

November 22, 1974

Subject: monitoring Report #1  
Last wing Addition, St-County Community Hospital  
Warren, Michigan

Project: 74154

Date of Monitoring: November 20, 1974

Monitored from Issue #1 dated November 20, 1974

Actions taken:

- Inspected project
- Conferred with hospital staff, architect/engineer and contractors re job planning
- Prepared preliminary network model for part A up to close-in
- Began reviewing construction phasing in cafeteria and kitchen areas

General Summary

As of November 20, 1974 (working day 223) grade beams on the east wall have been completed from column line 2 to column line 8 $\frac{1}{2}$ , retaining walls at the south end are being formed and piers at column line AA are formed and poured. Some backfilling is also in work.

It is intended presently to continue filling to rough grade, while completing forming and setting in-wall work for the retaining walls and setting column forms and resteel for columns to the roof. Once all form work for the columns and walls has been placed and resteel is in, this wall and the columns to the roof will be poured out. Concurrently, granular fill will be brought in upon which to set mud sills for roof deck forming.

According to our present network, it is expected to begin forming and setting in-floor work for the roof deck on or about December 17.

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1974 (working day 246). To begin this work, it will be critical to have several contracts let. One of the more important of these is for miscellaneous iron edge angle at the roof deck. Another is the underground utility contract for installation of mechanical lines under the slab in the addition. Also important will be the metal facing contract, the roofing contract and the masonry contract.

Tentatively it has been decided to break the building into four major portions. Part A, the current work area extends from column line 1 to column line 8 $\frac{1}{2}$ . Our work at this session concentrated only on the addition in part A. It is expected, if things move as we have planned in our Issue #1 network, that the part A new facility will be roofed and closed in with the relocated window wall on or about March 27, 1975 (working day 316). Slab on grade in part A should be completed on or about March 10, 1975 (working day 303). These dates are preliminary dates as shown on Issue #1, sheets 1 and 2.

Critical to the part A addition is phasing of work in other sections of part A and in adjoining areas. Presently all areas, except A, are being held pending a further study of the extent of kitchen and cafeteria remodeling. This matter has not yet been fully decided and the kitchen consultant is now preparing additional kitchen layouts, based upon requests generated by our meeting today. The major question is the extent to which the kitchen and cafeteria will be remodeled. The degree will then determine how much building construction is to be put into work. Affected is the entire kitchen and cafeteria area, along with the proposed loading dock and the extension out to column line CC from column line 9 to column line 14. This is a very critical matter since it affects the total phasing of the contract and more importantly, affects the progressive work and turnover in the kitchen and cafeteria areas. In some of these sections to be remodeled, particularly where ceiling work is to be redone, it will be necessary to either work premium time or to move occupants out of the space completely.

A further discussion of this particular problem was held with Mr. Cairns, Mr. Popiel, Mr. Humble, Mr. Maxwell, Mr. Webb and Mr. Passina and authorization was given tentatively to proceed with installation of above-ceiling mechanical work from column line 9 to the south and basically from the present multi-zone unit to the east. It was also desired to place the fan coil on order. This matter will probably be resolved by the end of the week, relative to contract arrangements. The fan coil unit probably will require from 8 to 10 or possibly more weeks of delivery after approval of shop drawings. Therefore, it is critical to get this into work

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now so that its fabrication can be concurrent with installation of above ceiling air distribution ductwork in the existing building. All this hopefully to meet the date of installation of ductwork in the new addition, part A. If it appears that we will be able to improve upon the schedule of equipment and material delivery and installation in the existing part A, then we will replan the addition, part A, and tighten up this schedule for an earlier close-in point.

In summary, the project is now beginning to move into amore active construction phase, but to do this, it will be essential to expedite letting of contracts, decision-making relative to remodeling of the kitchen and cafeteria areas and to free up full, formal ordering of long lead time items such as fan coil units and makeup air units. If there is kitchen equipment to be ordered it should be done as soon as possible since the manufacturer requires several weeks, sometimes months, for fabrication and delivery.

It would be helpful if the entire ceiling at the mechanical equipment room and in the dishwasher area were removed so the existing piping, ductwork and electrical installation could be seen clearly and easily. This will facilitate field measurements and fabrication of new work.

Once basic decisions have been made on some of the above items, we shall meet to again plan the basic sequence of how to move from area to area in the remodeling.

Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Wm. Cairns  
Mr. Hank Webb  
Mr. L. G. Shea  
Mr. Wm. Novosedlik  
Mr. Wm. Maxwell

January 21, 1975

**Subject: Monitoring Report #2**

**East Wing Addition and Remodeling, Bi-County  
Community Hospital**

**Warren, Michigan**

**Project: 74:84**

**Date of Monitoring: January 14, 1975 (working day 264)**

**Monitored from Issue #1 dated November 20, 1974**

**Actions taken:**

- Briefly inspected project
- Conferred with hospital staff, architect/engineer and contractors re job planning
- Continued preparing preliminary network model for addition up to close-in
- Prepared partial installation plan for remodeling work

**General Summary**

As of January 14, 1975 (working day 264) the addition (A) roof deck has been poured out from column 1 to column line 4-1/2 and stripping is now in work. Forms are being set along with in-floor work for the roof from column line 4-1/2 to 9-1/2 and it is expected that the second section of roof deck to column line 9-1/2 will be poured out by February 7, 1975 (working day 282).

Forming for the roof deck between column line 9-1/2 and 12 (the building area just released) will begin on January 28, 1975 (working day 274) with the deck scheduled to be poured out by February 24, 1975 (working day 293).

Prior to start of forming the roof deck from column line 9-1/2 to 12, it is expected to install as much underground utility work as is possible so an early start can be obtained on installation of coolers. Also, it is intended that the cooler walls will be supported on footings which will be

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installed concurrently with the underground utility work. Thus once a portion of the roof deck at column line 9-1/2 to 12 is stripped and reshored, it is hoped that masonry at the coolers can start up. The reason for the cooler area being critical is that a vacation of the present refrigeration area will be difficult unless alternate space is provided. It may be necessary to provide an interim cooler space such as a freezer truck or other expedient until the permanent coolers are available. Thus, the need for expediting the cooler area.

During our early discussions of the project today, it was mentioned by the owner that there is a strong desire to move into the entire project area no later than June 2, 1975 (working day 362). Apparently there is an important dinner meeting for which the entire facility is badly needed. Every effort will be made to meet this date but it appears there will be considerable difficulty in completing kitchen ceiling work and the refrigeration work totally by that date. This matter should be discussed further in detail to establish authentic possibilities so that what will be available can be accurately projected.

Presently it appears that the total new addition will be completely closed in sometime in early to mid-April. Meanwhile, of course, work on the remodeled area in the existing building will proceed and it does appear that there is a possibility of providing portions of the facility for the June 2, 1975 desired target.

A part of our diagramming dealt with installation of the new ductwork for zones 1, 2, 5 and 6. We also reviewed the reworking of the multizone unit in detail. The present plan is to remodel the multizone unit as soon as possible and get it back in operation feeding present ductwork, if necessary, on a temporary basis to provide ventilation for the kitchen area. The various duct runs will be replaced in sequence as shown in part on sheet 3, Issue #2 of the network.

Being able to remove the cafeteria and kitchen ceilings has been a great deal of help in evaluating the course of action to be followed. Removal of this ceiling will continue over the next few weeks.

As we reviewed the construction sequencing, it was decided that certain temporary moves should be considered relative to dry storage, cart storage, garbage room, bakery and refrigeration. All of these with the

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CONSULTING ENGINEER**

**exception of refrigeration can be accommodated without excessive difficulty. However, it will be necessary to develop an alternate refrigeration plan as noted above to accommodate required cold storage while the existing refrigeration area is being remodeled.**

**There are some long lead time items which must be watched carefully. The three most important of these are the new makeup air unit, the new dishwasher and the walk-in cooler components. If the present target schedule is desired, I recommend that consideration be given to letting a new dishwasher and a cooler contract prior to the letting of a kitchen equipment contract so as to gain three to four weeks on the deliveries.**

**As part of our planning work we made a brief review of other items that might be difficult to obtain quickly. These include carpet by the owner, electrical hardware at the existing breaker, the new coil in the existing multixene unit and door frames. These should be watched carefully over the next few weeks to insure that they do not hold up the project. The owner will take care of the coil problem with his staff.**

**The Issue #1 networks of sheets 1 and 2 were extended to show total new addition construction and close-in. On sheet 3 we began diagramming the remodeling work at the kitchen and cafeteria. These three drawings have been issued for immediate field use.**

**In summary, working drawings for the total project are currently being reviewed and issued and a strong pickup in the work tempo should result in the very near future. We are going to make every effort to provide as much of the new facility as possible by June 2, 1975 (working day 362) in accordance with the needs of the hospital. Of strong importance is to concentrate on the refrigeration areas and the interior finishing work at the new addition. Also important is careful planning of the above-ceiling and multixene equipment installation at the kitchen and cafeteria. Present plans are to meet next on Thursday, February 6, 1975 to continue our planning work. At that time additional contracts will have been let and further information available to continue our planning.**

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

**RJS/m**

**To: Mr. Wm. Cairns  
Mr. Hank Webb  
Mr. L. G. Shea  
Mr. Wm. Novosedlik  
Mr. Wm. Maxwell**

RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

P.S. In a verbal communication just completed with Mr. Jerry Shea of Louis G. Redstone Associates, he asked me to include with this monitoring report the fact that the meeting regarding the continuing planning work for the Easting and Remodeling of Bi-County Community Hospital will be on Thursday, February 6, 1975 at 5:00 A.M. Please note the change in the time of the usual planning meetings.

Euth C. Moran  
Secretary to  
Ralph J. Stephenson, P.E.

February 10, 1975

**Subject: Monitoring Report #3**

**East Wing Addition and Remodeling, Bi-County  
Community Hospital**

**Warren, Michigan**

**Project: 74:84**

**Date of Monitoring: February 6, 1975 (working day 281)**

**Monitored from Issue #2 dated January 14, 1975**

**Actions taken:**

- Briefly inspected project
- Conferred with hospital staff, architect/engineer and contractors re job planning
- Completed preliminary network plan for new addition (A) column lines 1 through 9
- Continued planning kitchen and cafeteria remodeling work
- Began planning installation of new walk-in cooler in new addition

**New Addition (A)**

Presently the new addition roof deck is poured out from column line 1 through column line 8-1/2 and it is expected to pour the remaining roof deck from column line 8-1/2 to column line 12 on or about February 24, 1975 (working day 293). Early concrete strengths have been high and it is hoped that this trend will continue so that early total stripping of decks is possible. We have planned our network interior operations based upon early stripping durations.

Exterior masonry on column line 1 through 4 will start on February 12, 1975 (working day 285) and will be followed by installation of concrete sills and relocation of existing windowwalls.



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CONSULTING ENGINEER**

**At the area from column line 8 to 12 it is anticipated the slab on grade in the cooler and receiving area will be poured immediately upon total stripping the roof. At areas outside the cooler and receiving space, underground utility work must be completed once stripping is done, after which the remaining floor slab between column line 8 and 12 can be installed.**

**This is a critical planning element because installation of the new walk-in cooler can begin once the base slab on grade at the cooler and receiving area has been poured. Therefore, it should be worked on as early as possible. It appears presently this slab will be done on or about March 24, 1975 (working day 313).**

**Relative to food service equipment, it is expected to let a food service contract by Monday, February 10, 1975 (working day 283). It is anticipated that following the letting of the contract, it will take approximately 15 working days to submit and approve (S/A) shop drawings for the walk-in cooler. Fabrication and delivery of the walk-in cooler should take another 15 days, bringing delivery of these coolers on March 24, 1975 (working day 313). This is about the time when installation could start on the poured slab. It should be pointed out that these delivery dates on coolers and other equipment have been assumed and must be confirmed with selected contractors.**

**As part of our planning work we completed the plan for column line 1 through 9 and all interior finish work in the new addition and the connecting areas with the existing building. The completion date on our initial plan was August 8, 1975 (working day 410). This is considerably beyond what had originally been hoped for and at our next meeting we should concentrate upon seeing where time compression can be accomplished for the addition. We made a very preliminary compression analysis at the meeting today but presently the information available on certain items was not considered adequate to do this properly. I shall mail copies of sheets 1, 2, 3, 4 and 5, Issue #3, to the normal distribution list and it is urged that each give careful attention to the logic shown on sheets 2 and 3 representing the remaining work to be done at column lines 1 through 9 in the new addition. This will be a major topic of discussion at our next diagramming session.**

**It is to be noted that the owner will, as presently established, buy and install the carpet in these areas. I urge that the colors, materials and weave be selected early so delivery will be in time for installation.**

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CONSULTING ENGINEER**

**Remodeling at Existing Kitchen and Cafeteria**

**Our work here first concentrated on completing the diagram for work presently in progress. This includes reworking zones 1 and 2 in the multizone unit, installing the zone 5 and 6 ductwork at column lines 8-1/2 to 6, reworking the multizone unit for zones 5 and 6 and installing the new makeup supply air mains. In addition, the general contractor will complete removing the kitchen ceiling and work with the piping contractor to install new underground utilities at column line 8 to 10.**

**When the above is complete it appears that work will generally stop in the kitchen and cafeteria area until temporary cooler facilities can be provided or the new walk-in cooler is available. It is presently expected that temporary cooler facilities will be furnished while work proceeds at the existing cooler area. Reviewing deliveries of the food service equipment, we have assumed that submission and approval of shop drawings will give us rough-in information needed by the following dates:**

<b>Dishwasher</b>	<b>March 3, 1975 (working day 298)</b>
<b>Soiled tray return conveyor</b>	<b>March 10, 1975 (working day 303)</b>
<b>Serving line equipment</b>	<b>March 10, 1975 (working day 303)</b>

**We have assumed further a fabrication and delivery time on the dishwasher, tray conveyor and serving line equipment of three months (66 working days). Thus, delivery dates presently projected from very early information appear to be for the dishwasher - June 4, 1975 (working day 364); soiled tray conveyor - June 11, 1975 (working day 369); serving line equipment - June 11, 1975 (working day 369). This information is subject to confirmation by the food service contractor.**

**In our discussion today we assumed that the general contractor will guarantee food service equipment dimensions so that shop drawings can be prepared and fabrication proceed prior to installation of permanent walls and slabs.**

**There are four other important delivery elements that were identified in our planning work today. These are -**

- structural glazed tile**
- quarry tile**
- light fixtures**
- makeup air unit**

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Presently it is hoped to have approval on the structural glazed tile and quarry tile samples by February 11, 1975 (working day 284). Manufacture and delivery of these items is about six weeks, bringing delivery to about March 25, 1975 (working day 314). Light fixture cuts are now being approved and should be back to the contractor by February 14, 1975 (working day 287). Light fixtures have a 30 working day delivery time, making their arrival on the job March 28, 1975 (working day 317). The makeup air unit has been approved and we can expect it will be on the job within ten weeks or 50 working days. This brings it to the job about April 21, 1975 (working day 333).

Thus, it is expected that with the exception of kitchen equipment, most items will be on the job in adequate time to maintain a good work sequence in the remodeled areas. I suggest a decision be made on the temporary cooler facilities as soon as possible so as to allow demolition work at the existing cooling area to begin in the near future.

In summary, it presently appears, with our present plan of action, that it will not be possible to provide the facility and make it operational by June 2, 1975 (working day 362) as was desired by the hospital. The kitchen and cafeteria area could be partially complete but there still will remain considerable work to do in the new addition and its connection to the existing building in June and July. We will make an effort at our next diagramming session to improve the addition delivery time and it will be very helpful at that point to have as authentic and accurate information about kitchen equipment as possible. I shall be in touch with Mr. Shea regarding the next planning conference. Meanwhile, I shall issue to all parties concerned, Mr. Cairns, Mr. Novosedlik, Mr. Shea and Mr. Maxwell, copies of the network plan, Issue #3 dated February 6, 1975, sheets 1, 2, 3, 4 and 5.

On sheet 4 the heavy vertical/horizontal lines identify the break point between completed tasks and those that are in work. All tasks to the left of that line have been completed as of February 6, 1975 (working day 281). Much of the work on sheet 1 has also been completed although there still remain a few tasks on the right hand side of that sheet that are to be finished. Most work on sheets 2 and 3 must still be completed in the field.

At our next meeting we should concentrate on work in the addition.

Ralph J. Stephenson, P. E.

RJS/m

To: Messrs. Cairns, Webb, Shea,  
Novosedlik, Maxwell

March 4, 1975

**Subject: Monitoring Report #4**

**East Wing Addition and Remodeling, St-County  
Community Hospital**

**Warren, Michigan**

**Project: 74:84**

**Date of Monitoring: February 28, 1975 (working day 297)**

**Monitored from Issue #3 dated February 6, 1975 and Issue #4  
dated February 28, 1975**

**Actions taken:**

- Conferred with hospital staff, architect and contractors re job planning
- Completed preliminary diagrams for all major work
- Evaluated job progress

**General**

At this planning session we substantially completed all major diagramming work for the project. The job breaks down into roughly the following major categories:

- Rough work at the addition (sheet 2)
- Interior finish work at the addition and dining area from column lines 1 through 9 (sheets 2 and 3)
- Sheet metal, multizone unit and ceiling work in the kitchen area (sheets 4 and 5)
- Existing cooler area (ECA) remodeling (sheet 5)
- Dishwasher and tray line (DTL) and serving line (SL) remodeling (sheet 5)
- Food service equipment (sheet 4)

**Note: This diagram will be combined with the existing cooler area and dishwasher tray line and serving line diagrams in the final drafted issue.**

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The preliminary diagram, sheet 2, 3, 4 and 5, have been distributed to all concerned and I shall proceed to have this network drafted into final form.

Most delivery dates have been established on a relatively firm basis. However, prior to issuing the completed network diagram for full field use I shall recheck with Barton Malew to see that all current dates shown in the diagram are accurate.

A brief review of each major area follows.

#### Rough work at the Addition

Presently all pours have been made and the last section, column line 5 $\frac{1}{2}$  - 12 is now being cured prior to stripping. Once this area is stripped, the slab on grade at the cooler area will be constructed.

Exterior masonry is complete and concrete sills are in work from column line 1 through 4. Relocation of existing windows has also begun.

The slab on grade has been poured out in 1 - 4 and is currently in work between column lines 4 to 8. Interior masonry is also in work.

Generally, the project is about 2 working days behind our issue #1 network plan dated February 6, 1975. However, this should not materially delay any following work since close-in of the addition is moving substantially in accordance with our current plan of action.

Interior finish work for additions in dining area, column line 1 through 9, is not started as yet.

#### Sheet Metal and Multizone work at Kitchen

As of February 28, 1975 work is about to begin on the makeup air duct. There were some minor design decisions to resolve after which field measurements will begin and fabrication and delivery of the duct implemented. Once the makeup supply air duct is installed and the makeup air equipment delivered, work will begin at the multizone unit for zones 5 and 6.

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RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER

Delivery of the multizone unit is still scheduled for April 21, 1975 (working day 333) or earlier.

Upon completion of all multizone remodeling work, the new ceiling e fl kitchen, minus the areas at the dishwasher, tray line and existing cooler area will be reinstalled.

### Food Service Equipment

As part of our conference we made a detailed review of the food service equipment deliveries. The following is a summary of the commitments made.

<u>Item</u>	<u>Shop Dwg. Submitted &amp; Approved By</u>	<u>Item Delivered to Job on</u>
Dishwasher	March 10, 1975 (w/d 303)	June 2, 1975 (w/d 362)
Soiled tray return conveyor	March 21, 1975 (w/d 312)	May 23, 1975 (w/d 357)
Walk-in cooler	March 4, 1975 (w/d 299)	April 29, 1975 (w/d 339)
Serving line equipment	March 12, 1975 (w/d 305)	July 1, 1975 (w/d 383)

Working back from the start of installation of acoustic ceiling suspension and conduit for the dining area, we established installation dates for the dishwasher and soiled tray conveyor. Presently it appears that the existing dishwasher will be shut down on or about April 21, 1975 (working day 333) and be back in operation on or about June 11, 1975 (working day 369).

The existing serving line is also planned around continuation of acoustic ceiling suspension and conduit in the dining area. It is expected it can be shut down on or about May 7, 1975 (working day 345), and should be back in service at its new location on or about June 6, 1975 (working day 366). It still will not be complete since new serving line equipment will not be delivered until July 1, 1975 (working day 383). However, space can be left in the relocated line to install new equipment as it arrives. This sequence should be checked carefully by all concerned to insure it is a workable plan of action.

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### Existing Cooler Area

This is a critical part of the project and our diagramming assumed that as soon as the walk-in cooler area masonry was complete and the cooler was on the job, its installation could start. This should be on or about April 29, 1975 (working day 339). Installation and hooking up of the cooler should take about 23 working days and be complete on or about June 2, 1975 (working day 362). When this cooler is completed, it is intended to move into the existing cooler area and remodel this section of the building. Remodeling is expected to take about 23 working days which brings the start of the job to June 2, 1975 (working day 362) and completion to July 3, 1975 (working day 385). It was decided with this plan of work there was no need to rent a temporary cooler.

### Summary

Overall, the project is reasonably well planned at present with the various critical dates for interaction of contractors, owner and equipment installers being reasonably well set. I would appreciate it very much if all concerned would carefully review the diagrams that have been distributed to them to insure that they are in substantial conformance to our discussions on February 28, 1975 (working day 297).

In checking over the revised networks there are a few minor mathematical errors due to revisions in logic. These do not appear to affect any of the above critical dates.

If you have any comments or revisions regarding the job plan, please get in touch with me as quickly as possible so that I may incorporate these into the final drafted diagrams.

Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Wm. Cairns  
Mr. Hank Webb  
Mr. L. G. Shea  
Mr. Wm. Nevesdlik  
Mr. Wm. Maxwell

April 1, 1975

**Subject: Monitoring Report #5**

**East Wing Addition and Remodeling, Bi-County  
Community Hospital**

**Warren, Michigan**

**Project: 74:84**

**Date of Monitoring: March 28, 1975 (working day 317)**

**Monitored from Issue #4 dated February 28, 1975**

**Actions taken:**

- **Inspected project**
- **Conferred with contractors re job progress**
- **Distributed manually computed and drafted Issue #4 dated February 28, 1975**
- **Participated in project conference**
- **Evaluated job progress**

Reports on the project from now on will review progress in each major area and report on this basis. In the Issue #4 network diagram, sheet 1 includes the rough and finish work at the addition, along with the rough and finish work at the remodeled dining area. Sheets 2 and 3 show the remodeling of the dishwasher, tray line, serving line food service equipment installation and the existing cooler area remodeling. Sheet 3 also contains the plan for sheet metal and multizone work. Sheets 1, 2 and 3 will now be run on the computer and a calendar dated set issued to the project participants.

A detailed review of each area follows.



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Addition (A)

The structural frame in the addition has been completed and stripped, most exterior masonry is complete and sash is being installed. Slabs on grade are poured out to column line 8 with the remainder of the floor slab at the cooler and receiving area (column line 8 to 12) to be completed late next week. This work is moving substantially in accordance with our present target dates

Fin tube elements are well along, as is in-ceiling sheet metal ductwork. Interior masonry is currently meeting early start/early finish dates. It is expected to start interior finish work at the addition and dining area with hollow metal frames and plaster partitions next week. The target date for this work to start was April 21, 1975 (working day 333).

Remodeling dining area from column line 1 to 9

As noted above, setting hollow metal frames for remodeling work will start next week. Most sheet metal ductwork in the area to be remodeled has been completed with the exception of tie-ins to new parts of the system.

At the construction meeting it was brought up that acoustic panel samples have not yet been submitted and approved. This submittal should be taken care of immediately

Food service equipment fabrication

Shop drawings for the dishwasher have been approved and fabrication will be starting immediately. Fabrication of the dishwasher was due to start on March 10, 1975 (working day 303). Therefore, it is presently about 14 working days late. However, the food service contractor gave assurances at the meeting he would still meet the target completion date of June 2, 1975 (working day 362). This date is to be confirmed within the next two weeks and again by April 21, 1975 (working day 333) which is when a final decision must be made insofar as shutting down the existing dishwasher. This is a very

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critical target since the time the dishwasher is out of service must be minimized. Thus, we must tailor our construction at the dishwasher and tray line to delivery of the dishwasher and tray conveyor equipment.

The soiled tray return conveyor shop drawings are also late and have not yet been approved. Fabrication of the soiled tray conveyor was due to start at a late date of March 25, 1975 (working day 314) so currently is 3 working days behind the Issue #4 diagram. However, again, the food service contractor assured us that delivery of the soiled tray conveyor would still be made on May 23, 1975 (working day 357), the target date.

Walk-in cooler fabrication has begun and there should be no problem delivering the cooler by April 29, 1975 (working day 339) according to the contractor.

Serving line equipment shop drawings have not yet been approved. Fabrication was due to start on March 12, 1975 (working day 305) so currently serving line equipment is 12 working days late. This, too, is a very critical item and must be followed carefully to insure that the present target delivery date of July 1, 1975 (working day 383) is kept. Again, the food service contractor will confirm this date.

#### Dishwasher, tray line and serving line remodeling

The existing dishwasher is to be shut down for remodeling April 21, 1975 (working day 333). This date was selected by working back from the delivery of the various pieces of equipment. As noted above, equipment delivery is critical.

#### Existing cooler area

As noted in the last monitoring report, it has been decided that the existing cooler area would be demolished only when the new cooler was in operation. Presently this target date is June 2, 1975 (working day 362). At that time the existing cooler area will be removed and remodeling work will proceed immediately.

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Sheet metal and multizone work

Presently work on sheet metal and the multizone unit is meeting early start/early finish dates. Work there will now concentrate on the multizone unit for zones 5 and 6. This work is not currently critical.

General Summary

Overall, work on the project is comfortably within early start/late start:early finish/late finish target ranges, except for food service equipment. There, the dishwasher, soiler tray return conveyor and serving line equipment is from 3 to 14 working days late. This is a very critical area and constant attention must be given to its expediting and checking to insure that deliveries set for this equipment are met.

At the meeting the current network diagram, Issue #4, dated February 28, 1975 (working day 297) was approved and I shall proceed to prepare the computer runs and date the drawings for final issue.

Ralph J. Stephenson, P. E.

RJS/m

To: Mr. Wm Cairns  
Mr. Hank Webb  
Mr. L. G. Shea  
Mr. Wm. Nevedelik  
Mr. Wm. Maxwell

April 30, 1975

**Subject:       Monitoring Report #6**  
**East Wing Addition, Bi-County Community Hospital**  
**Warren, Michigan**

**Project:       74:84**

**Date of Monitoring: April 25, 1975 (working day 337)**

**Monitored from Issue #4 dated February 28, 1975**

**Actions taken:**

- Inspected project
- Conferred with contractors re job progress
- Participated in project conference
- Evaluated job progress

At this session project progress was evaluated using the dated diagram and computer printout that had been issued earlier this month.

A detailed review of each area follows:

**Addition (A)**

Work at the addition is moving relatively well with lathing for plastering in work. There is some concern about the pace at which the lathing and plastering are moving and efforts are being made to improve, if possible, the installation sequencing and time. Presently prime painting is scheduled to start in the addition from column line 1 to 9 on a critical date of May 27, 1975 (working day 358).

There was considerable discussion at the meeting of the possibility of completing the area at column line 1 through 4 by June 2, 1975 (working day 362). This would be a desirable area to finish off so an inspection which is to be held during the week of June 2, 1975 can take into account the relative improve-

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ment of the area brought about by the remodeling and expansion. It appears presently that there would be difficulty in meeting this date. However, all involved agreed that they would make every effort to focus on interior finishing from column line 1 through 4 and try, if possible, to complete this area for installation of owner equipment. It would be desirable to allow from 3 to 5 days for installation of the equipment after completion.

At column line 8 to 12, the work is substantially on schedule with erection of masonry almost complete. Masonry is far enough along so that installation of the new walk-in cooler can start as soon as it is delivered. Presently delivery is planned for April 29, 1975 (working day 338).

The roof on the new addition is far enough along so the building is in the dry. However, there still remains some stripping and other work to be done to completely finish the roof. This presently is not a restraint on interior finish work.

#### Remodeling dining area from column line 1 to 9

Generally remodeling of this area is at about the same point as is the finish work at the addition. Presently it is meeting target dates between early and late starts and finishes. Again, lathing and plastering are the trades that should be watched carefully to insure they do not delay following interior work.

#### Food Service equipment fabrication

All shop drawings for food service equipment have been submitted and approved. Fabrication of each of the items is in work and presently the target dates as defined in our Issue #4 dated February 28, 1975 are being held. These are as follows:

Dishwasher equipment	June 2, 1975 (working day 362)
Soller tray conveyor	May 23, 1975 (working day 257)
Walk-in cooler	April 28, 1975 (working day 338)
Serving line equipment	July 1, 1975 (working day 383)

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Dishwasher, tray line and serving line remodeling

Temporary protection has been erected at the dishwasher and tray line and underground utility work is to start momentarily. This work was due to start on April 30, 1975 (working day 340). There was a sizable amount of discussion about the serving line remodeling at the construction meeting and field procedures were established to minimize the amount of dirt and noise surrounding the remodeling of the area. This matter will be followed on a day to day basis by the contractors and the staff involved. Presently work in this area is meeting dates between early and late starts and finishes.

Existing cooler area

Presently the procedure as established in Issue #4 dated February 28, 1975 is still to be followed and the existing cooler area is to be de-activated on June 2, 1975 (working day 362), after installation of the new walk-in cooler. As pointed out above, the new walk-in cooler is due to be delivered on the job April 28, 1975 (working day 338) and installation is expected to take about twenty working days. This work is meeting target dates between early and late starts and finishes as shown on the Issue #4 diagram.

Sheet metal and multizone work

There has been a revision to the delivery date for the new makeup air unit and this equipment will now be on the job June 2, 1975 (working day 362). The previous delivery of this equipment was May 13, 1975 (working day 349). However, arrangements have been made to temporarily serve the areas with air while waiting for this delayed delivery. Apparently the arrangements that are planned are satisfactory to all concerned.

Generally other work on sheet metal and multizone is moving well.

General Summary

Overall, work on the project continues to move well with the possible exception of plastering in the new addition and the dining area, along with the usual problems of remodeling, basically, dust and noise.

There have been some requests by the owner to attempt a compression of the schedule for inspection purposes in the new addition area from column line 1 through 4. Every effort will be made by the contracting organizations to meet an early date although presently it appears unlikely it will be achieved fully.

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

**Food service equipment is currently all in fabrication and due to be delivered on its current target delivery dates.**

**Our next meeting will be scheduled for late May. I shall be in touch with Mr. Shea regarding the exact date.**

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

**RJS/m**

**To: Mr. Wm. Cairns  
Mr. Hank Webb  
Mr. L. G. Shea  
Mr. Wm. Novosedlik  
Mr. Wm. Maxwell**

June 3, 1975

**Subject: Monitoring Report #7**  
**East Wing Addition, Bi-County Community Hospital**  
**Warren, Michigan**

**Project: 74:84**

**Date of Monitoring: May 28, 1975 (working day 359)**

**Monitored from Issue #4 dated February 28, 1975**

**Actions taken:**

- Inspected project
- Conferred with major contractors re job progress
- Participated in project conference
- Evaluated job progress

**Interior Work**

Heavy efforts have been made over the past month to concentrate on column lines 1 through 4 so as to complete, as far as possible, the interior work in anticipation of an inspection to be held the week of June 2, 1975. Work between column lines 1 and 4 is in excellent condition. Doors are being hung, ceilings completed, wall covering installed and the area is being readied for carpet. There were several items that may pose temporary difficulties including floor rails for the motorized files, shelving at the library and less critically, floor outlet locations prior to laying carpet. All of these matters are presently being resolved and should cause no major disruption to the work.

Interior finishes from column lines 4 through 9 including the dining areas have benefited also from the increase in work tempo and this work too is presently in good condition.



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

Overall, it appears that the entire interior finish work at the addition and dining area from column lines 1 through 9 is about 10 to 15 working days ahead of our Issue #4 network plan. If the current target completion date of August 8, 1975 (working day 410) is adjusted to take this into account, it might be possible to finish interior work as early as July 18, 1975 (working day 395).

It was cautioned at the construction meeting and should be repeated that there is still a considerable amount of finish work to be done, particularly at the existing dining room and the smaller dining areas. Therefore, it would be premature at this time to consider the entire 15 day gain as applying to an earlier delivery date for the whole area. This matter will be evaluated at our next construction meeting.

#### Food Service Equipment

The dishwasher and soiled tray conveyor are presently in the kitchen contractor's shop and will be on the job Monday, June 2, 1975 (working day 362). This was the target date for delivery of the dishwasher and is three days later than expected for the soiled tray conveyor. The walk-in cooler is presently being installed. Serving line equipment is still holding at a delivery of July 1, 1975 (working day 383). It should again be pointed out that the new serving line equipment is not essential for reinstallation hookup and use of existing serving line equipment. Gaps are to be left in reinstallation of the existing equipment for the new equipment to be inserted.

#### Dishwasher, Tray Line and Serving Line Remodeling

This area is almost ready for installation of equipment. Still lacking is some overhead sheet metal duct and miscellaneous piping. It is expected that the soiled tray conveyor and dishwasher will be delivered to the job Monday, June 2, 1975 (working day 362) and installation will proceed with the soiled tray conveyor slightly ahead of the dishwasher. It is anticipated that the dishwasher can be installed, ready for hookup by June 5, 1975 (working day 365) and that by June 11, 1975 (working day 369) the soiled tray conveyor and dishwasher will be ready for operation. At that time the new ceiling can be installed at the area.

The serving line curbs and quarry tile are now in work and the new plaster surfaces and floor construction at the relocated serving line will be available

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

shortly for reinstallation of existing equipment. This work is close to being on schedule and daily checks will be made by the contractors with the owner to keep each fully up to date on status of the work. The Issue #4 network target for reinstallation of existing serving line equipment and hookup was the morning of June 6, 1975 (working day 366).

#### **New and Existing Cooler Area**

The new walk-in cooler is presently being installed with some hookup to be completed along with installation of the concrete base and quarry tile floor. It is expected the new cooler will be available the morning of June 4, 1975 (working day 364). This is a tight date and will require continuous attention. The Issue #4 target date for completion of the cooler was the morning of June 2, 1975 (working day 362), and thus, this work is a projected two working days behind.

#### **Sheet Metal and Multizone Work**

Comments in the previous monitoring (#6 dated April 30, 1975) still apply. However, delivery of the equipment has now been pushed to a later date of June 12, 1975 (working day 370). The interim installation is still operating satisfactorily and no major problems are presently being encountered.

There was some question at the construction meeting as to whether the new kitchen ceiling minus the dishwasher tray line and existing cooler area should be reinstalled. This item will be studied further since there is always a problem of dust and dirt from exposed ceiling areas.

#### **General Summary**

Overall, the project is moving in good fashion with the only current lag being in the installation of the new cooler. This work is presently behind a projected two working days. This two day lag moves start of work at the existing cooling area to June 4, 1975 (working day 364) instead of the anticipated date of June 2, 1975 (working day 362). The area in work should be given careful day to day attention since it is still a very critical and tight construction process.

Work at the interior of the addition and the dining area is ahead of schedule and it is expected a good share of the desired area for inspection can be made available by the week of June 2, 1975 as desired by the hospital. The dishwasher, tray line and serving line work is slightly

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**RALPH J. STEPHENSON, P. E.  
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behind but it is expected to be brought back in line with the Issue #4 network by next week.

There is still some problem with delivery of the new multitone equipment but the problem has been partially solved by a temporary hookup.

No time was set at this meeting for our next convergence but I shall be in touch with Mr. Shea to establish the exact date.

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

**RJS  
m**

**To: Mr. Wm. Cairns  
~~Mr. Hank Webb~~ Mr. Roy Sangra  
Mr. L. G. Shea  
Mr. Wm. Novosedlik  
Mr. Wm. Maxwell**

758-1800  
x 397

July 8, 1975

**Subject: Monitoring Report #8**

**East Wing Addition, Bi-County Community Hospital**

**Warren, Michigan**

**Project: 74:84**

**Date of Monitoring: June 30, 1975 (working day 382)**

**Monitored from Issue #4 dated February 28, 1975**

**Actions taken:**

- Inspected project
- Conferred with Mr. Cole and Mr. Sangret re job progress
- Evaluated job progress

**Interior Work**

Interior work from column line 1 through 9 at the library, records, lounges, doctors' dining and cafeteria is substantially complete. The new serving line is also back in operation. New serving line equipment, however, is still not on the job. Presently it is expected July 1, 1975 (working day 383), although no confirmation was available at today's monitoring.

Items not complete from column line 1 through 9 include folding partitions, resilient floor tile, mechanical and electrical trim and carpet. Folding partitions are due in on or about July 25, 1975 (working day 400). The owner's carpet is available presently but will not be on the job until sometime the week of July 7, 1975. This probably means that it will be on the job by July 10, 1975 (working day 389). Mechanical/electrical trim is presently in work but is no delay to the project. Completion of resilient floor tile will be held by delivery and installation of rails for the electric file. These rails are due in on July 28, 1975 (working day 401).

Overall, the interior work is meeting or substantially ahead of target completion dates as outlined in the Issue #4 network. It should be noted that the interior work which was to be completed for inspection the week of June 2, 1975 was substantially finished at that time.

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Dishwasher, Tray Line, Serving Line and Existing Cooler Remodeling

The dishwasher and soiled tray conveyor were put back in service on June 30, 1975 (working day 382). The target date to have this completed was June 9, 1975 (working day 367). Therefore, this item lagged by about 15 working days over late starts and late finishes. The major delay was a late delivery of dishwashing equipment.

The walk-in cooler was completed about June 18, 1975 (working day 374). This was 12 working days later than originally intended in the Issue #4 network diagram. Remodeling is well along at the existing cooler area and Mr. Sangret expects it will run about another 15 working days to complete remodeling work at the kitchen and the existing cooler. The original target end date in the Issue #4 network was July 3, 1975 (working day 385). Projecting another 15 days from today's date, June 30, 1975 (working day 382), brings completion to July 22, 1975 (working day 397). This is a 12 working day lag over the scheduled completion date. The delay here is primarily due to a later completion of installation on the new cooler.

The new serving line was reinstalled and made active on the target date of June 6, 1975 (working day 366).

Sheet Metal and Multizone Work

The new multizone unit is on the job and work at the area is presently being completed. This work should take about another ten working days.

General Summary

Overall, the project continues in excellent condition with most interior work between column lines 1 and 9 being complete. The new serving line is back in operation, the new cooler is in operation, the new dishwasher and serving tray line is in operation and about 15 more working days remain to complete remodeling at the existing cooler area and in the kitchen.

Ralph J. Stephenson, P. E.

RJS/m

To: Mr. Wm. Cairns  
Mr. Ray Sangret  
Mr. L. G. Shea  
Mr. Wm. Nosedlik  
Mr. Wm. Maxwell