESORT - Chippewa Indian Tribe of Michigan - Mt. Pleasant, Michigan

241	246	291	296
242	247	292	297
243	248	293	298
244	249	294	299
245	250	295	

LAN 201  
HAN ?

Reserved Activity Numbers

**Perini Building Company  
and Shingobee Builders  
Southfield, Michigan**

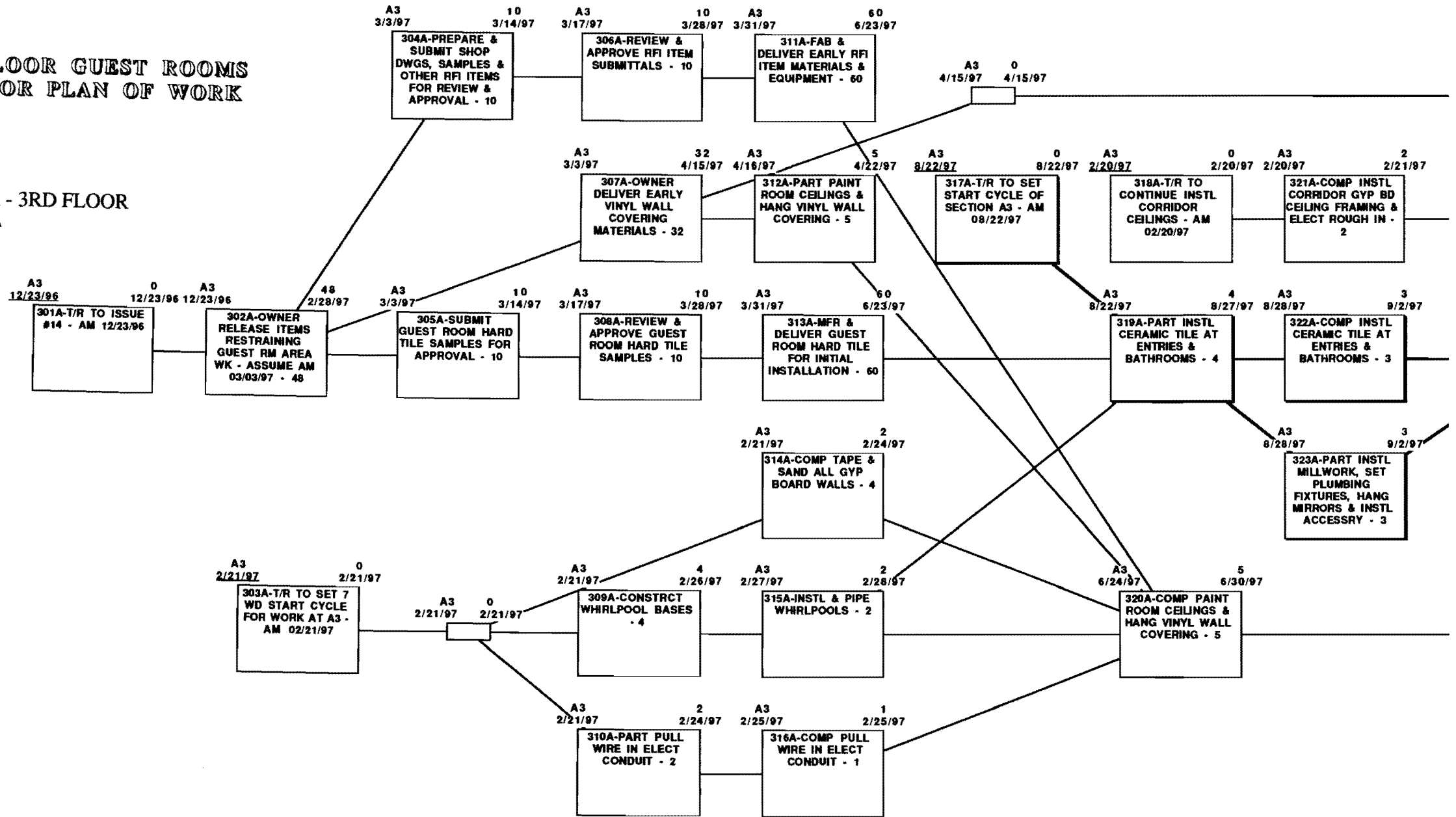
Ralph J. Stephenson, P.E., P.C.  
Consulting Engineer  
323 Hiawatha Drive  
Mt. Pleasant, Michigan, 48858  
ph 517 772 2537

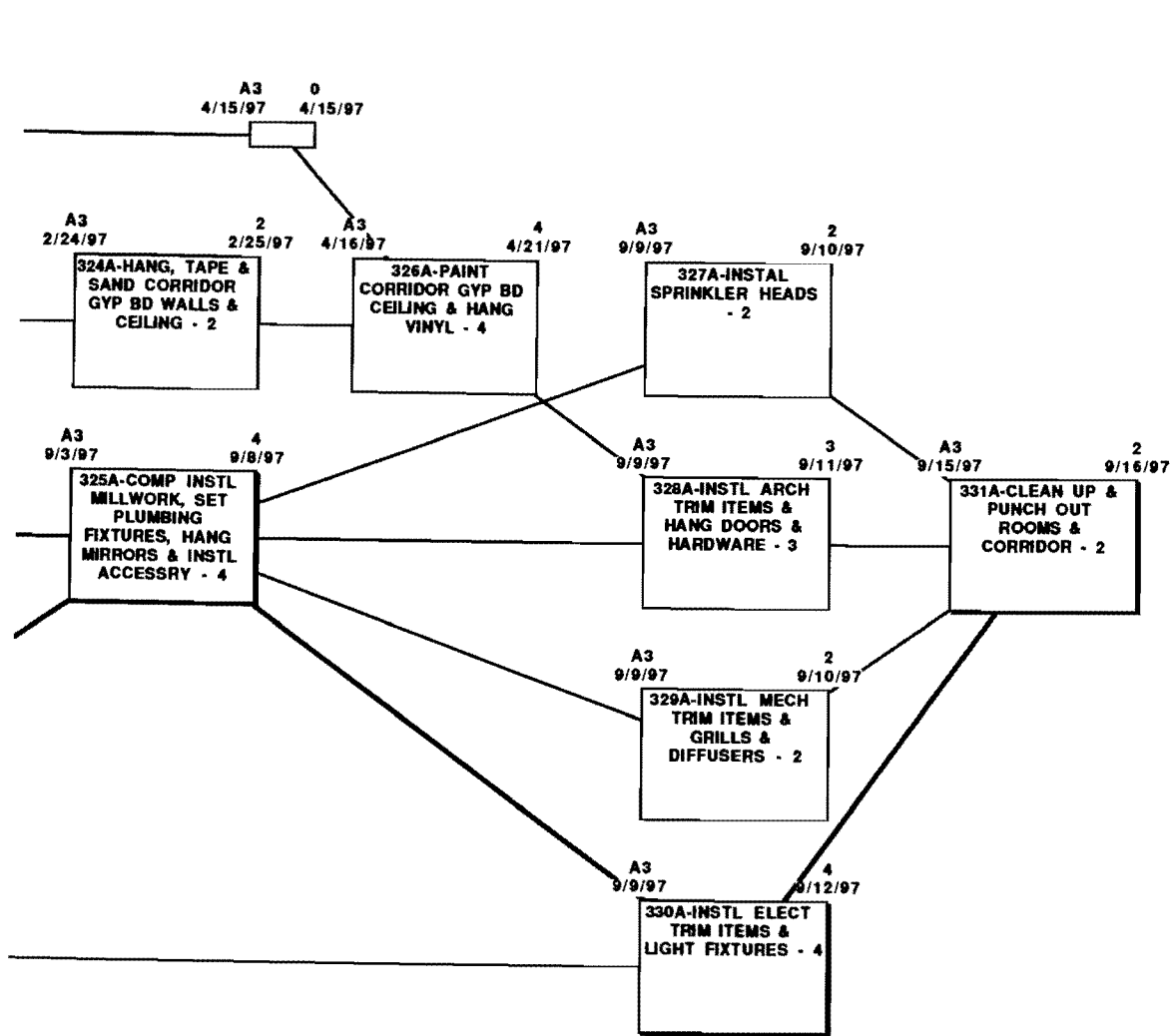
**SHEET**  
✓ #G6

MA

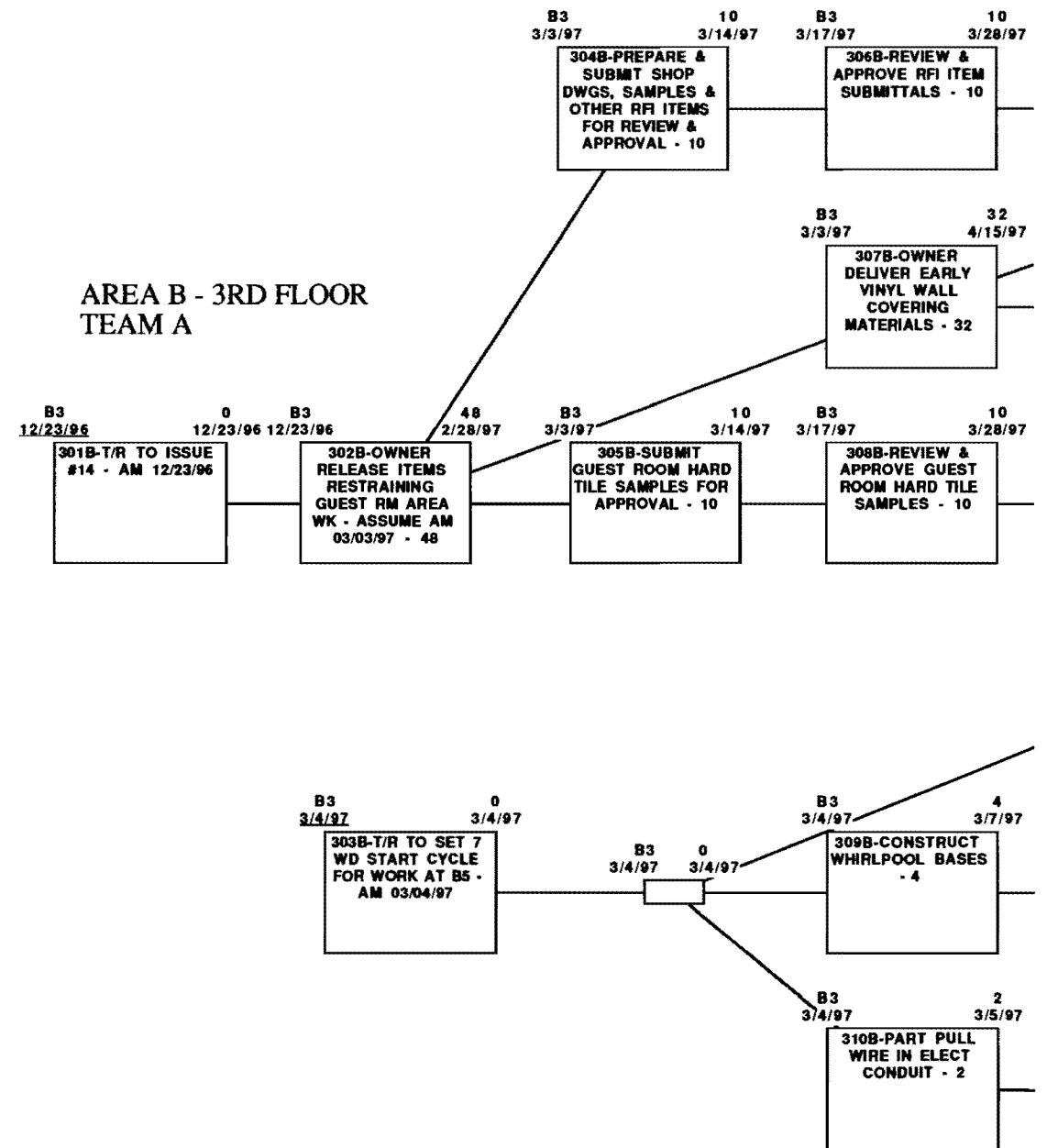
# 3RD FLOOR GUEST ROOMS INTERIOR PLAN OF WORK

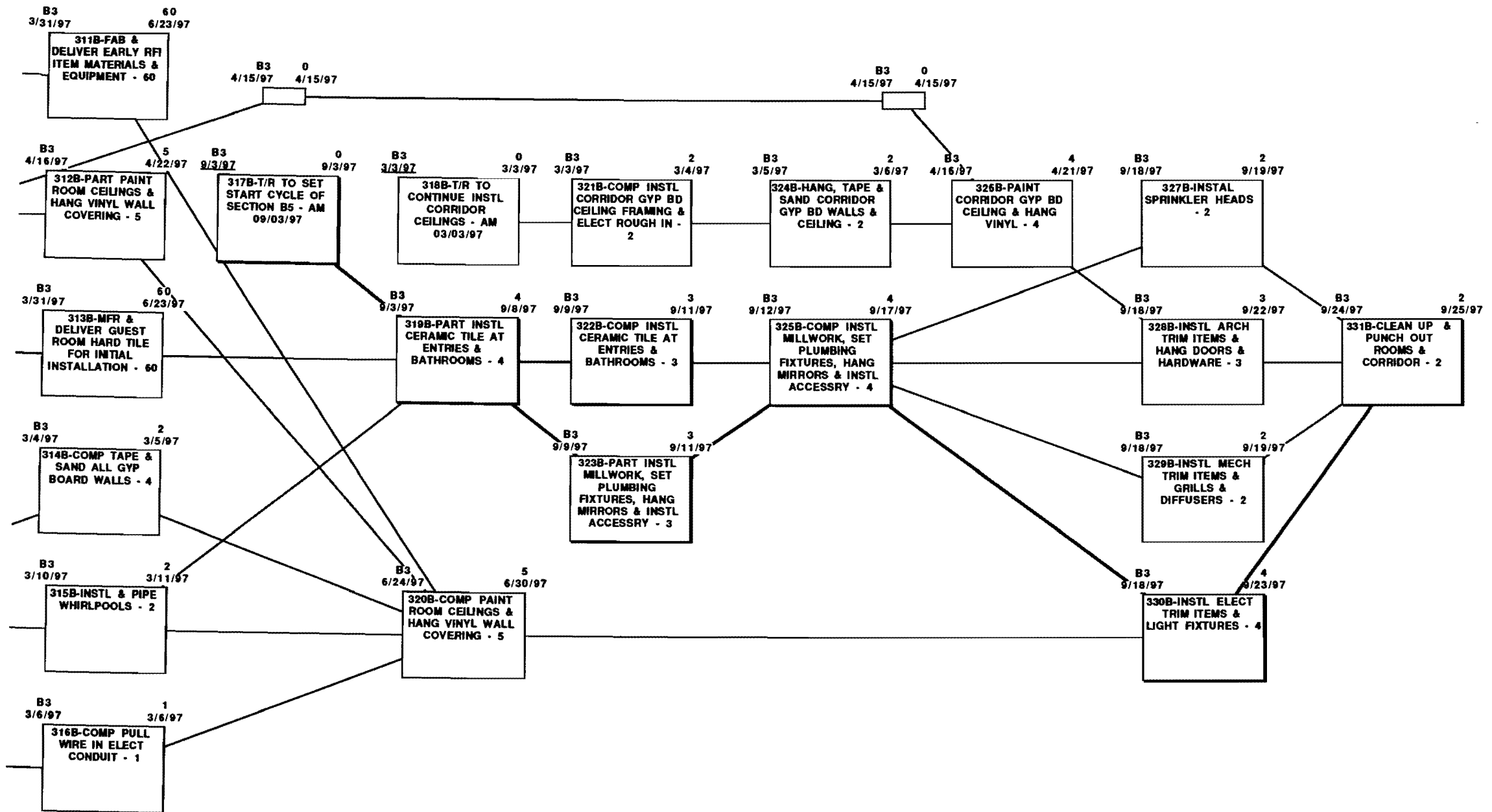
## AREA A - 3RD FLOOR TEAM A



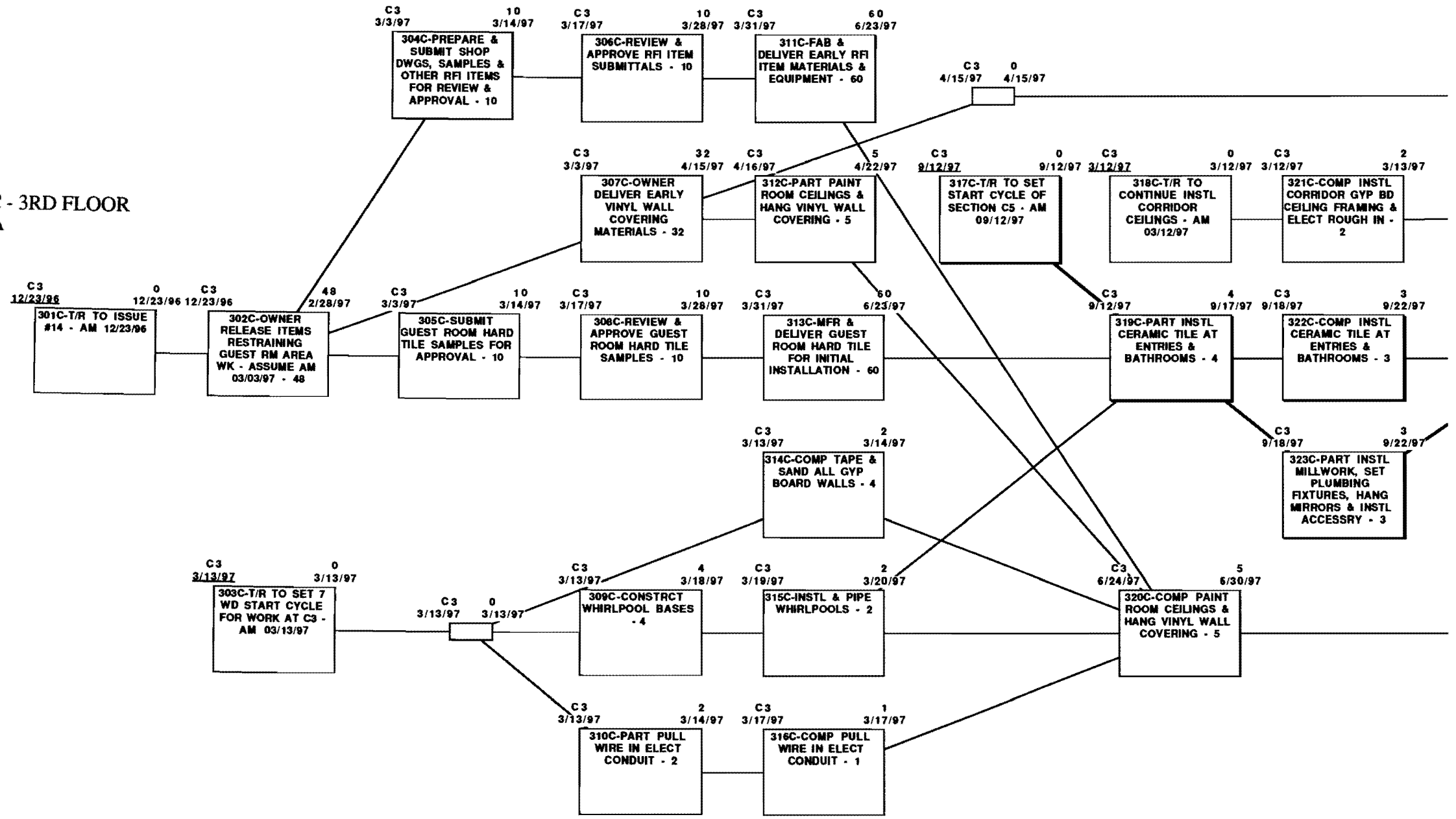


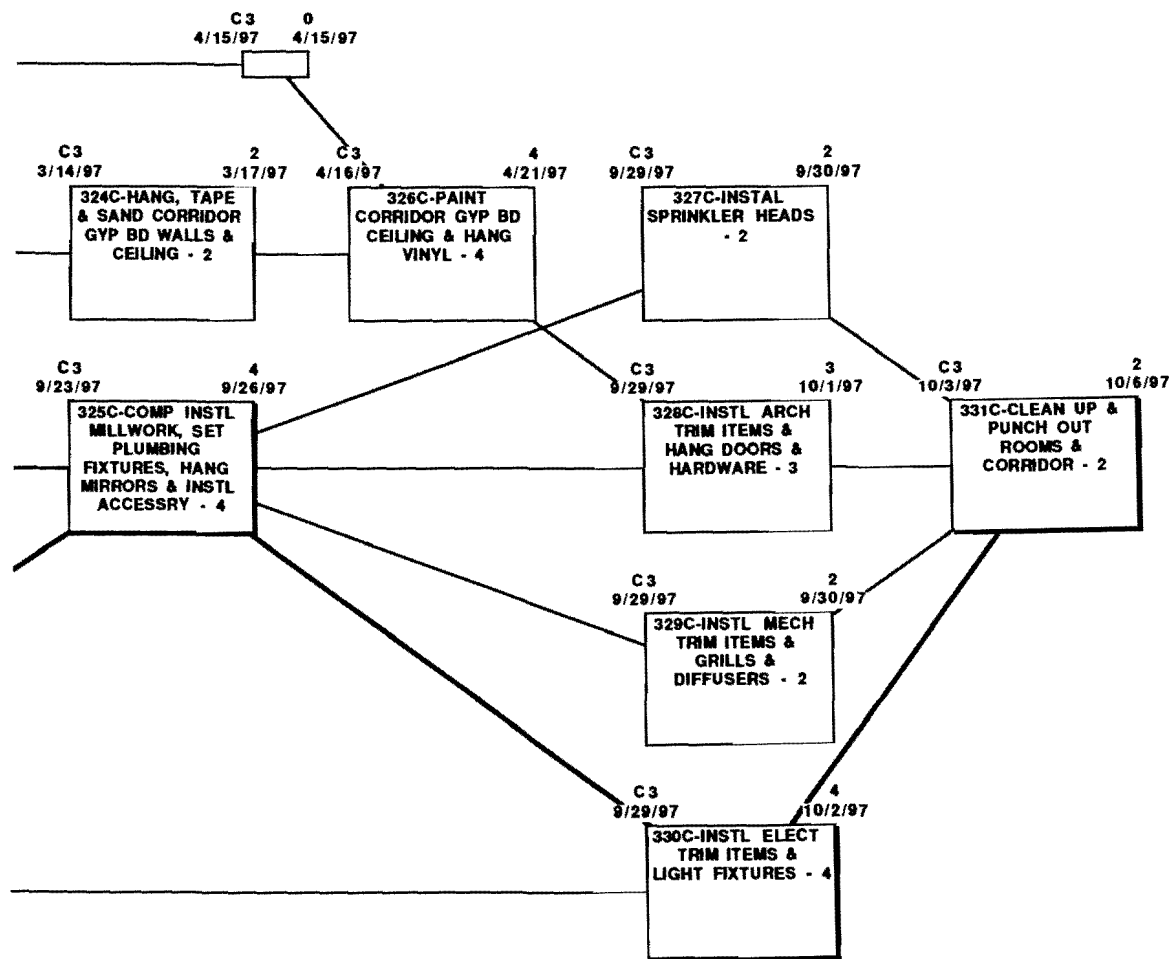
**AREA B - 3RD FLOOR  
TEAM A**



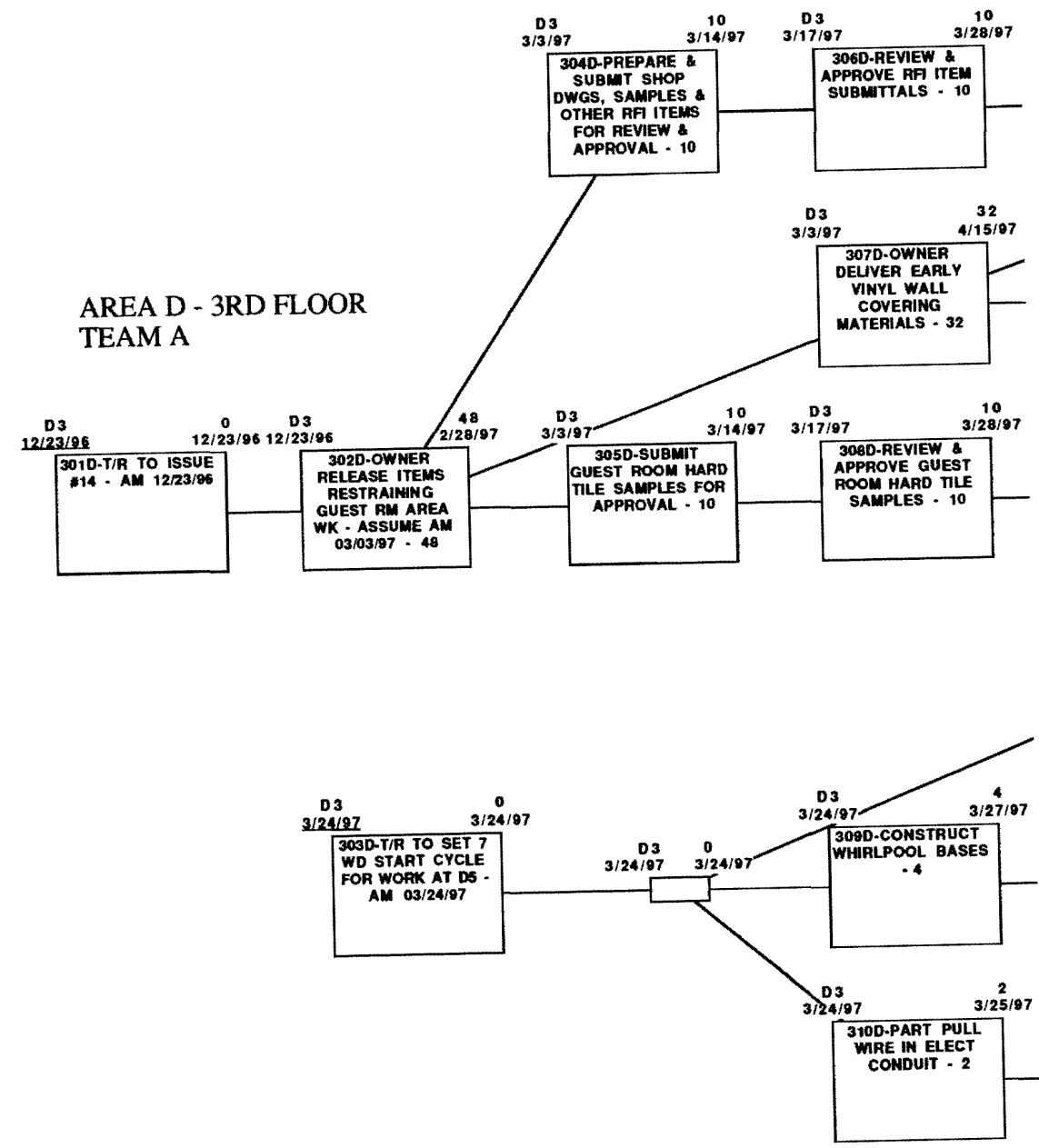


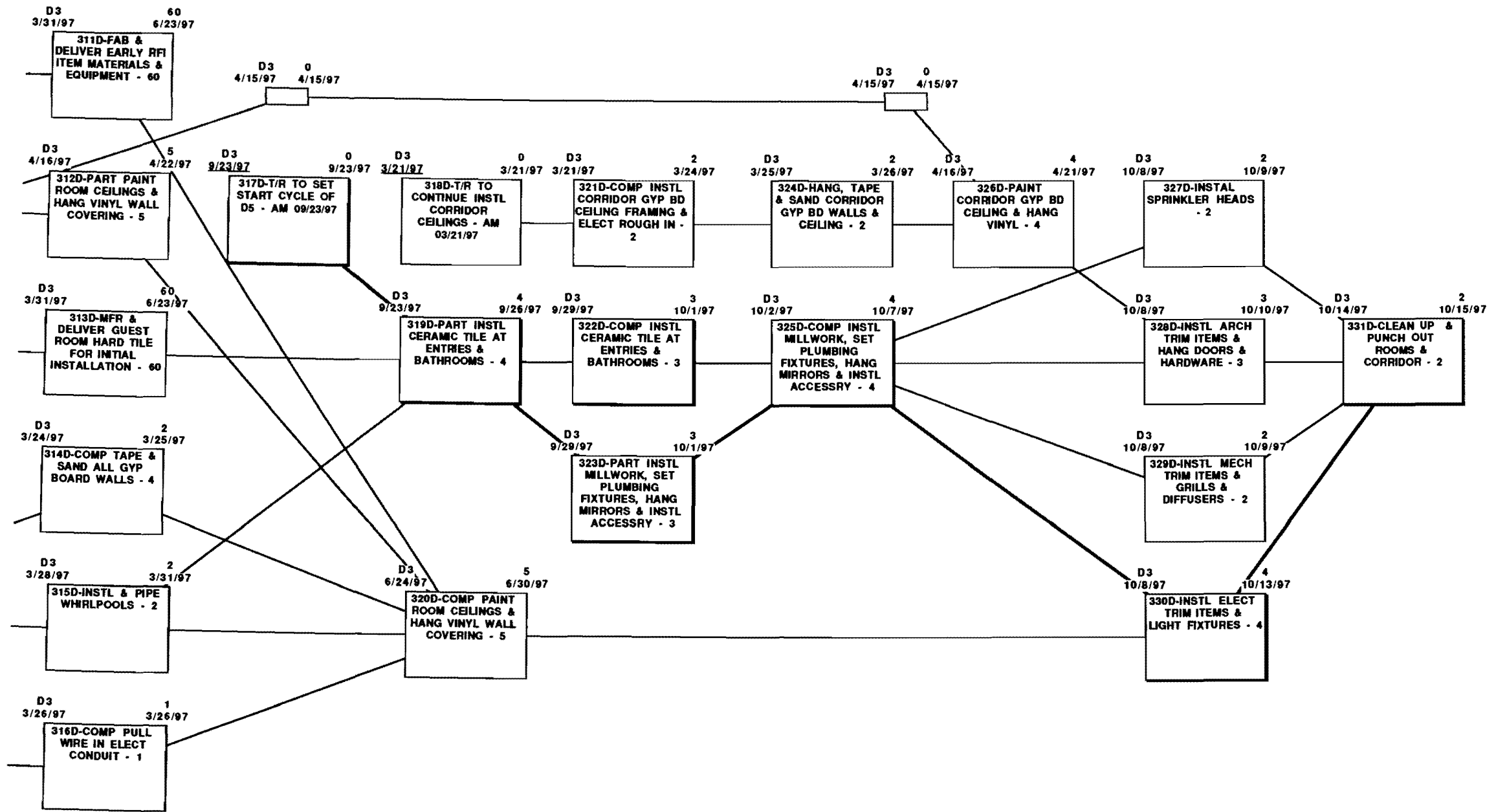
AREA C - 3RD FLOOR  
TEAM A





AREA D - 3RD FLOOR  
TEAM A

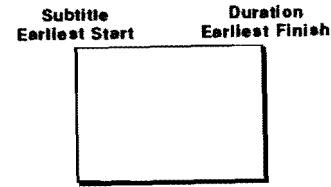




Note: This network model is based on two crews working one shift, 5 days per week and 8 hours per day. Non working days include Saturday and Sundays, and September 4, 1995, November 23, 1995, December 25, 1995, January 1, 1996, May 27, 1996, July 4, 1996, September 2, 1996, November 28, 1996, December 25, 1996, January 1, 1997, May 26, 1997, July 4, 1997, September 1, 1997, November 27, 1997, and December 25, 1997

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### ACTIVITY KEY

Issue #1 through 11 - not issued  
Issue #12 - October 18, 1996  
Issue #13 - December 20, 1996  
✓ Issue #14 - December 23, 1996  
i14 sht #G5-la

## HOTEL INTERIOR WORK FOR GUEST FLOOR 3 - TEAM A

## NETWORK MODEL FOR SOARING EAGLE RESORT - Chippewa Indian Tribe of Michigan - Mt. Pleasant, Michigan

**Perini Building Company  
and Shingobee Builders  
Southfield, Michigan**

Ralph J. Stephenson, P.E., P.C.  
Consulting Engineer  
323 Hiawatha Drive  
Mt. Pleasant, Michigan, 48858  
ph 517 772 2537

**SHEET**  
✓ #G5

341	346	391	396
342	347	392	397
343	348	393	398
344	349	394	399
345	350	395	

LAN 301  
HAN ?

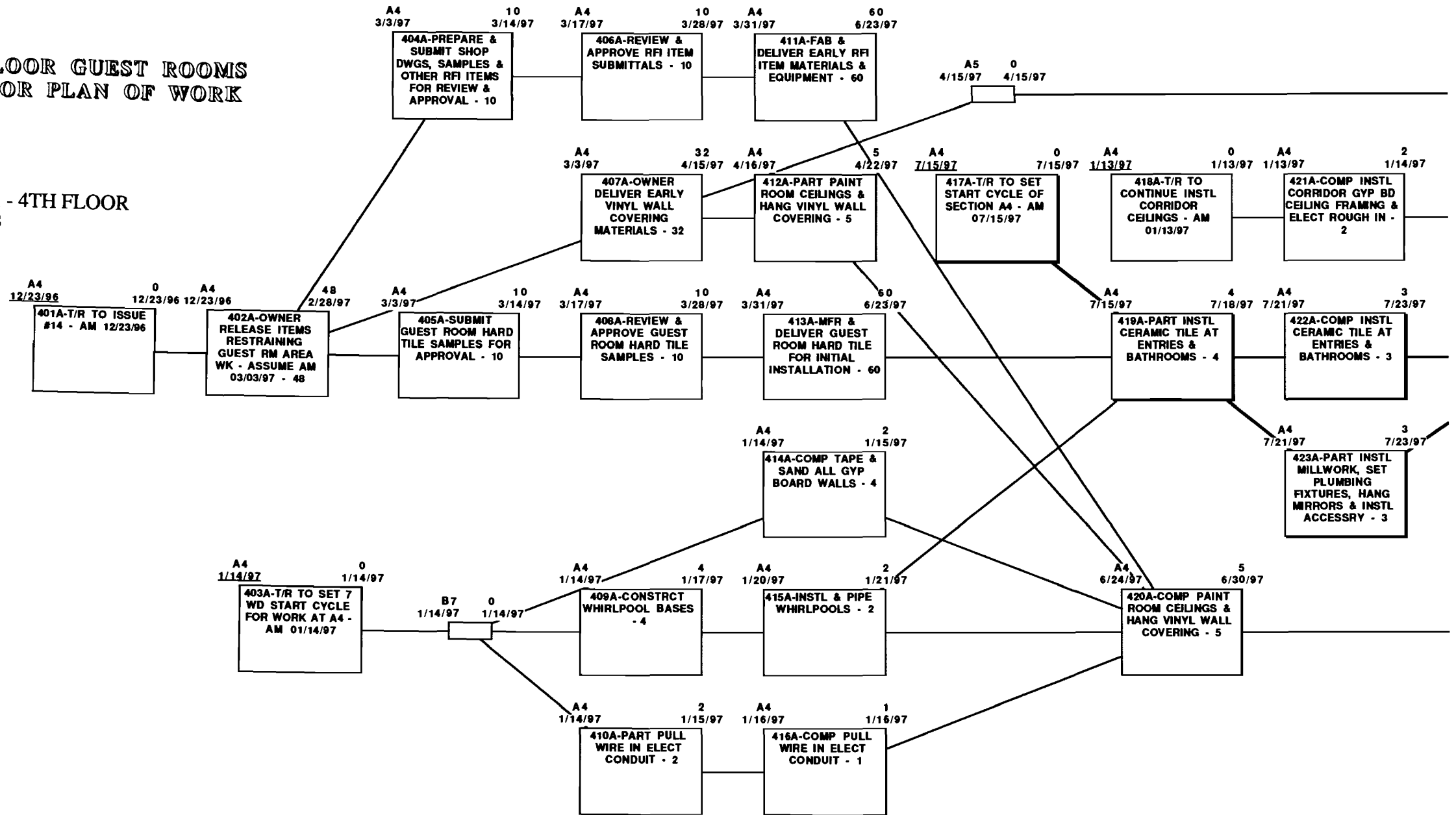
Reserved Activity Numbers

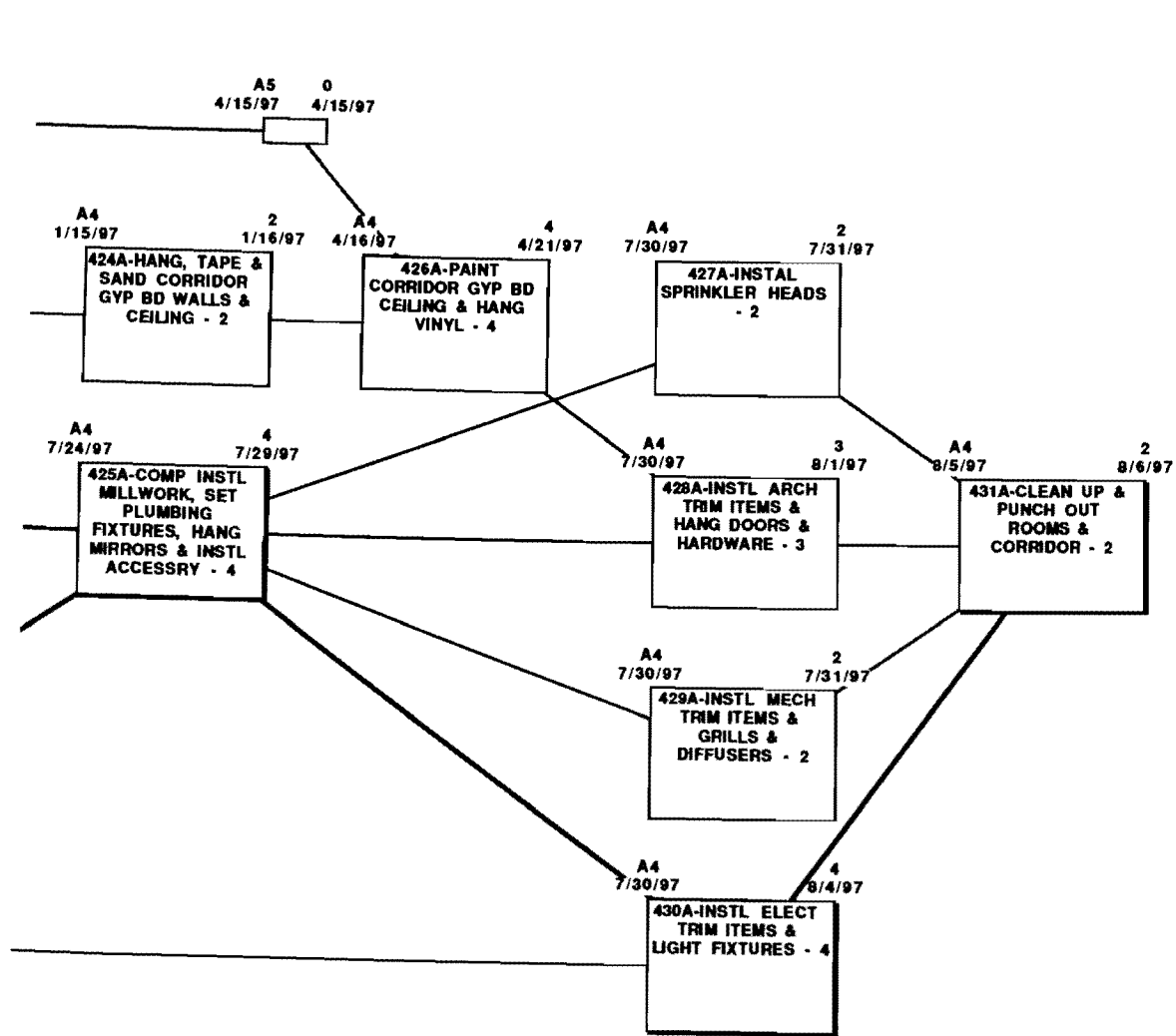


M.

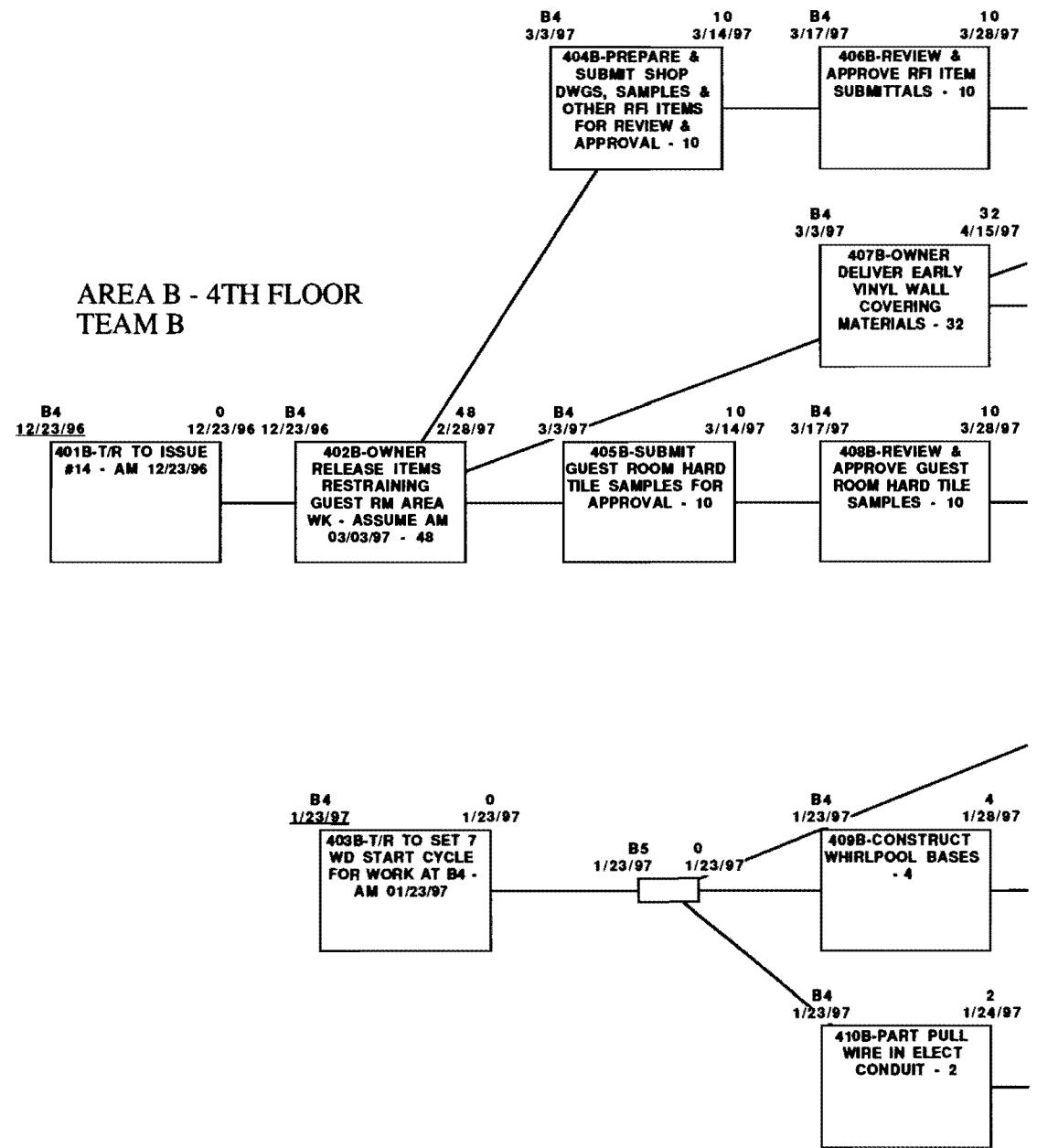
# 4TH FLOOR GUEST ROOMS INTERIOR PLAN OF WORK

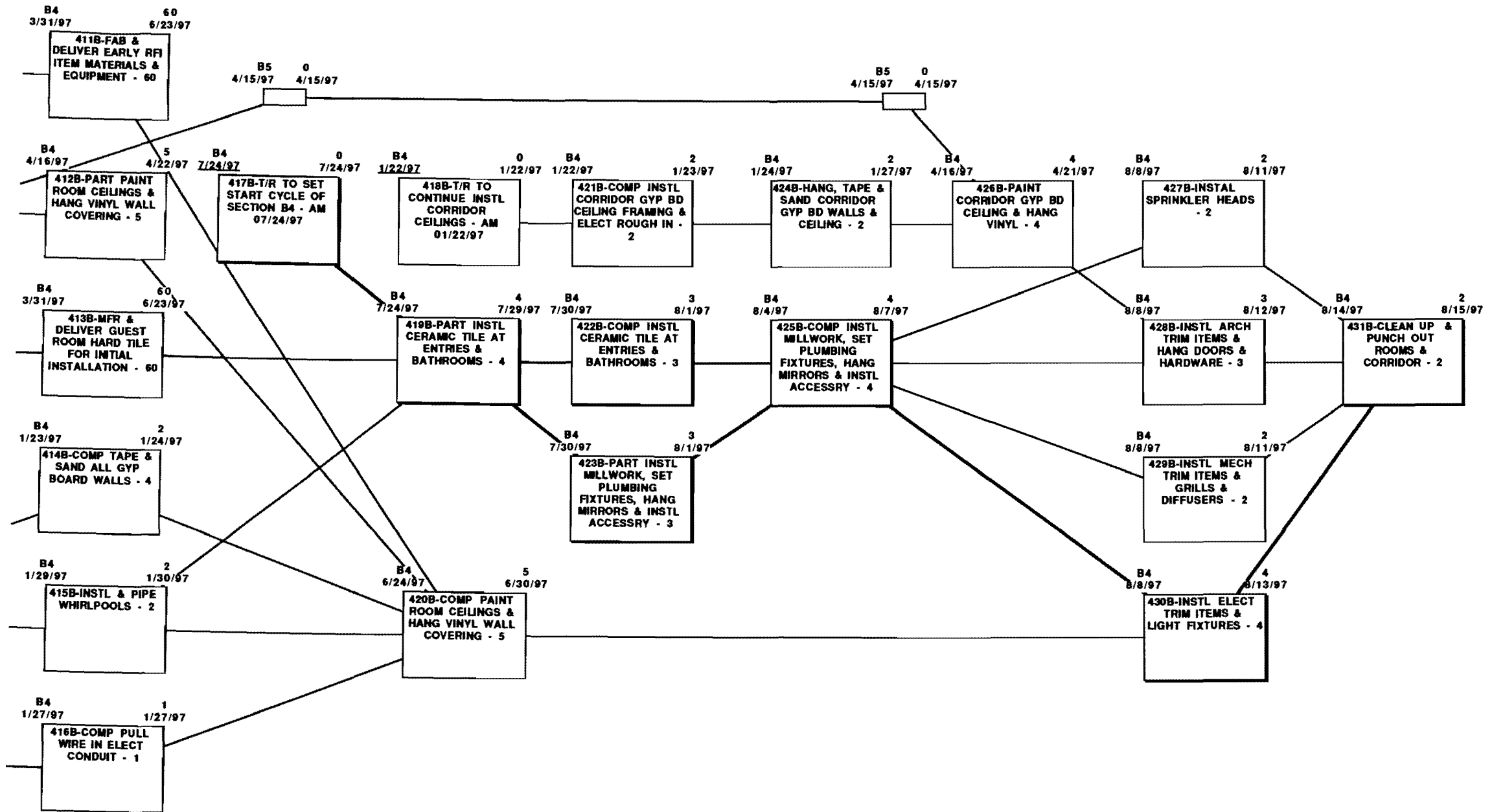
## AREA A - 4TH FLOOR TEAM B



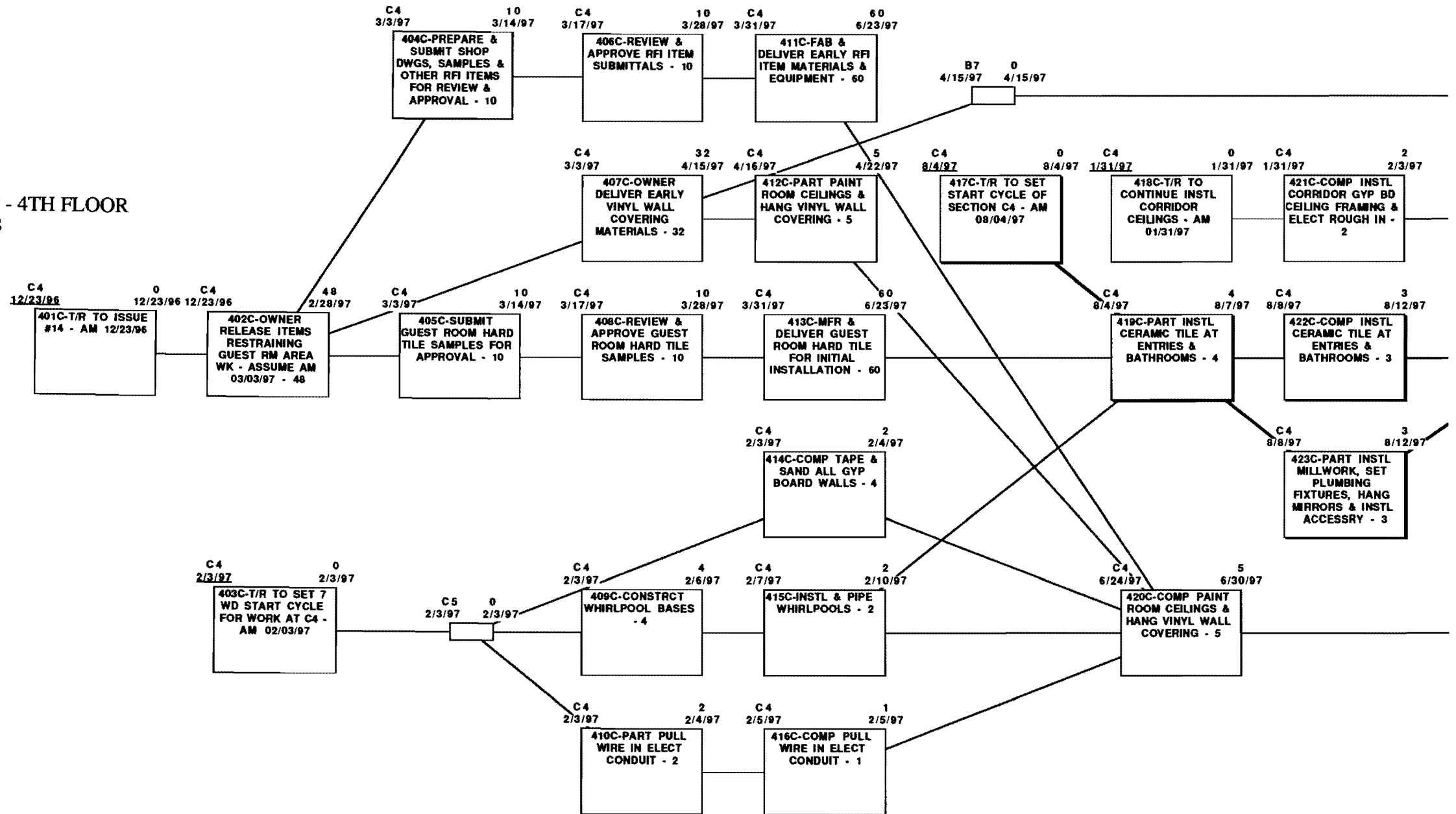


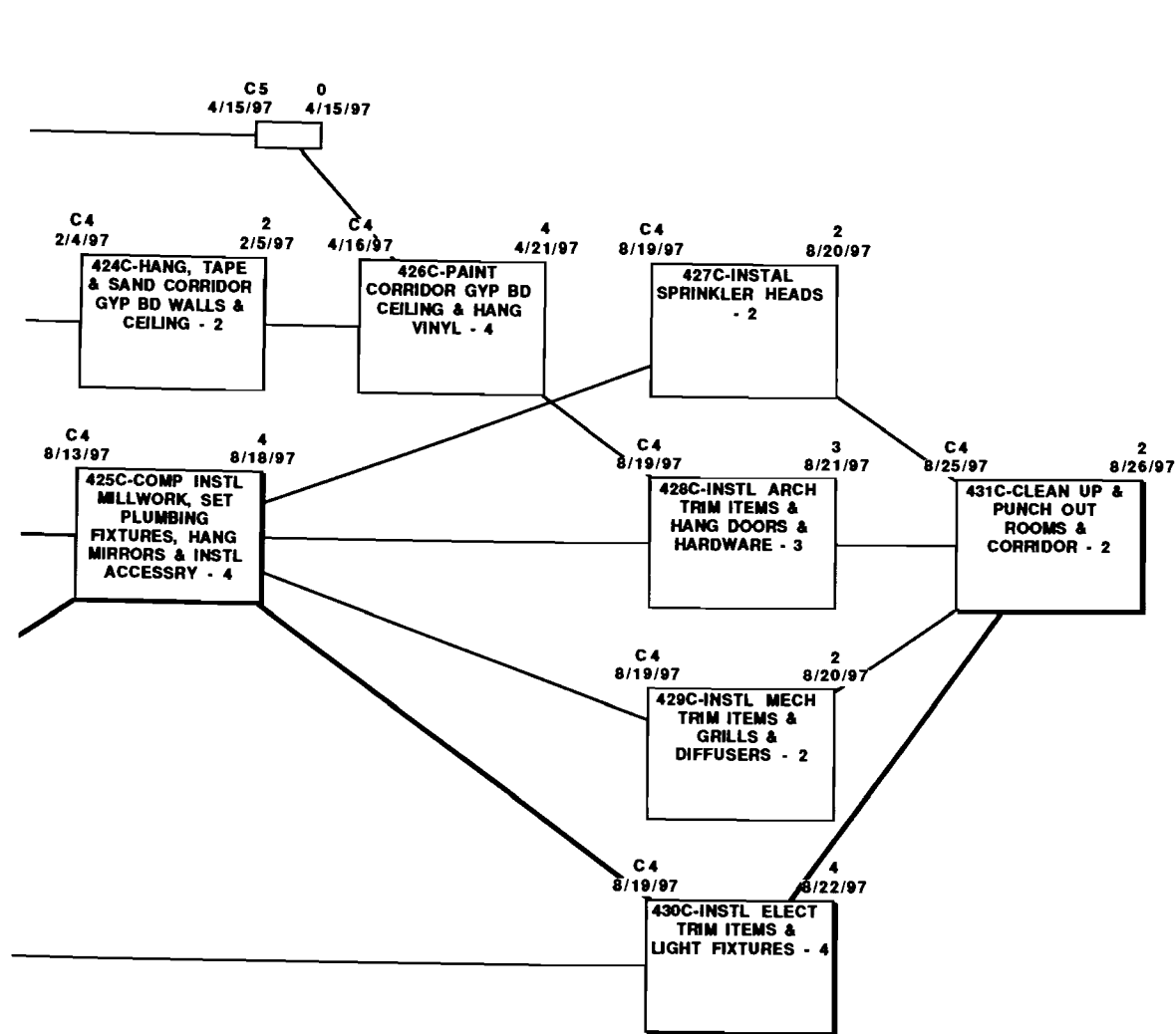
**AREA B - 4TH FLOOR  
TEAM B**



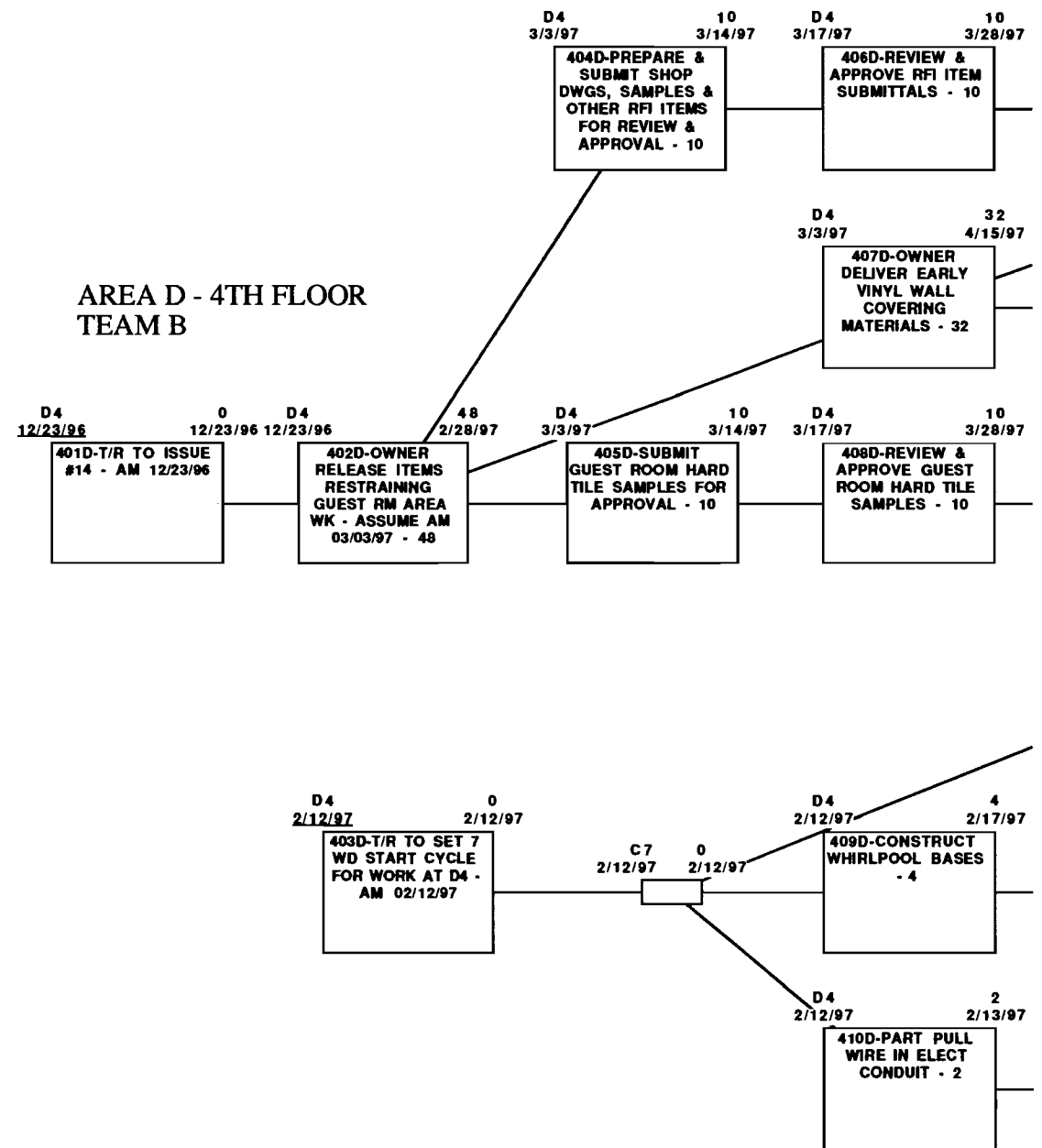


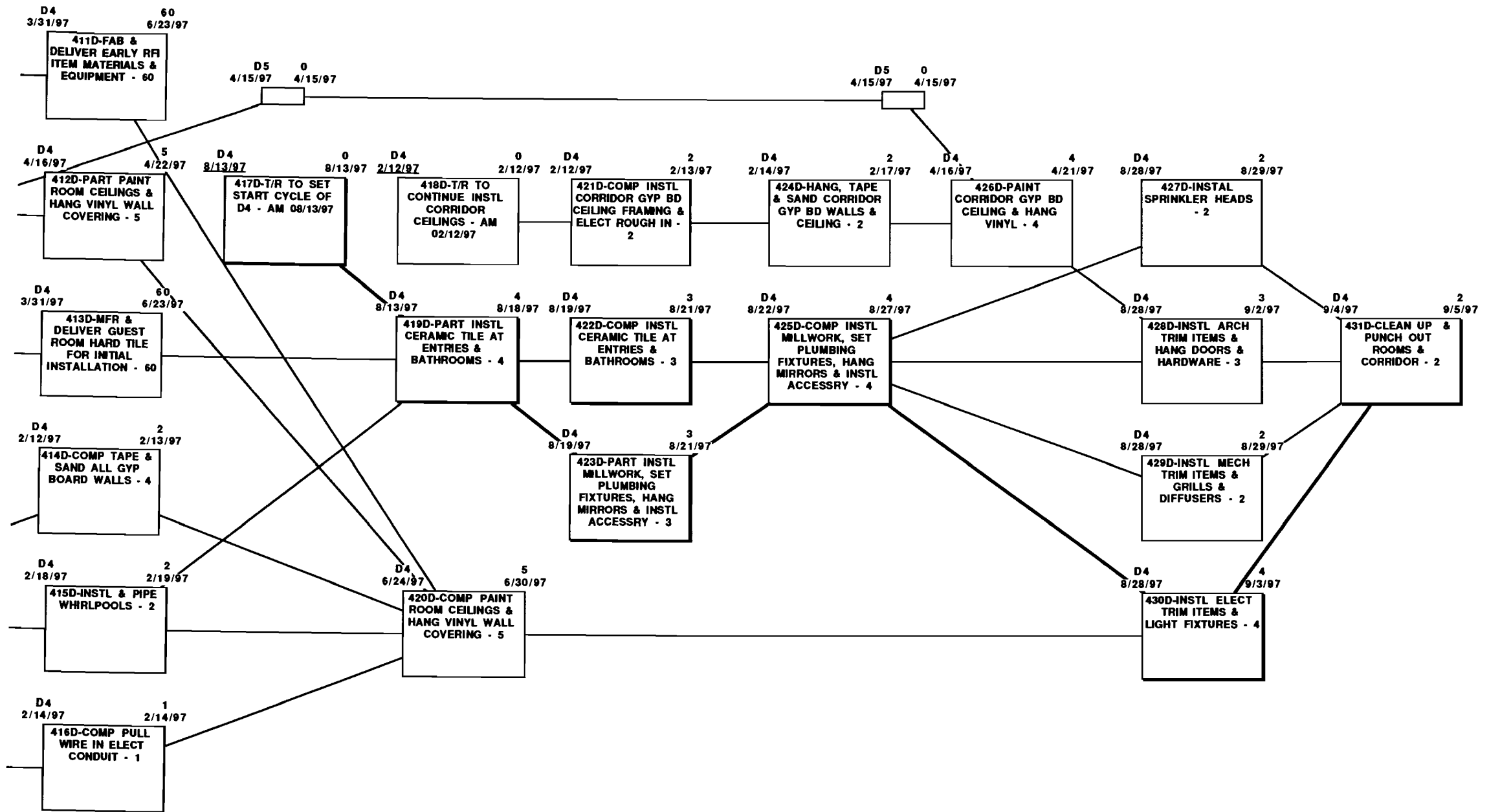
AREA C - 4TH FLOOR  
TEAM B





**AREA D - 4TH FLOOR  
TEAM B**

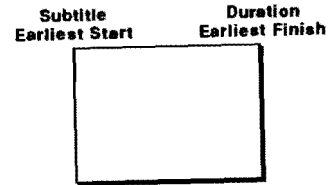




Note: This network model is based on two crews working one shift, 5 days per week and 8 hours per day. Non working days include Saturday and Sundays, and September 4, 1995, November 23, 1995, December 25, 1995, January 1, 1996, May 27, 1996, July 4, 1996, September 2, 1996, November 28, 1996, December 25, 1996, January 1, 1997, May 26, 1997, July 4, 1997, September 1, 1997, November 27, 1997, and December 25, 1997

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### ACTIVITY KEY

- Issue #1 through 11 - not issued
- Issue #12 - October 18, 1996
- Issue #13 - December 20, 1996
- ✓ Issue #14 - December 23, 1996
- 114 sh: #G4-1a

## HOTEL INTERIOR WORK FOR GUEST FLOOR 4 - TEAM B

## NETWORK MODEL FOR SOARING EAGLE RESORT - Chippewa Indian Tribe of Michigan - Mt. Pleasant, Michigan

**Perini Building Company  
and Shingobee Builders  
Southfield, Michigan**

Ralph J. Stephenson, P.E., P.C.  
Consulting Engineer  
323 Hiawatha Drive  
Mt. Pleasant, Michigan, 48858  
ph 517 772 2537

**SHEET  
/ #G4**

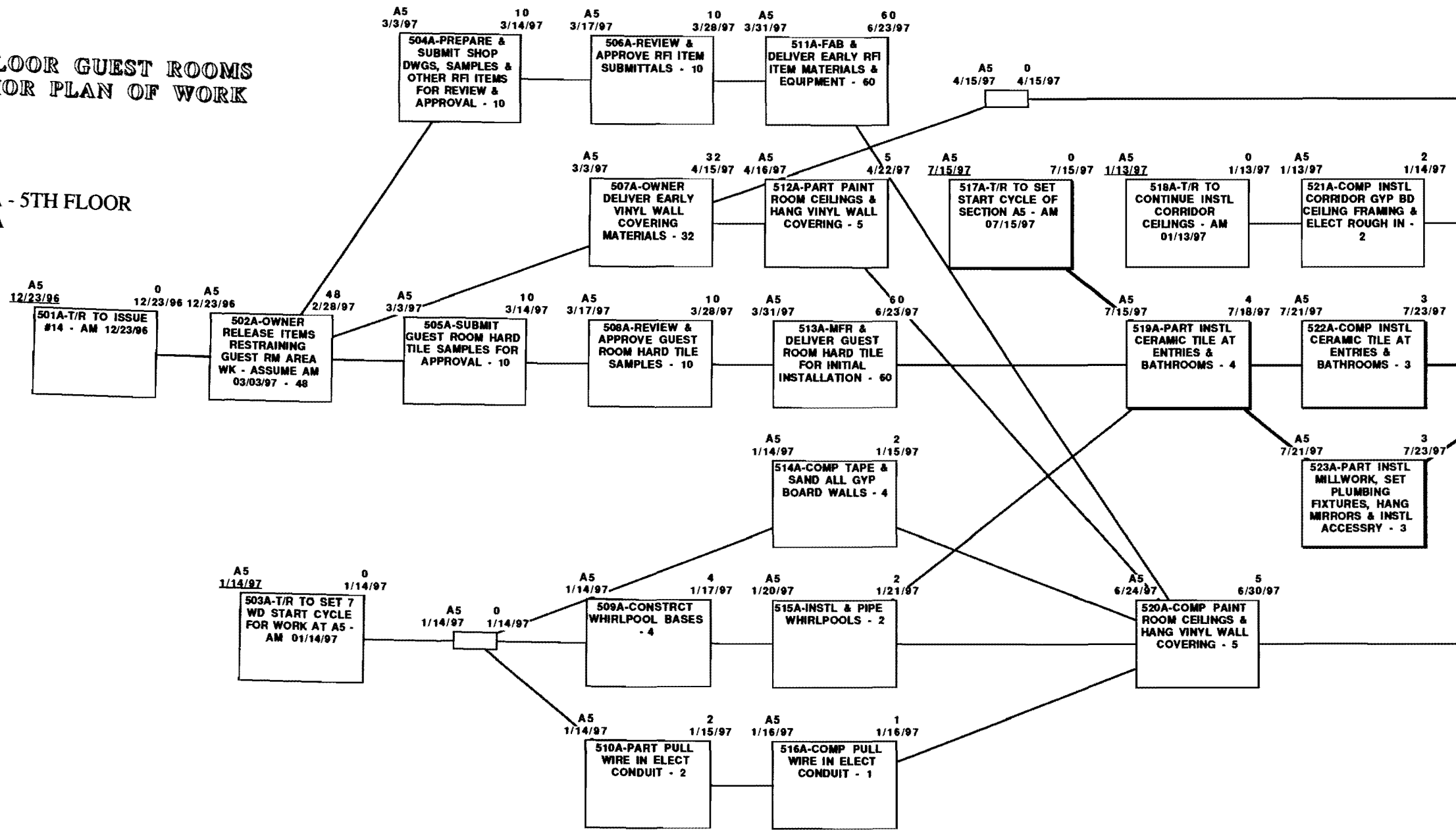
441	446	491	496
442	447	492	497
443	448	493	498
444	449	494	499
445	450	495	

LAN 401  
HAN ?

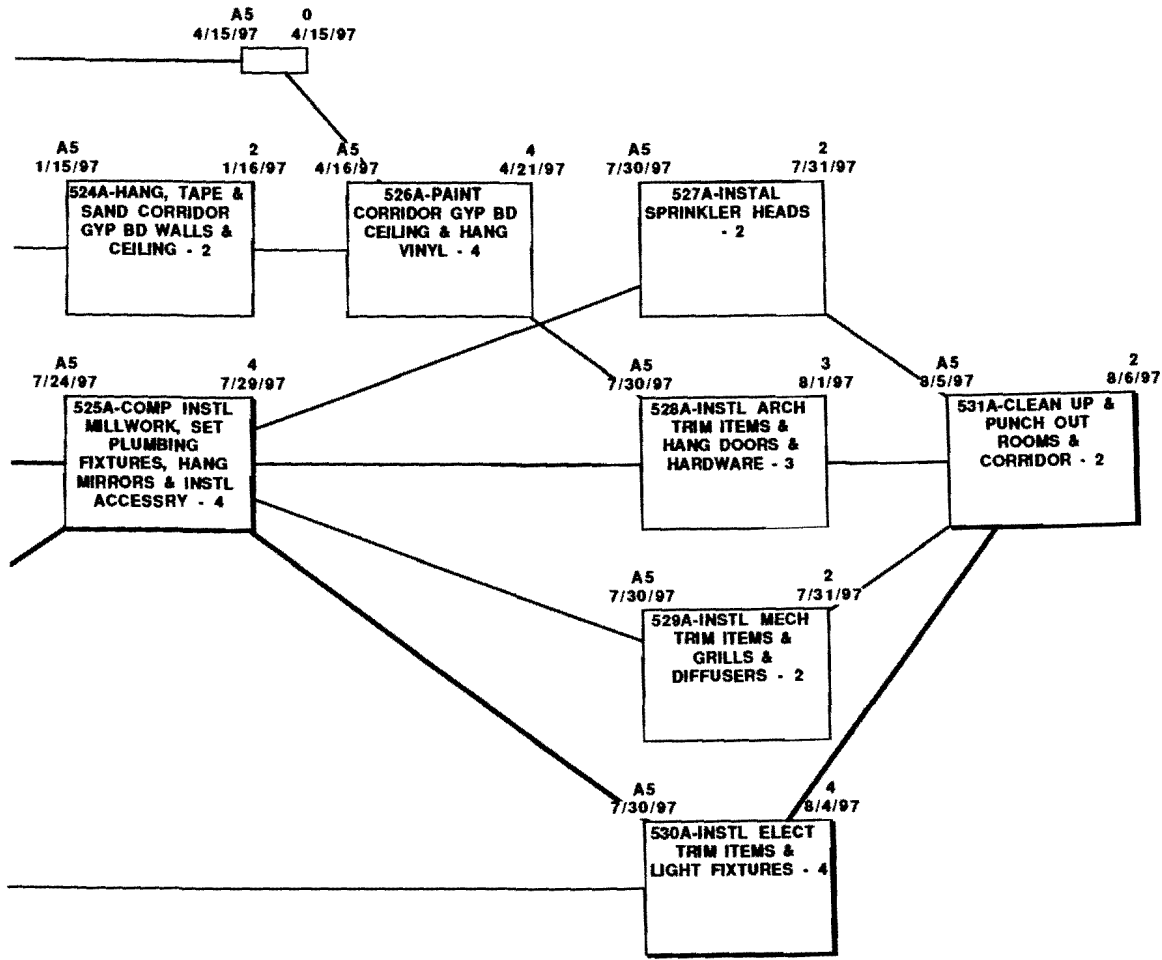
Reserved Activity Numbers

5TH FLOOR GUEST ROOMS  
INTERIOR PLAN OF WORK

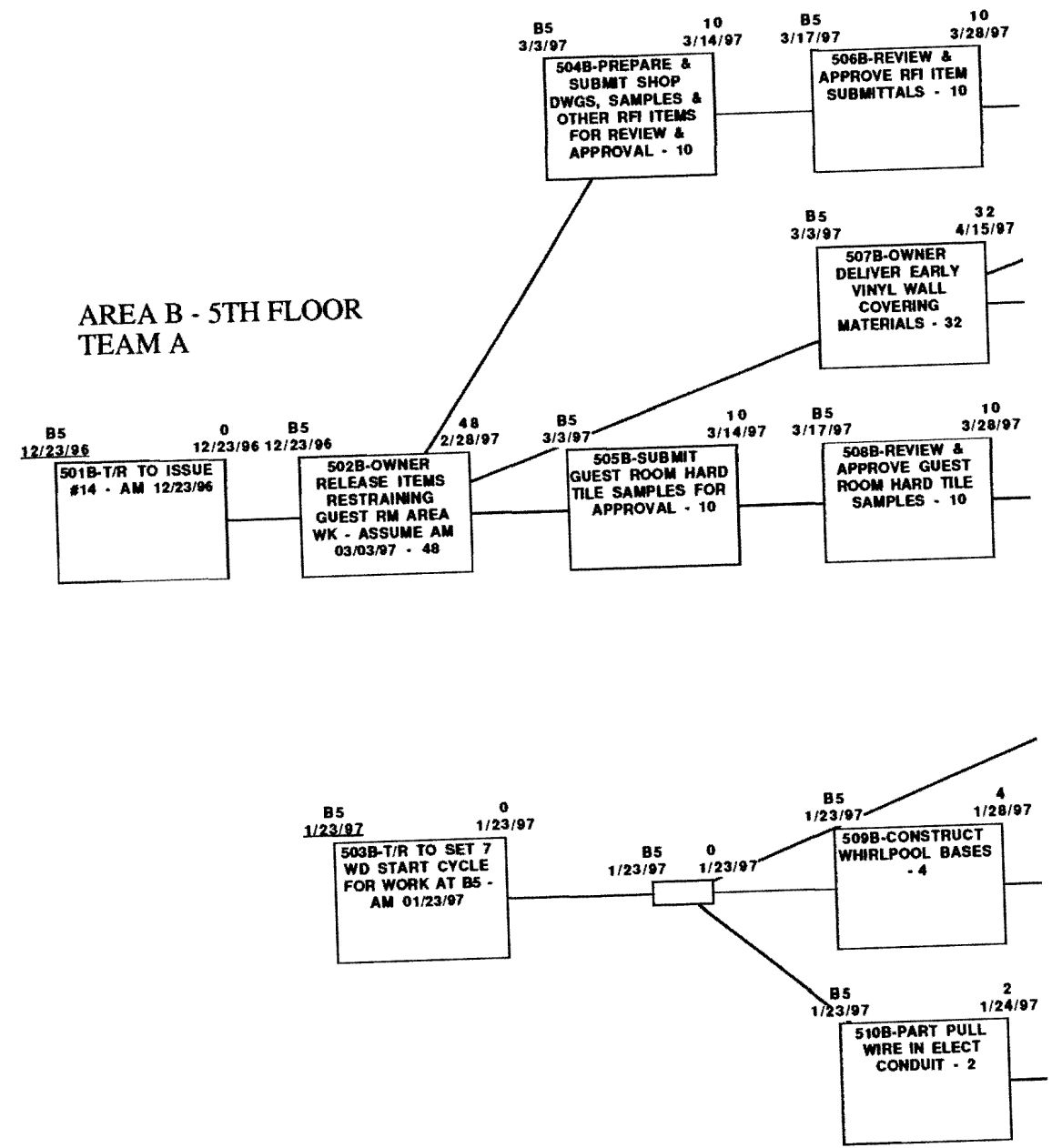
AREA A - 5TH FLOOR  
TEAM A

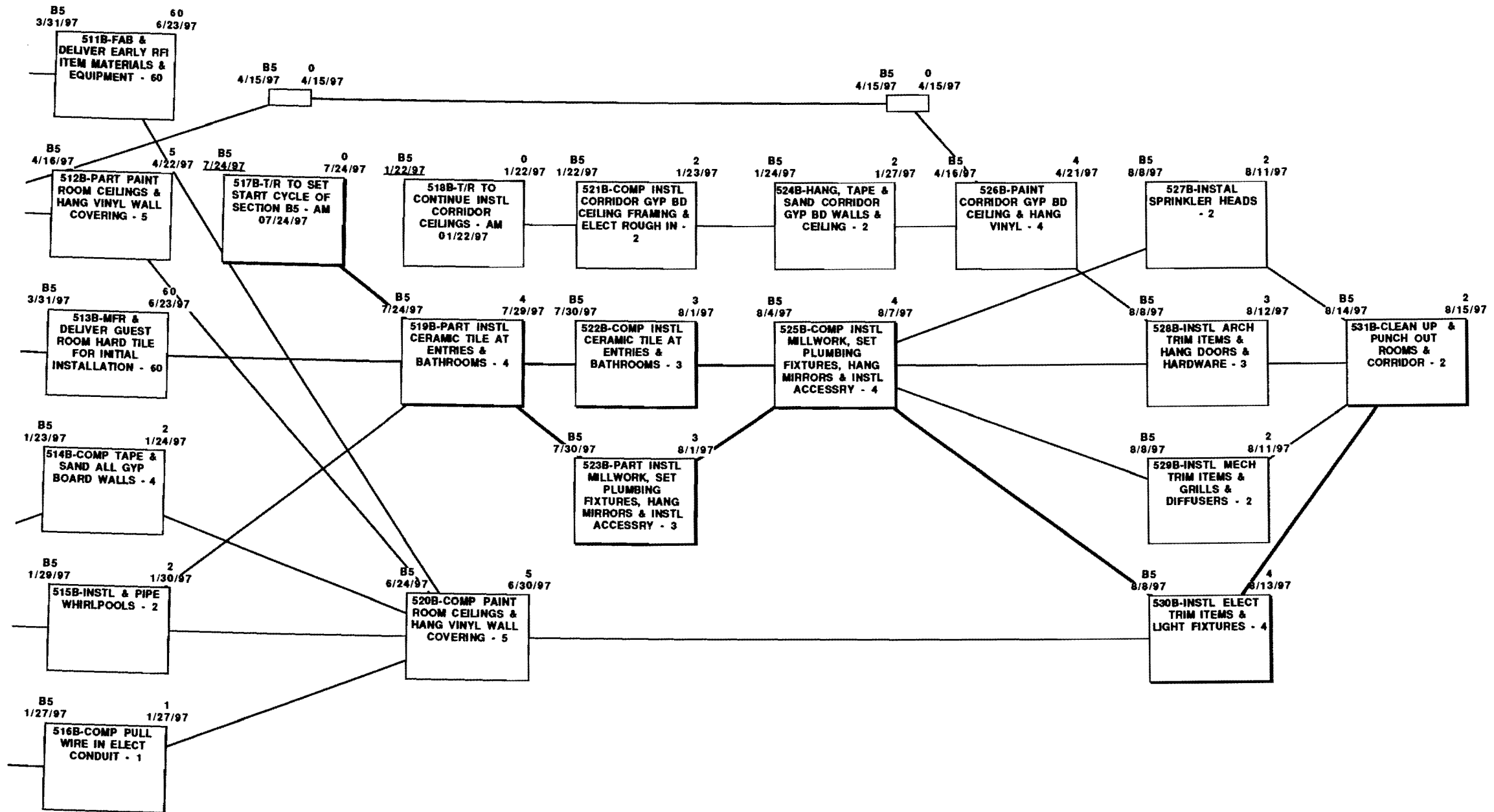




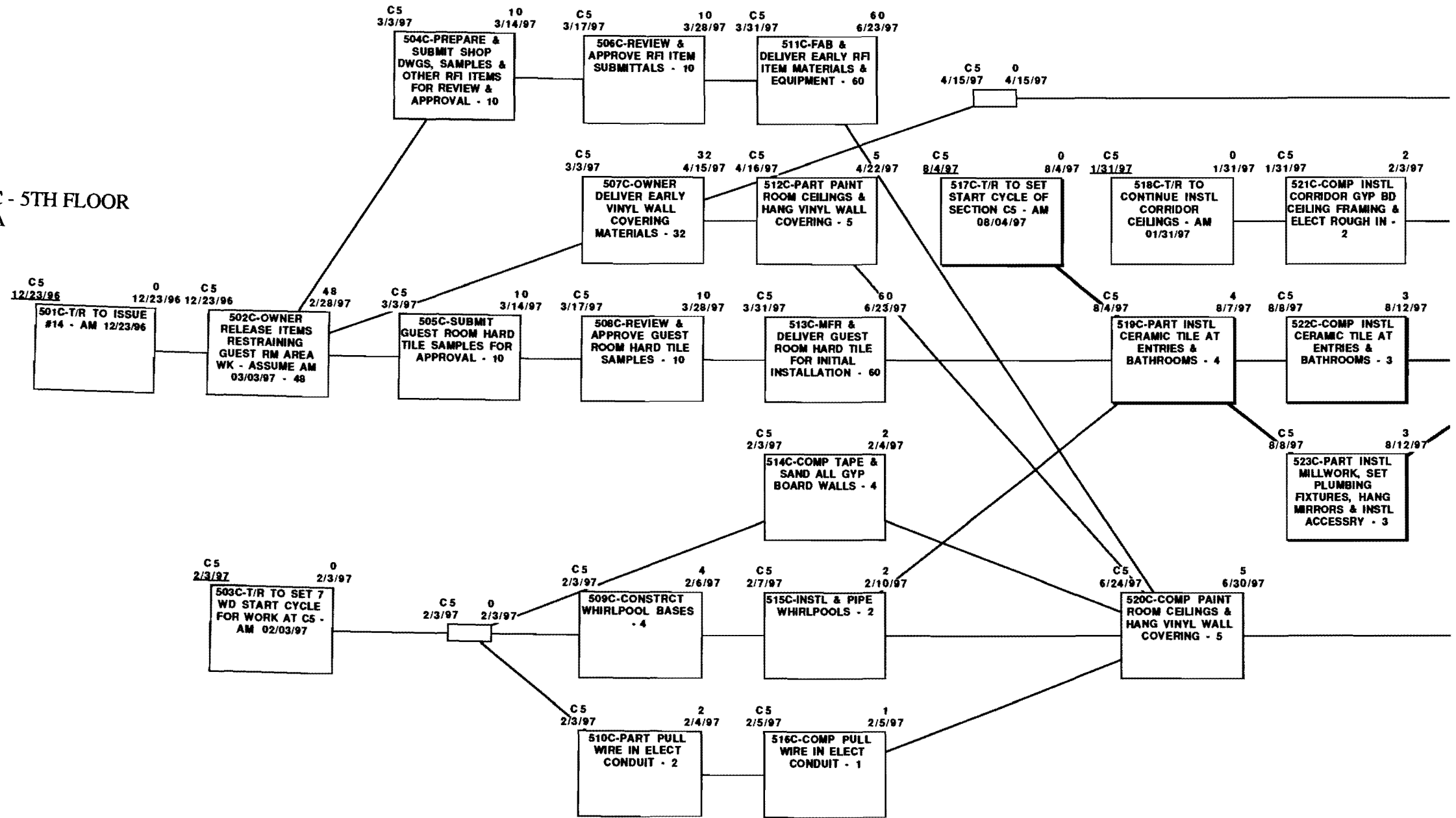


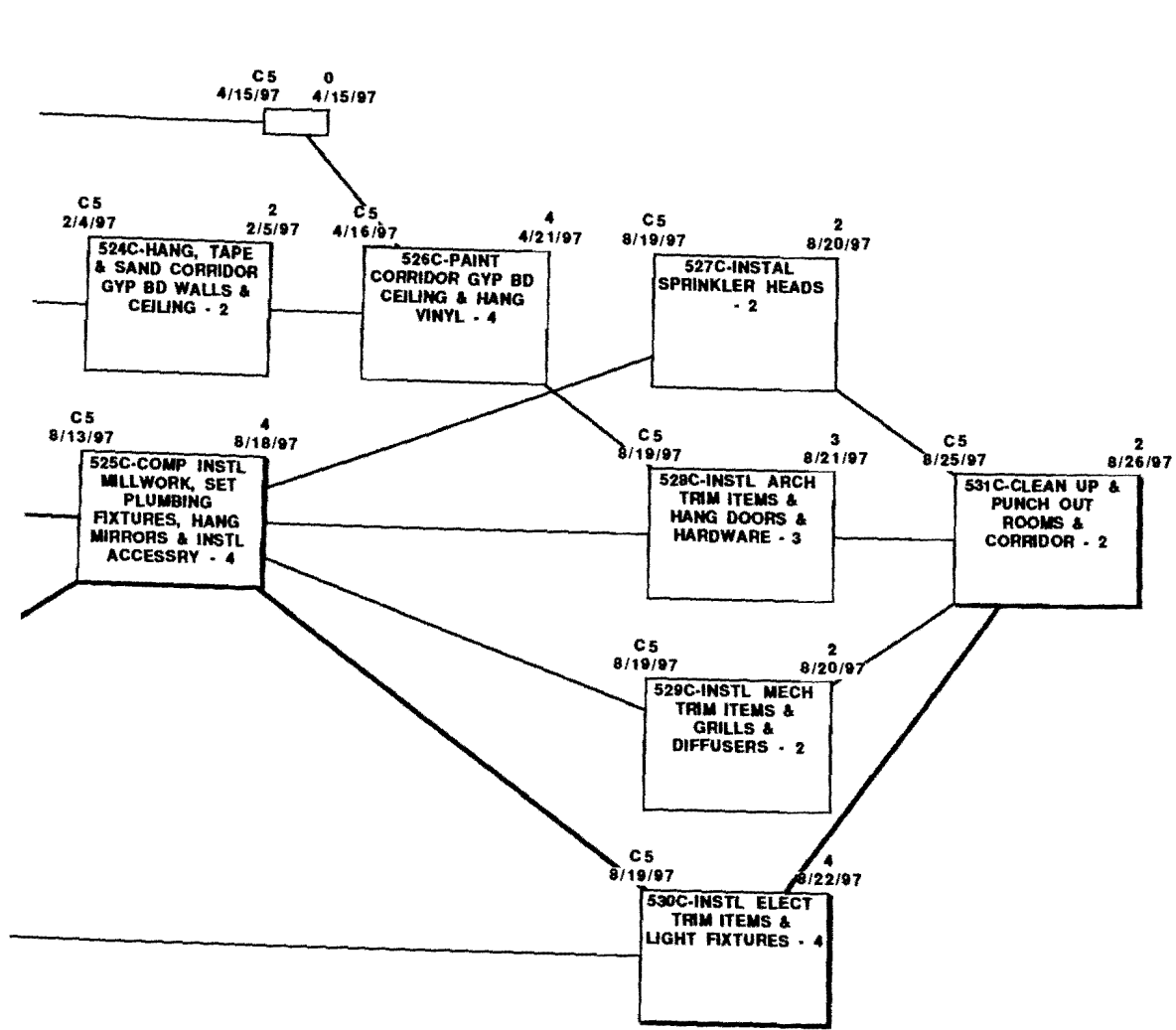
AREA B - 5TH FLOOR  
TEAM A



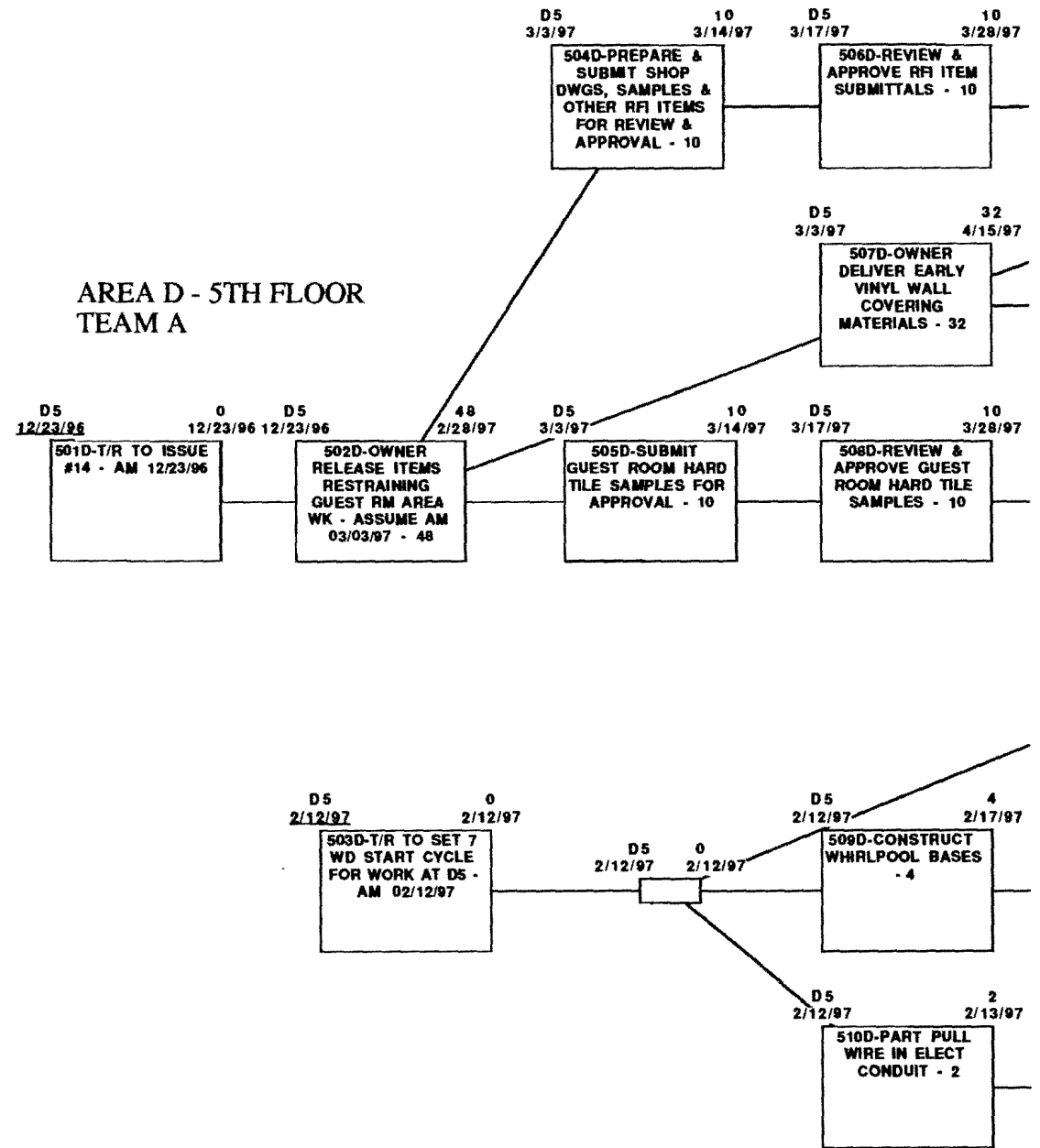


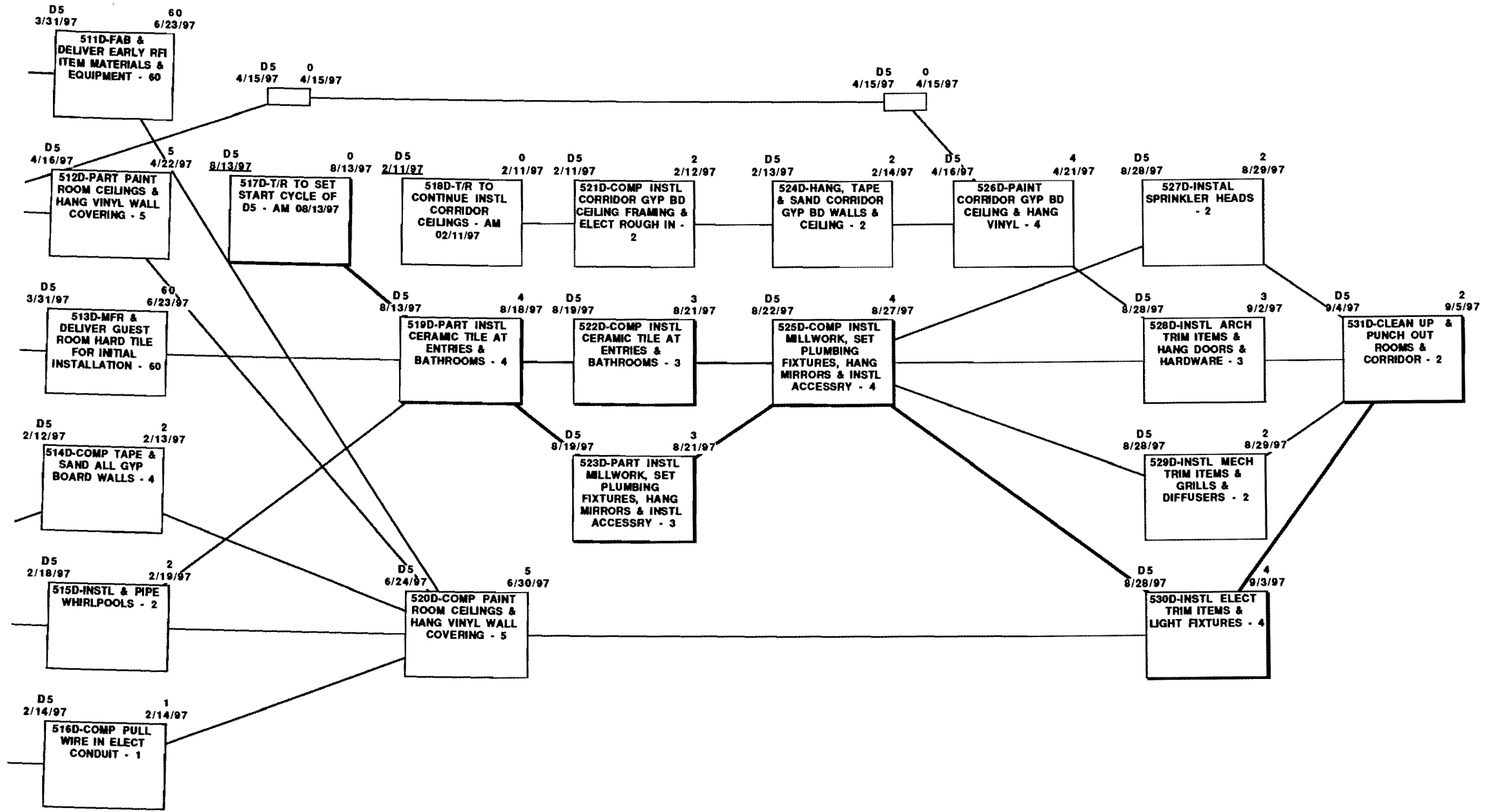
AREA C - 5TH FLOOR  
TEAM A





**AREA D - 5TH FLOOR  
TEAM A**

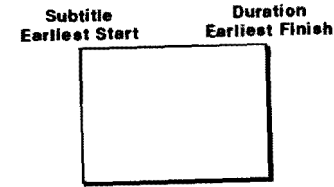




Note: This network model is based on two crews working one shift, 5 days per week and 8 hours per day. Non working days include Saturday and Sundays, and September 4, 1995, November 23, 1995, December 25, 1995, January 1, 1996, May 27, 1996, July 4, 1996, September 2, 1996, November 28, 1996, December 25, 1996, January 1, 1997, May 26, 1997, July 4, 1997, September 1, 1997, November 27, 1997, and December 25, 1997

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**ACTIVITY KEY**

- Issue #1 through 11 - not issued
- Issue #12 - October 18, 1996
- Issue #13 - December 20, 1996
- ✓ Issue #14 - December 23, 1996
- 114 sht #G3-1a

**HOTEL INTERIOR WORK FOR  
GUEST FLOOR 5 - TEAM A**

**NETWORK MODEL FOR SOARING  
EAGLE RESORT - Chippewa Indian  
Tribe of Michigan - Mt. Pleasant,  
Michigan**

**Perini Building Company  
and Shingobee Builders  
Southfield, Michigan**

Ralph J. Stephenson, P.E., P.C.  
Consulting Engineer  
323 Hiawatha Drive  
Mt. Pleasant, Michigan, 48858  
ph 517 772 2537

**SHEET  
/ #G3**

541	546	591	596
542	547	592	597
543	548	593	598
544	549	594	599
545	550	595	

LAN 501  
HAN ?

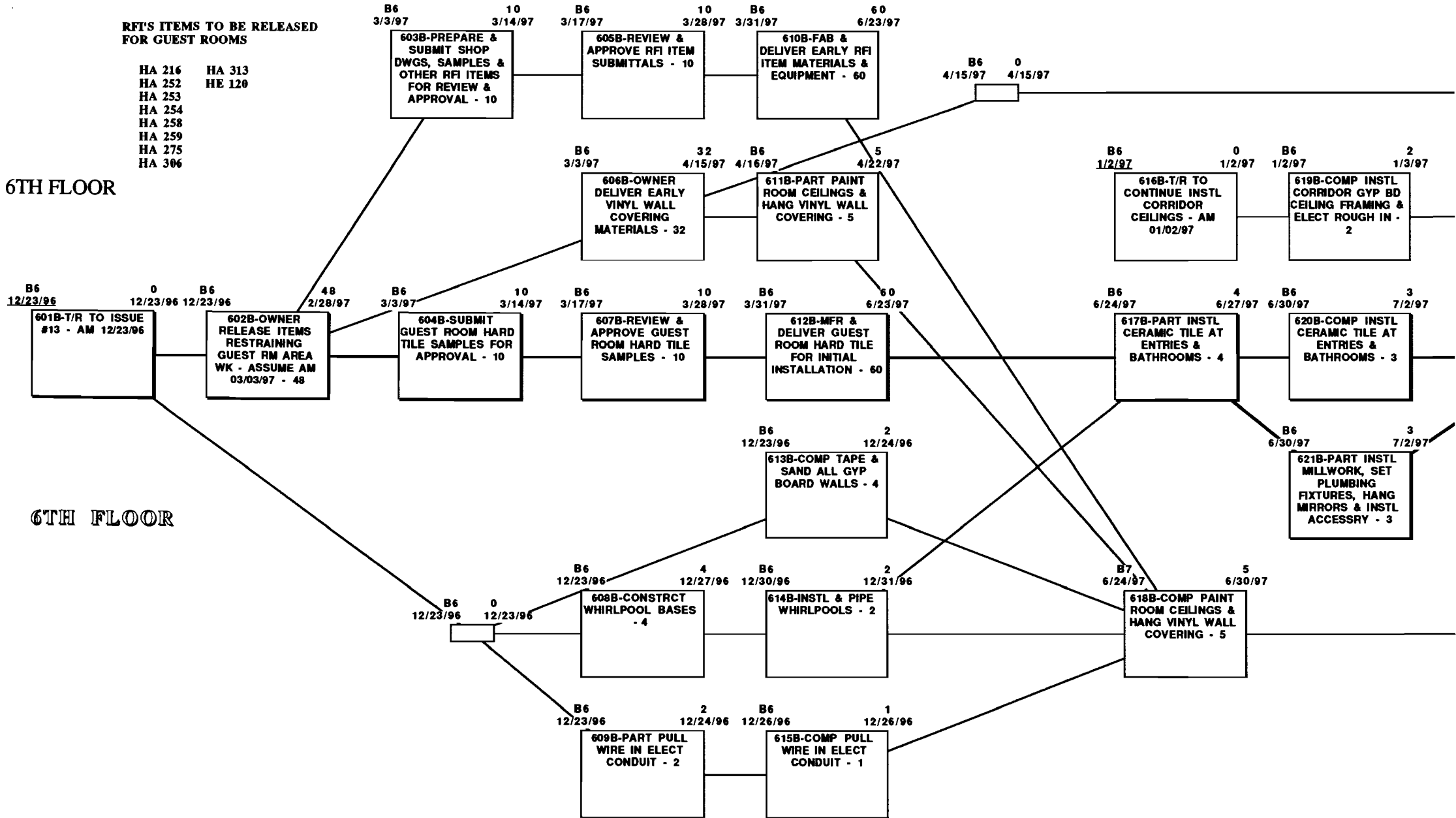
Reserved Activity Numbers

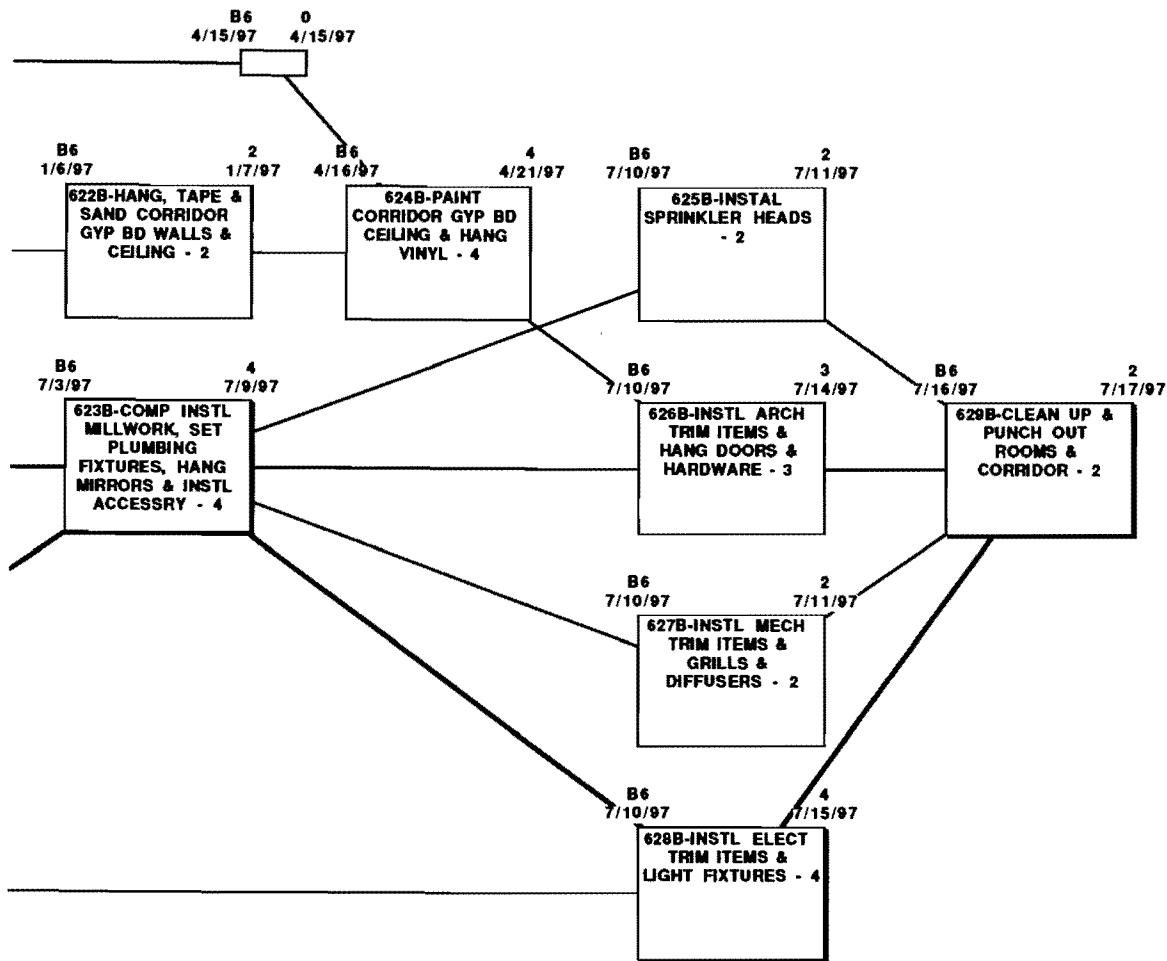
M1

**RFI'S ITEMS TO BE RELEASED FOR GUEST ROOMS**

- HA 216
- HA 252
- HA 253
- HA 254
- HA 258
- HA 259
- HA 275
- HA 306

**AREA B - 6TH FLOOR**

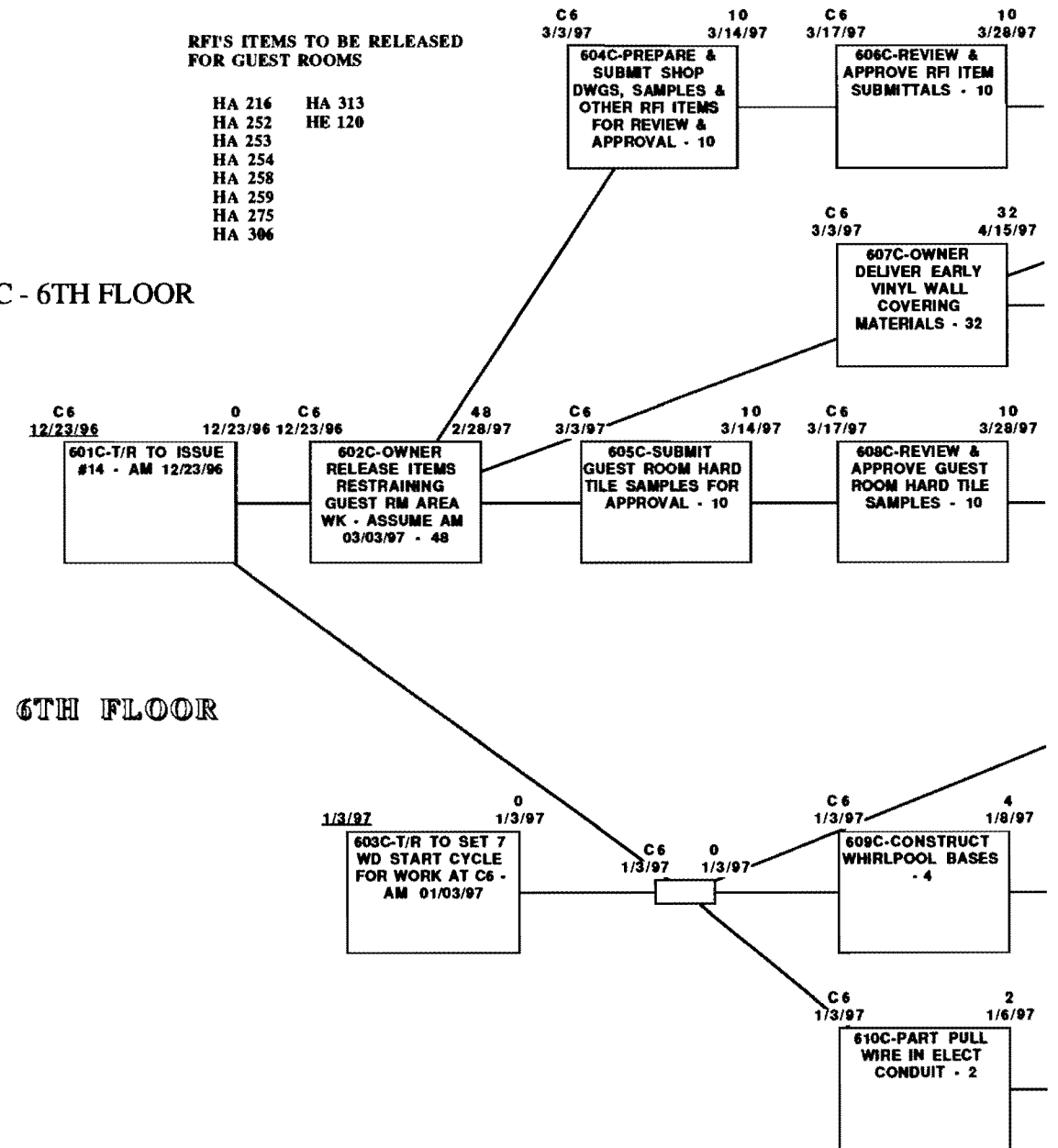




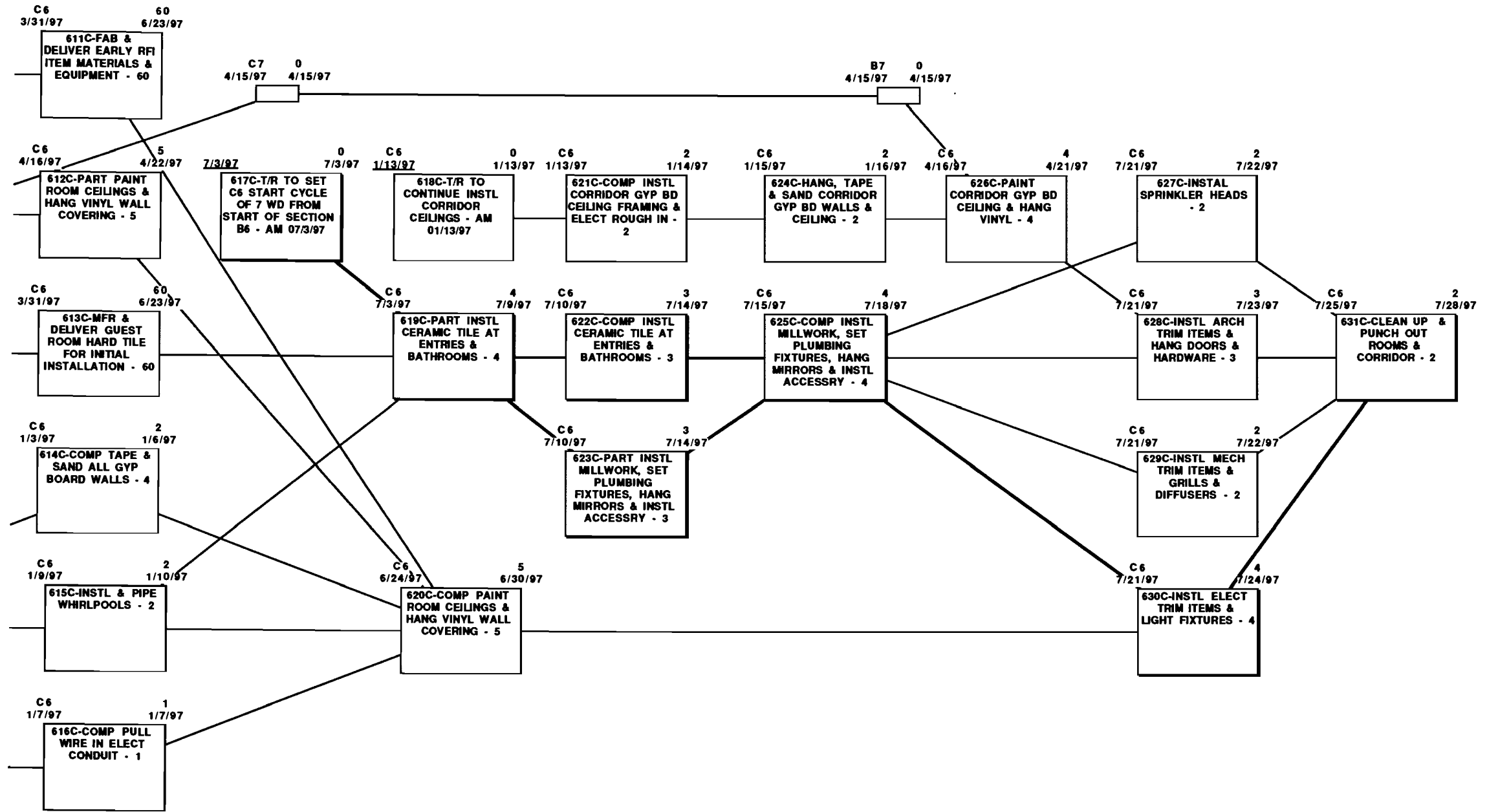
**RFI'S ITEMS TO BE RELEASED FOR GUEST ROOMS**

- HA 216
- HA 252
- HA 253
- HA 254
- HA 258
- HA 259
- HA 275
- HA 306
- HA 313
- HE 120

**AREA C - 6TH FLOOR**





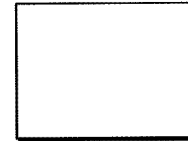


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Subtitle                      Duration  
Earliest Start              Earliest Finish



### ACTIVITY KEY

Issue #1 through 11 - not issued  
 Issue #12 - October 18, 1996  
 Issue #13 - December 20, 1996  
 Issue #14 - December 23, 1996  
 114 sht #1-1a

### HOTEL INTERIOR WORK FOR GUEST FLOOR 6

### NETWORK MODEL FOR SOARING EAGLE RESORT - Chippewa Indian Tribe of Michigan - Mt. Pleasant, Michigan

**Perini Building Company  
and Shingobee Builders  
Southfield, Michigan**

Ralph J. Stephenson, P.E., P.C.  
Consulting Engineer  
323 Hiawatha Drive  
Mt. Pleasant, Michigan, 48858  
ph 517 772 2537

**SHEET  
/ #G2**

041	046	091	096
042	047	092	097
043	048	093	098
044	049	094	099
045	050	095	100

LAN 001  
HAN ?

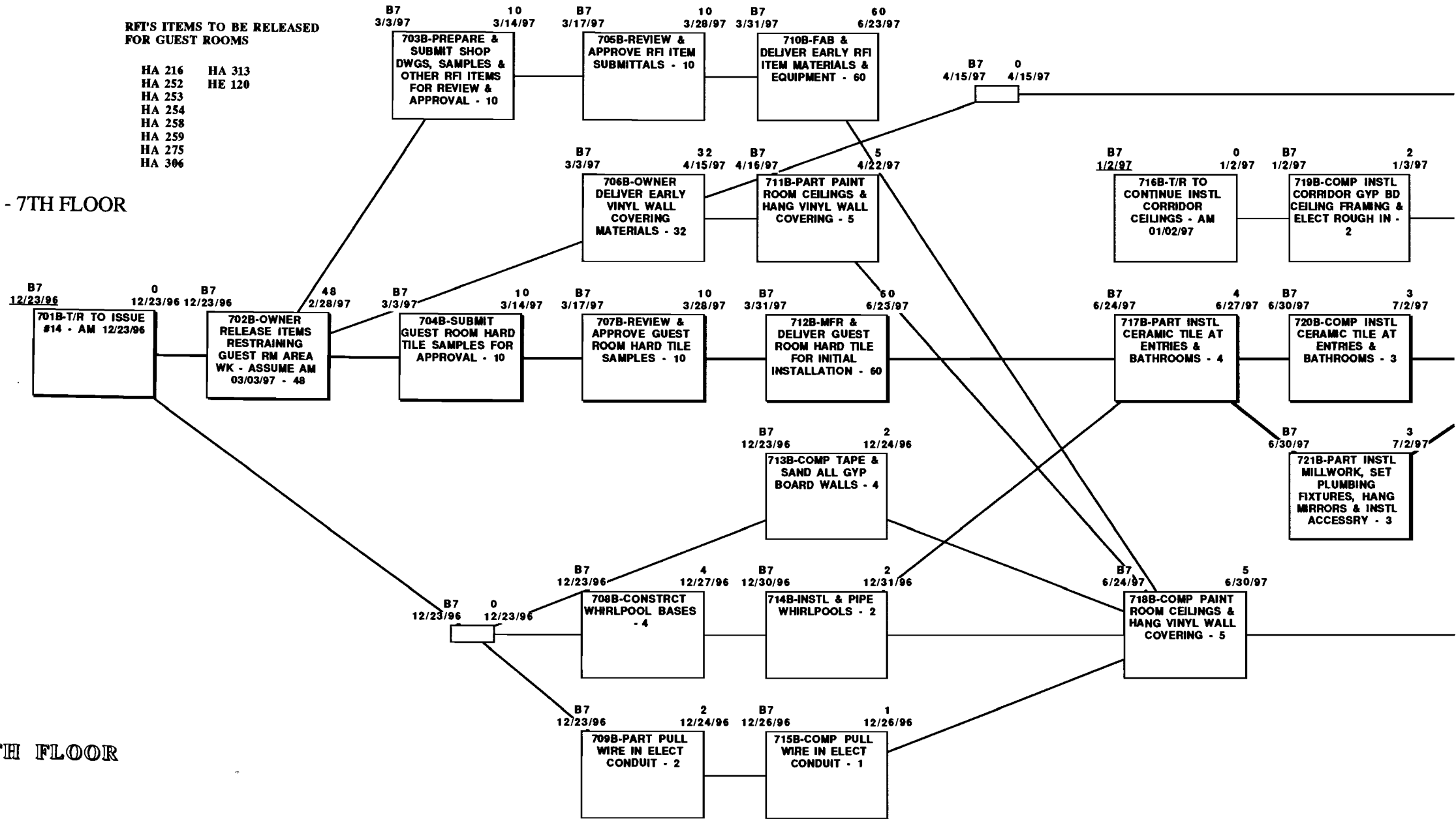
Reserved Activity Numbers

177

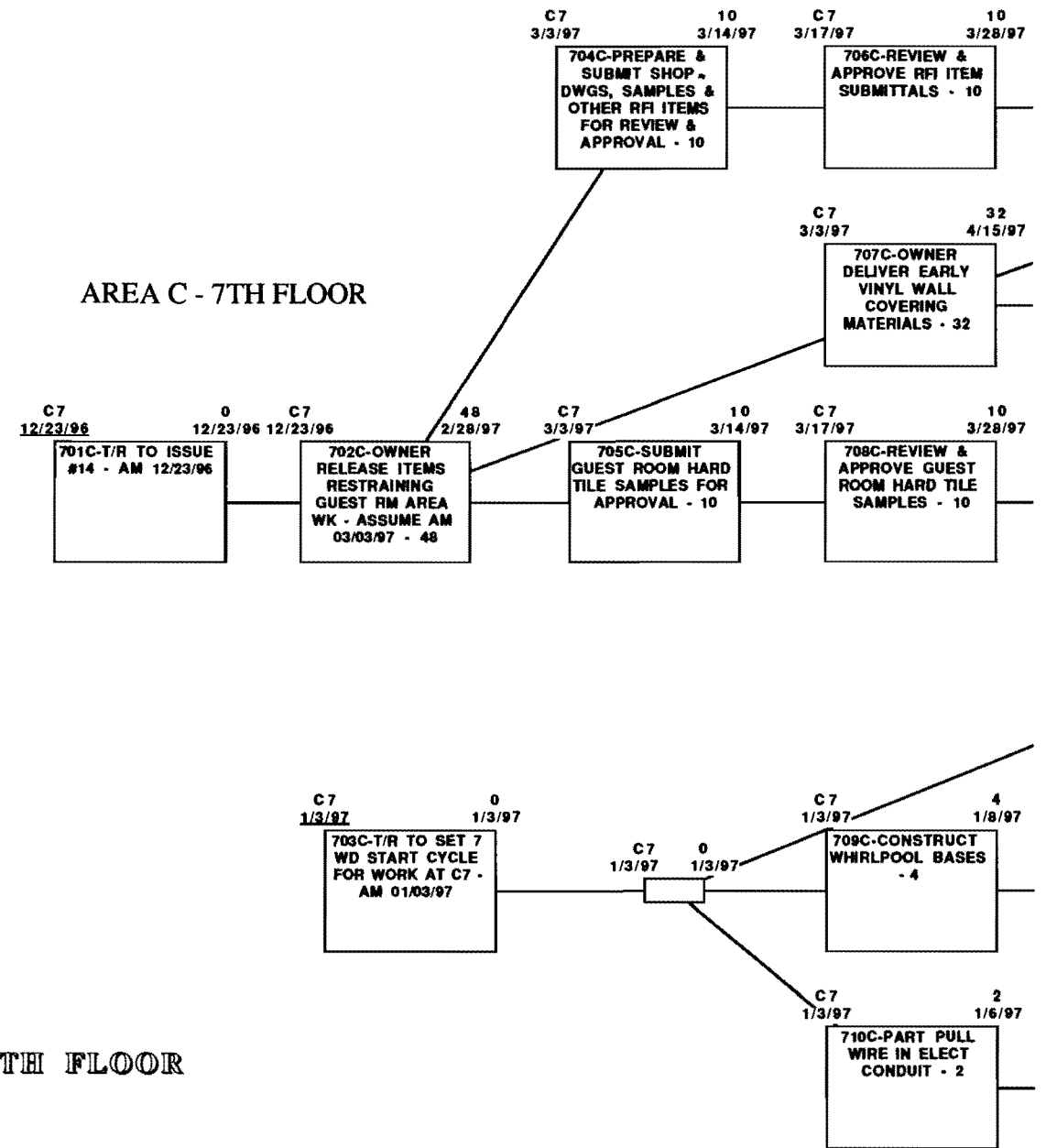
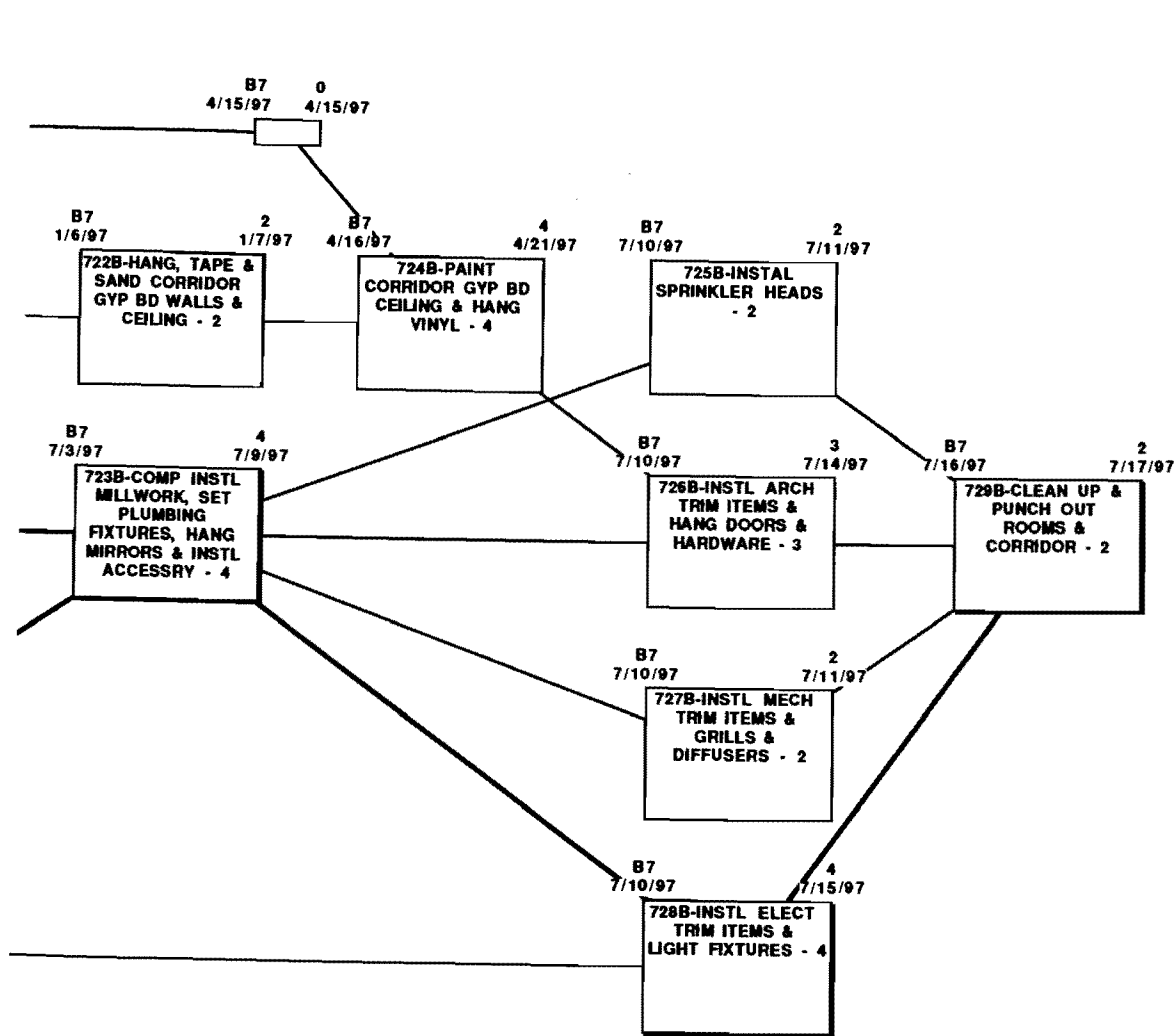
RFI'S ITEMS TO BE RELEASED FOR GUEST ROOMS

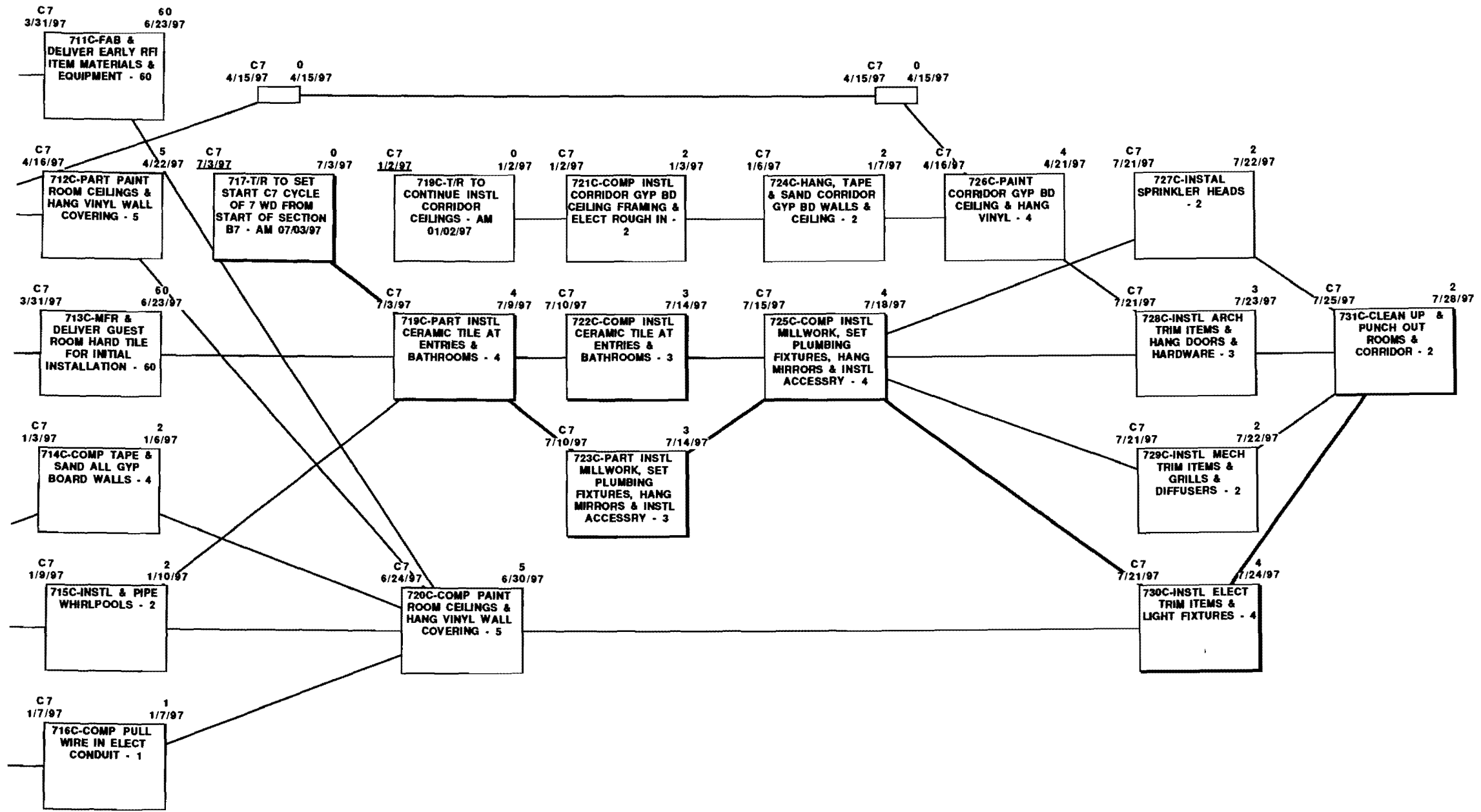
- HA 216
- HA 252
- HA 253
- HA 254
- HA 258
- HA 259
- HA 275
- HA 306

AREA B - 7TH FLOOR



7TH FLOOR

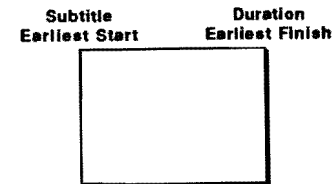




Note: This network model is based on two crews working one shift, 5 days per week and 8 hours per day. Non working days include Saturday and Sundays, and September 4, 1995, November 23, 1995, December 25, 1995, January 1, 1996, May 27, 1996, July 4, 1996, September 2, 1996, November 28, 1996, December 25, 1996, January 1, 1997, May 26, 1997, July 4, 1997, September 1, 1997, November 27, 1997, and December 25, 1997

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### ACTIVITY KEY

- Issue #1 through 11 - not issued
- Issue #12 - October 18, 1996
- Issue #13 - December 20, 1996
- ✓ Issue #14 - December 23, 1996
- i14 sht #G1-1a

### HOTEL INTERIOR WORK FOR GUEST FLOOR 7

### NETWORK MODEL FOR SOARING EAGLE RESORT - Chippewa Indian Tribe of Michigan - Mt. Pleasant, Michigan

**Perini Building Company  
and Shingobee Builders  
Southfield, Michigan**

Ralph J. Stephenson, P.E., P.C.  
Consulting Engineer  
323 Hiawatha Drive  
Mt. Pleasant, Michigan, 48858  
ph 517 772 2537

**SHEET**  
✓#G1

041	046	091	096
042	047	092	097
043	048	093	098
044	049	094	099
045	050	095	100

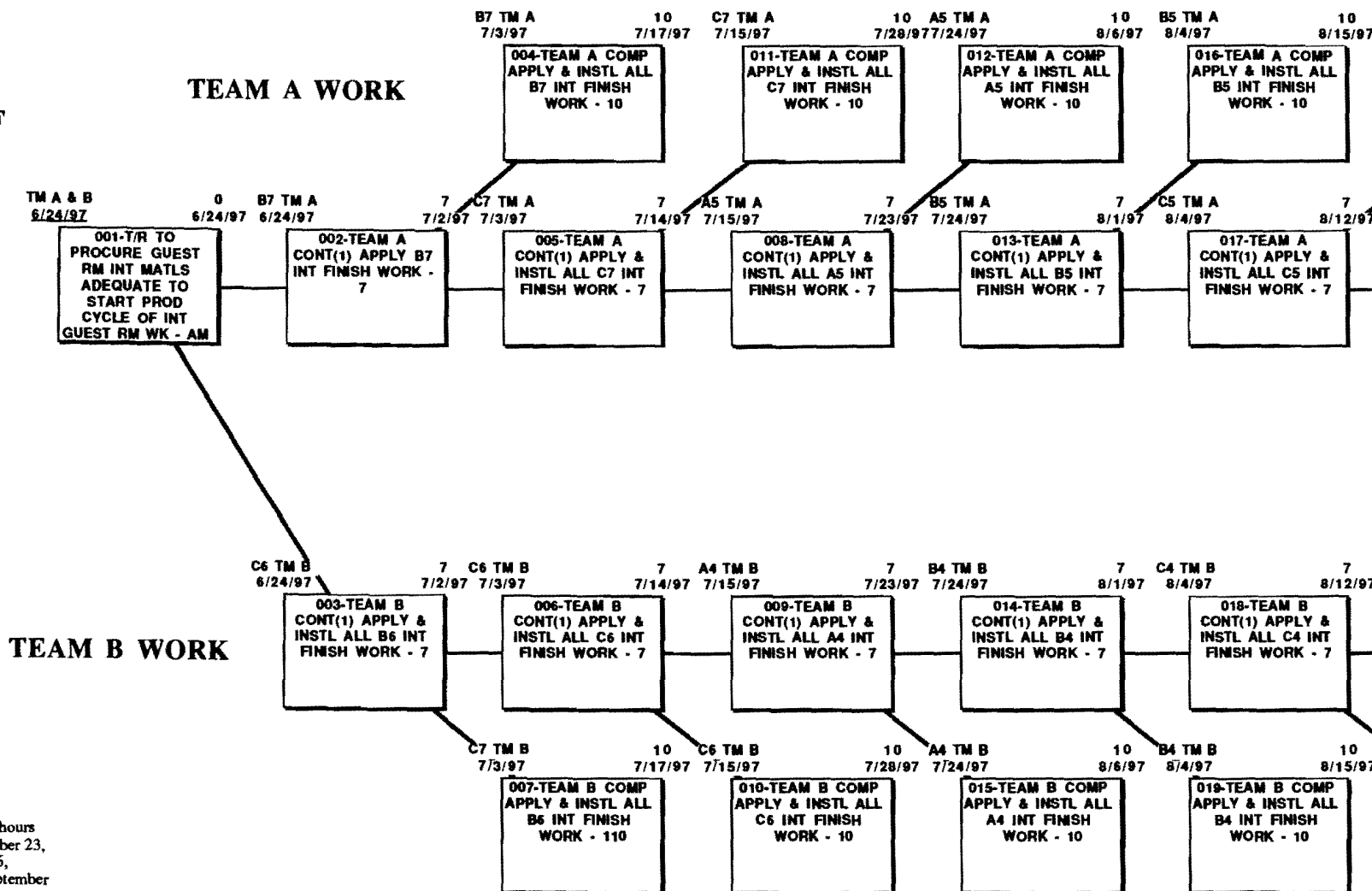
LAN 001  
HAN ?

Reserved Activity Numbers

AP

# PLAN OF WORK USING TWO TEAMS OF FINISH TRADES WORKERS.

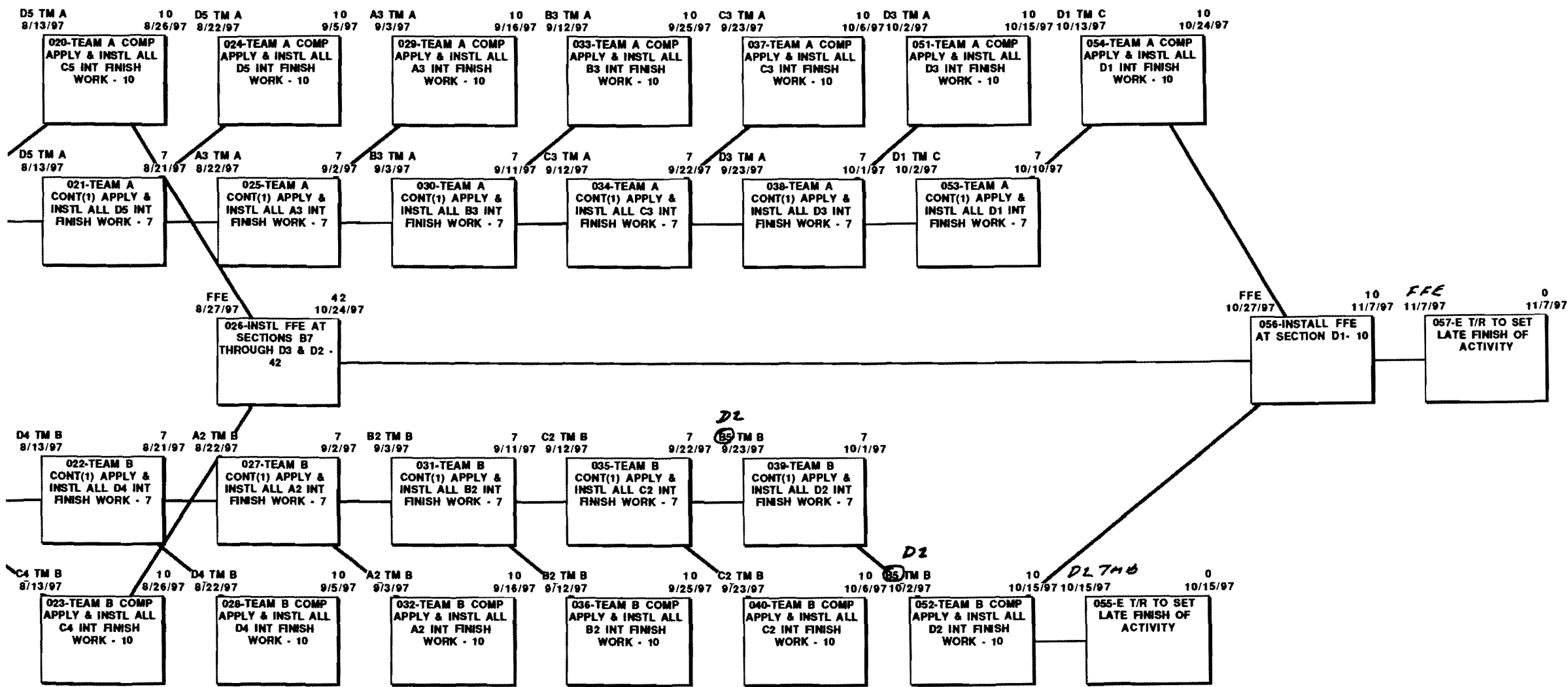
- TEAM A - FROM B7 - C7 - A5 - B5 - C5 - D5 - A3 - B3 - C3 - D3 - D1
- TEAM B - FROM B6 - C6 - A4 - B4 - C4 - D4 - A2 - B2 - C2 - D2



Note: This network model is based on two crews working one shift, 5 days per week and 8 hours per day. Non working days include Saturdays and Sundays, and September 4, 1995, November 23, 1995, December 25, 1995, January 1, 1996, May 27, 1996, July 4, 1996, September 2, 1996, November 28, 1996, December 25, 1996, January 1, 1997, May 26, 1997, July 4, 1997, September 1, 1997, November 27, 1997, and December 25, 1997

Float time shown in this network model is for the sole use of Perini Building Company, U.S. Central District and is not to be used by others unless specifically approved in writing by Perini.

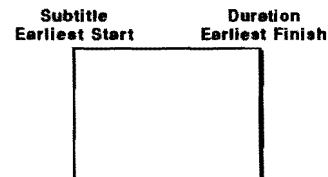
This network model has been prepared from information available to Perini/Shingobee as of December 27, 1996. As the project proceeds and additional information becomes available the network models and schedules may require revisions and updating. When this is necessary Perini/Shingobee will, with the cooperation of its staff and subcontractors, and with the assistance of the owner, update the network models and schedules to reflect current available information.





**FFE CONDITIONS UPON WHICH THIS PLAN OF WORK IS BASED**

- # ROOMS = ± 521
- PRODUCTION OF FFE = 50 ROOMS PER WEEK
- FOR 521 ROOMS FFE WILL REQUIRE 52.1 WORKING DAYS
- FFE INCLUDES CARPET AND ALL FURNISHINGS
- VINYL WALL COVERING TO BE PROVIDED BY OWNER NO LATER THAN APRIL 15, 1997
- OWNER TO PLAN FFE STORAGE & VERTICAL TRANSPORTATION WITH PERINI



Issue #1 through 10 - not issued  
 Issue #11 - October 15, 1996  
 Issue #12 - October 19, 1996  
 Issue #13 - December 27, 1996 not issued -  
 used for internal review of assumptions  
 Issue #14 - December 27, 1996  
 i14 sht SM1

SUMMARY MODEL FOR GUEST ROOM  
 INTERIOR WORK - FLOORS 1 THROUGH 7

**ACTIVITY KEY**

**NETWORK MODEL FOR SOARING  
 EAGLE RESORT - Chippewa Indian  
 Tribe of Michigan - Mt. Pleasant,  
 Michigan**

**Reserved Activity Numbers**

041	046	091	096
042	047	092	097
043	048	093	098
044	049	094	099
045	050	095	100

LAN 001  
 HAN ?

**Perini Building Company  
 and Shingobee Builders  
 Southfield, Michigan**

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**SHEET  
 SM1**