

June 15, 1976

255
125
130

Subject: Monitoring Report #8-R

**Manufacturers Bank Renaissance Facilities - Retail 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 spaces.

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 ²⁵⁵155) - 142

Actions taken:

- Reviewed job with retail space contractors, architect/
engineer and Manufacturers staff
- Reviewed early long lead time items
- Prepared preliminary network model for podium level space

General Summary

The current starting point for work at the retail space is now set for Monday, June 14, 1976 (working day 116). This is about 8 working days later than had been originally intended and is primarily due to the fact that lease negotiations have not been completed as of this date. It is not desirable to have this work start in depth until the lease is completed and official.

Our work at this conference focused primarily on identifying major long lead time items. These were defined with tentative delivery dates assigned wherever possible and are shown on sheet 1 of issue #1 dated June 9, 1976 (working day 113).

Monitoring Report #8-R
Manufacturers Renaissance Facilities
Retail Space
Page two

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

After establishing the long lead time items, we next prepared a network plan for the interior finish work at the podium level. This level contains a somewhat representative sequencing of work and enabled us to test deliveries on some of the more difficult items. The completion date shown for the podium level based upon present assumptions came out several weeks too late and it will be necessary to go back and review this plan in depth at our next meeting to find methods by which we can reduce the length of time required for early deliveries on critical items such as hollow metal frames, miscellaneous structural steel framing and hangers and other items critical to built-in areas of the project.

A complicating factor presently is that there are three strikes - masonry, iron workers and glaziers. The strike of iron workers will affect installation of structural steel at the elevator opening and at the ceiling hangers. There is no present reliable prediction as to when this strike might be over. We have assumed it might last as long as 20 working days.

Our diagramming work today resulted in preparation of sheets 1 and 2, Issue #1, dated June 9, 1976 for the retail space. These have been printed and distributed to the general contractor and others involved by Mr. Hitch's office. I will meanwhile begin preparing the final draft of this sheet with the intent that changes made to it to bring it in line with our schedule requirements can be made at our next meeting on June 25, 1976.

It would be appreciated if all responsible managers would review the network and evaluate where time can be compressed in the present plan. It should be kept in mind that there are three other levels to be built - the intermediate level, the service level and the street level. Thus, these three, along with the podium level, must be constructed in a sequence that will allow completion of all work sometime between December 1, 1976 (working day 235) and the end of the year. All involved are aware of this and cooperating to the greatest extent possible to achieve it.

Our next diagramming session will be held on Friday, June 25, 1976 at 8:30 A.M. in the Manufacturers conference rooms. At this time we will attempt at the morning session to complete diagramming the intermediate, street and service levels, as well as to review and revise, where necessary, the podium level diagram.

It would be desirable to also firm up all delivery dates.

Ralph J. Stephenson, P.E.

RJS/m

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

July 1, 1976

Subject: Monitoring Report #9 - R
Manufacturers Bank Renaissance Facilities - Retail Space
Detroit, Michigan

Project: 76:13-R

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:

- Reviewed current status of deliveries
- Completed detailed networks for intermediate level (IL), street level (ST) and service level (SV)
- Briefly reviewed podium level (PL) diagram

General Summary

Overall the planning done at the past two sessions indicates strong efforts must be made to compress the work plans for the podium level, intermediate level and street level. The plan for the service level presently appears to be achievable within present completion targets.

One of the main problems presently faced particularly at the street and intermediate levels is for the landlord to make the area totally available. There was a brief discussion about this problem at a joint monitoring session and it was agreed immediate attention should be given to clearing this space. The landlord requested that he be contacted immediately any time a problem exists with obtaining working space. Communications on this matter between the tenant, Manufacturers Bank, their contractor and the landlord and construction manager must be accurate.

Another problem that may hinder and slow work is the need to have steel brackets for partition supports installed above the ceiling. On the intermediate level for example, it will be difficult to do any field measuring until complete layout of the space is made according to the present plan. This may not be until as late as July 23, 1976 (working day 144). The late access to cleared space could prove a serious delay getting work in above the ceiling.

Monitoring Report #9-R
Manufacturers Renaissance Facilities
Retail Space
Page two

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

We have now prepared a network plan for each of the four levels, podium, intermediate, street and service levels. In all cases, except at the service level, the initial end dates are considerably beyond present requirements. At the podium level delivery of hollow metal frames, fabrication and installation of above ceiling steel brackets and construction of elevator shaft walls appear to be the major items that contribute to a late turnover.

At the intermediate level landlord cleanup, availability of space to field measure for steel brackets, fabrication and installation of brackets and installation of bronze and ceramic finishes are the main causes of later than desirable completions.

At the street level the delay can be traced almost directly to late delivery and installation of the night depository. This is a long lead time item estimated presently at about 60 working days. Installation of the night depository restrains other interior finish work. The delivery must be improved or a method of working around the area must be found.

At the service level, as noted above, the present target finish date is within the targets desired.

As a part of our next planning session, we shall focus on all three late areas and determine how to bring them back to target completions required between December 1, 1976 (working day 235) and December 30, 1976 (working day 255). I have sent blueines of the network plans for the three levels diagrammed at this session to Mr. Don Sielaff, Mr. Hitch, and Mr. St. John. They will review the logic carefully prior to our next meeting and at this session we will again review in detail the sequence and durations to see where time savings can be accomplished. Our next meeting is scheduled for the afternoon of Thursday, July 8, 1976.

Meanwhile, I recommend strongly that the Manufacturers staff consult with the landlord to assure that they can move into space as needed to initiate the very important early work, particularly on layout and field measuring that is such an important part of the above ceiling work.

Ralph J. Stephenson, P.E.

RJS/m

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

July 13, 1976

Subject: Monitoring Report #10-R

Manufacturers Bank Renaissance Facilities - Retail Space
Detroit, Michigan

Project: 76:13-R

Date of Monitoring: July 8, 1976 and July 9, 1976 (working days
112 and 113)

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

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

Monitored from Issue #3 dated July 8, 1976

Actions taken:

- Inspected project
- Reviewed network plans for all retail areas

The afternoon session on July 8, 1976 was aimed at compressing the previous interior networks to regain a target completion somewhere in mid-December. It is to be noted that the cooperation given in accomplishing this by the various contractors was excellent.

The new networks Issue #3 dated July 8, 1976, sheets 1-5, will be drafted into final form, computerized and issued for field use. Prior to issuance of the computer runs, however, the networks will be computed manually with early starts and early finishes since this is an essential part of the data processing check in any event. This check dating will be done on sepias so they can be issued to the field for interim use while computer runs are being made.

~~Completion dates were agreed to by all concerned and will be the dates against which we will measure job progress from now on.~~ It should be noted that a decision was made in the Thursday afternoon conference to make the late finishes of the intermediate level, street level and service level the same as the early finishes while allowing the podium level to float to the target end date of the project, December 15, 1976 (working day 245).

We also made a comprehensive review of various deliveries to the project. These appear presently to be in order with the revised network plan. As the network is being drafted we will make a second check to insure that deliveries to the job will be adequate for the current schedule to be met.

Another item decided upon was that none of the four floor networks would be interrelated with any of the others. This means that the four retail levels will be finished concurrently each running at its own pace.

Also discussed in depth at our meeting on July 8, 1976, was the ~~current status of the iron worker's strike. At that time it appeared the strike would continue on for some time. Therefore, an alternate scheme was proposed by which the miscellaneous iron partition brackets at the ceiling were to be revised and made of wood materials. This was considered feasible. On Friday, July 9, 1976 (working day 134) it was reported the iron workers had settled and we would use miscellaneous iron brackets as originally designed. However, it was possible to make some compression in time which should be of great assistance in meeting target dates.~~

A brief review of each level is given below.

Podium Level (PL)

Presently most demolition is complete, the space is laid out and above ceiling work substantially done. Installation of wall work will be restrained by erection of above ceiling steel brackets. These are currently due to be on the job by July 19, 1976 (working day 140). Brackets at the podium ceiling set the pace for starting remaining work at the floor.

Installation of the collateral and the safety deposit vault steel has proceeded very well and is currently ahead. Apparently it was not necessary to wait for the end of the iron workers strike to begin this work.

Intermediate Level (IL)

Most above ceiling mechanical work has been completed with electrical work currently being put in place. Brackets are expected on the job no later than July 29, 1976 (working day 148). Here too, these are critical.

Street Level (ST)

Work has just begun at the street level and the area is laid out. A very important item at the street level is delivery of the night depository by the owner. This delivery has been improved over previous commitments so that presently the depository will be set

Monitoring Report #10-R
Manufacturers Renaissance Facilities
Retail Space
Page three

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

and encased starting no later than July 26, 1976 (working day 145). This will allow a considerable improvement in the previous scheduled completion date, and permit the area to be finished well within current targets.

Service Level (SV)

Presently work at the service level is focused upon installing underground work, patching slabs on grade, and installing rough work at the ceiling level. Presently, installation of rough trades at the service level is in conformance with the current early start early finish dates.

General Summary

~~Overall work at the retail space is moving well and is presently meeting targets between early and late starts and finishes. The individual networks were reviewed in detail and these are now in such condition to reflect satisfactory completion goals. I shall draft these networks into final form and issue for field use.~~

Ralph J. Stephenson, P.E.

RJS/pw

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

August 4, 1976

Subject: Monitoring Report # 11 - R

Manufacturers Bank Renaissance Facilities - Retail Space

Project: 76:13 - R

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

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

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

Monitored from Issue #3 dated July 8, 1976

Actions taken:

- Inspected project
- Reviewed job status with representatives of Manufacturers Bank, landlord and Freeman-Darling

As of July 26, 1976 (working day 145) overall progress at retail areas is reasonably good although there are some slight local lags. Much of the early tendency to drag is in tasks that once momentum is gained, should be able to be brought back into line through current effort plan.

A brief review of each area is given below.

Podium Level (PL)

As of July 26, 1976 (working day 145) there is no serious lag at the podium level except for the possibility of the bracket work falling slightly behind our projections. Bracket steel is due on the job August 2, 1976 (working day 150).

The steel frame and shell of the vaults have been substantially completed and these are now ready for fireproofing. Overall work at the podium level is in good condition.

Monitoring Report # 11 - R
Manufacturers Renaissance Facilities
Retail Space
Page two

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

Intermediate Level (IL)

Currently there are no serious lags at the intermediate level. As with all work in the retail space, the above ceiling is presently most critical. Elevator steel is due on the job at this level on July 29, 1976 (working day 148).

Street Level (ST)

Presently there is a slight lag over early starts and early finishes in delivery of the night depository. This equipment will now be on the job July 28, 1976 (working day 147). Hollow metal frame delivery also may cause some slight delays to work installation but Mr. Fedorinchik does not feel that it should cause any major holdups to work at the street level.

Service Level (SL)

At the service level some delays in masonry may be encountered due to the need for access to bring equipment into the space. Efforts are now being made to work around this so holdups due to equipment deliveries can be held to a minimum.

As at all areas, it is going to become increasingly important over the next few weeks to insure that the service level space is completely closed in so leakage and exposure to weather and security risks are kept to an absolute minimum. This matter should be continually reviewed to insure that steps are being taken on the remaining portions of the building that will allow the Manufacturers' space to be properly protected.

General Summary

Overall, work at retail levels is moving reasonably well and we can presently anticipate holding the present targets. It should be noted there was an error in the preliminary calculations for the service level. This error brought finish of general contract work at the floor closer to the overall target end date but did not exceed it except in the setting of consoles and hooking up of equipment. This matter has been reviewed with Manufacturers and apparently will not cause any major difficulties.

Network models for the retail levels have been drafted into final form and computer runs are presently being processed for issue to the field. They will be available shortly.

Ralph J. Stephenson, P. E.

RJS/m

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

RALPH J. STEPHENSON, P. E.
CONSULTING ENGINEER

August 19, 1976

Subject: Monitoring Report #12-R

Manufacturers Bank Renaissance Facilities - Retail Space

Project: 76:13 - R

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

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

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

Monitored from Issue #3 dated July 8, 1976

Actions taken:

- Inspected project
- Reviewed job status with general superintendent
- Distributed dated networks and computer runs for sheets 1, 2, 3, 4 and 5, Issue #3 dated July 8, 1976 to those concerned

General Summary

As of August 12, 1976 (working day 158) overall progress at retail area is fair, having slowed slightly over the past two weeks. The fundamental reason for this is delays in getting underway with above ceiling work, particularly steel brackets. The lag is currently not serious enough to cause major concern although it is strongly recommended that every effort be made to build up momentum on the project and to insure that the present lags will be picked up as quickly as possible.

Also of great importance is to follow carefully all deliveries, particularly on long lead time items. A brief review follows.

- Plastic laminate for millwork is showing signs of lagging. This item should be checked immediately since it is critical to completion of millwork fabrication.
- Air handling unit - the air handling unit at the service level is due for delivery on September 10, 1976 (working day 178). This is approximately 9 working days later than originally planned. Mr. Fedorinchik believes he will not have any difficulty bringing it into the service level since he is leaving an opening in the masonry walls.
- Anodized louvers - presently in fabrication.

- Millwork - millwork approvals and shop drawings are falling behind and should be given immediate attention.
- Carpet - Apparently carpet is being manufactured.
- Standard light fixtures - presently in fabrication.
- Special light fixtures - Shop drawings have been submitted, approved and fabrication of special fixtures is presently in work.
- Toilet partitions - Shop drawings have been approved and fabrication is underway.
- Paint - No current problems.
- Ceramic tile - Shop drawings have been submitted and approved.
- Plumbing fixtures - presently in fabrication.
- Hardware - presently in fabrication.
- Hollow metal frames - on job.
- Hollow metal doors - in fabrication.
- Control systems - Shop drawings have not yet been submitted. This item lags currently by about 6 working days.
- Storefronts - Shop drawings in for approval - they are expected back shortly. This is a critical item and should be given a relatively high priority.
- Electrical panel boards - in fabrication.

A brief review of each retail level is given below.

Podium Level (FL)

As of August 12, 1976 (working day 158) the lag at the podium level ranges from 3 to 10 working days. The delay is primarily in fireproofing of the collateral and safety deposit vault, erection of above ceiling steel brackets and start of stud walls. Wall studs were due to begin no later than August 3, 1976 (working day 151). Present projections indicate they will start on August 17, 1976 (working day 161). This accounts directly for the largest of the lags - ten working days.

The podium level is a reasonably complex area and will have to be given very careful attention to bring it home by the present mid-December target. The lags are not now of such a nature that they cannot be recaptured.

Intermediate Level (IL)

Work here lags as of August 12, 1976 (working day 158) by 6 to 9 working days. The lag is basically in erection of above ceiling steel brackets and installation of wall studs. Studs were due to begin no later than August 9, 1976 (working day 155). Presently these are expected to start August 20, 1976 (working day 164); thus, accounting directly for projected nine working day lag.

The delay in itself is not overly critical at this stage of the job provided heavy field work is focused at all levels concurrently on installation of the lagging items. Stud work, of course, is critical at most sections of the retail area since it unlocks the start of additional finish trades.

Street Level (ST)

As of August 12, 1976 (working day 158) the lag at the street level is about 14 working days, primarily in start of wall studs. It is expected to begin installation of studs on August 18, 1976 (working day 162). They were due to begin no later than July 29, 1976 (working day 148). This accounts directly for the 14 working day lag. It should be noted here we had assumed a target completion date of November 8, 1976 (working day 219) which was considerably ahead of the overall completion date. It is to be cautioned that if these lags at each floor that do have some float time are not picked up, the work during the latter parts of the job tends to bunch up and require excessive crewing.

As with other levels, I strongly suggest that every effort be made now to pick up the lag.

Service Level (SL)

As of August 12, 1976 (working day 158) work here is just meeting targets between early and late starts and finishes. Erection of hollow metal frames and interior masonry partitions is just now starting. It was due to begin no later than August 10, 1976 (working day 156). There will have to be some openings left in masonry walls to allow placement of mechanical equipment. This equipment is due to be on the job September 10, 1976 (working day 179). Thus, it was decided to hold the target completion date for masonry at September 14, 1976 (working day 181). Generally, with some minor exceptions, work here is on schedule.

It should be noted that installation of control wiring above the ceiling is an ongoing problem that must be given continuous attention. I recommend that a meeting be held soon between the owner, architect, general contractor and the controls contractor to insure that everyone is aware of the very tight delivery dates we have for all of these various levels.

Monitoring Report #12 - R
Manufacturers Renaissance Facilities
Retail Space
Page four

RALPH J. STEPHENSON, P. E.
CONSULTING ENGINEER

SUMMARY

Overall the project currently lags from 3 to 15 working days. The lags are not overly serious at this point although if they do continue and are not recaptured quickly, they could become quite critical. This is particularly the case as we begin to approach fall and the mid-point of the project.

At this monitoring I issued to all those concerned copies of sheets 1 through 5 dated, along with a computer run for the project. This computer run was gone over in detail with Mr. Demy Fedorinchik and Mr. Wayne Bredvik. We also prepared a project status report which provides a computer analysis of the current status of the project based on comparisons with late start and late finish dates. It should be cautioned that this analysis is best used in conjunction with the monitoring reports since lags shown on the computer run must be evaluated as to their true seriousness.

I shall plan to monitor the project again on Wednesday, August 25, 1976, at 1 P.M.

Ralph J. Stephenson, P.E.

RJS
E

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

September 1, 1976

Subject: Monitoring Report #13 - R
Manufacturers Bank Renaissance Facilities - Retail Space

Project: 76:13 - R

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

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

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

Monitored from Issue #3 dated July 8, 1976

Actions taken:

- Inspected project
- Reviewed job status with general superintendent, Manufacturers Bank representatives and architect/engineer
- Prepared project status report for period from August 25, 1976 (working day 167) to October 1, 1976 (working day 193)

General Summary

As of August 25, 1976 (working day 167) overall progress at the retail space has been slow with the lag now from 7 to 17 working days.

We made a review of deliveries and a brief summary of these follows:

- Submission and approval of plastic laminate samples was due to be complete no later than July 28, 1976 (working day 148) so the material could be manufactured and delivered for millwork. Apparently the samples are still not totally approved and there is some question as to whether manufacture of the plastic has begun. Since millwork is due on the job beginning no later than September 24, 1976 (working day 188), the item is becoming very critical. Redstone and Freeman-Darling agreed that they would follow this immediately and aggressively.

- **Air handling unit** - The air handling unit at the service level will be delivered on September 10, 1976 (working day 178). Accommodation for this air handling unit has been provided in masonry walls at the entrance area.
- **Anodized louvers** - presently in fabrication.
- **Millwork** - Millwork shop drawings have not yet been approved. As noted above, this item is getting very critical and I strongly recommend that continued heavy attention be given its expediting.
- **Carpet** - No word on carpet. Mr. Greg Demanski of Manufacturers staff will check and follow up.
- **Standard light fixtures** - presently in fabrication. No problem.
- **Special light fixtures** - presently in fabrication. No problem.
- **Toilet partitions** - presently in fabrication.
- **Paint** - No current problems.
- **Ceramic tile** - presently in manufacture. No current problems.

(Note: Any special tile for wall and floor finishes should be watched carefully.)
- **Plumbing fixtures** - presently in fabrication.
- **Hardware** - presently in fabrication.
- **Hollow metal doors** - presently in fabrication.
- **Control systems** - Shop drawings have not yet been submitted. This item is getting serious and presently lags by about 15 working days. Control systems are critical to installation of ceilings and other finish work and should be checked immediately.
- **Storefronts** - Shop drawings have just been returned and fabrication is about to begin. This item lags by about 5 working days.
- **Electrical panel boards** - presently in fabrication.

A brief review of each retail level is given below.

Podium Level (PL)

As of August 25, 1976 (working day 167) the lag in wall and ceiling work is about 21 working days. However, this lag is moderated to some extent by the fact that board work has begun early in some areas. Thus, the lag probably is nearer 10 - 15 working days. Nevertheless there is a very real delay at this floor and since it is one of the more critical areas, it will have to be given careful attention to pull it back into conformance with the schedule.

A key date to watch is the target of September 16, 1976 (working day 182) for start of taping and sanding and September 22, 1976 (working day 187) for completion of hanging board at walls and ceilings. Fireproofing at the collateral and safety deposit vault has been completed and work is presently underway on the finishing of these areas.

The intermediate level is a complex area and careful attention will have to be given to all work to pick up the present lag.

Intermediate Level (IL)

The major lag presently is in start of stud work which was due to begin no later than August 9, 1976 (working day 155). Studs are planned to begin by August 30, 1976 (working day 170) accounting directly for a 15 working day lag. This is an actual measure of the behind situation at this floor since stud work is on the critical path and releases all succeeding finish work at the floor. The intermediate level is the longest duration work level and therefore, this lag is very serious and must be picked up if we are to meet our current target of completion by December 15, 1976 (working day 246).

Street Level (ST)

The lag currently at the street level is about 17 working days in construction of the elevator shaft walls. These were due to begin no later than August 5, 1976 (working day 153). The current intent is to begin on August 30, 1976 (working day 170). This accounts directly for the 17 working day lag. The completion of the street level is currently projected at November 8, 1976 (working day 220). This gives some float time at the end of the project but it would be wise not to use this float at the early stage of interior finish work.

Monitoring Report #13 - R
Manufacturers Renaissance Facilities
Retail Space
Page four

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

As with other levels, I recommend that the lag be picked up as quickly as possible in succeeding work.

Service Level (SL)

As of August 25, 1976 (working day 167) there is no lag at the service level. Work is proceeding well on interior finish construction there and is presently meeting all major targets between early and late starts and finishes.

The delay to delivery of the air handling equipment has caused some problems relative to leaving access openings but these have been accommodated in construction of the masonry walls.

Summary

Overall, the project currently lags from 7 to 17 working days. This is an increase over the previous monitoring and indicates that careful attention will have to be given now to leveling off and reducing the lag. It has been difficult to get a full work pace underway due to difficulties with above ceiling operations. However, most of this work is now in good shape and the pace will have to be maintained and improved from here on out in installation of studs, wall work and ceiling finishes.

I shall plan to monitor the project again on Monday, September 27, 1976 (working day 189) at 1 P. M.

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 - R

Manufacturers Bank Renaissance Facilities - Retail Space

Project: 76:13 - R

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

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

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

Monitored from Issue #3 dated July 8, 1976

Actions taken:

- Inspected project
- Reviewed job status with general superintendent and Manufacturers Bank, architect/engineer and landlord representative
- Prepared project status report for period from September 27, 1976 (working day 189) to October 25, 1976 (working day 209)

General Summary

As of September 27, 1976 (working day 189) progress at the retail areas continues to be slow with the lag having increased to from 12 to 28 working days. The reasons for the increase include slower than expected installation of ceiling framing at board areas, incomplete closure of the building and consequent interference by weather and temperature problems, interferences at above ceiling spaces and difficulties in obtaining timely deliveries of material and equipment. A

We first made a review of deliveries and a brief summary of these follows.

- Plastic laminates - There was no current word on delivery of plastic laminates to the millwork contractor. Mr. Fedorinchik will check on this. Plastic laminate was due to be delivered to the millwork contractor no later than August 19, 1976

(working day 163). Final fabrication of millwork followed delivery of the laminates. This could be a serious matter.

- Air handling unit - On job.
- Anodized louvers - In fabrication; opening was modified on current bulletin.
- Carpet - Delivery presently expected October 29, 1976 (working day 213)
- Standard light fixtures - Presently in fabrication; delivery is not expected until October 1, 1976 (working day 193). Need these now.
- Special light fixtures - Presently in fabrication, no serious problem.
- Toilet partitions - Presently in fabrication, no current problems.
- Paint - Available.
- Ceramic tile - Much of the tile is on the job, however, mall tile must still be checked into and expedited.
- Plumbing fixtures - In shop.
- Hardware - Presently due on the job November 1, 1976 (working day 214).
- Hollow metal doors - Will be on job November 15, 1976 (working day 224).
- Control systems - In fabrication; some materials on the job.
- Storefront - Presently in fabrication, however, ceiling interferences must be resolved before installation can start.
- Electrical panel boards - Most are on the job except for two critical switches. Mr. Fedorinchik will follow.

A brief review of each retail level is given below.

Podium Level (PL)

As of September 27, 1976 (working day 189) the lag in ceiling framing and drops is about 12 working days. This is about the same as at the previous monitoring on August 25, 1976 (working day 167). Taping and sanding also lag slightly.

A very critical activity here is reworking the ceiling grid to accommodate mechanical drops and light fixture relocation due to several interferences in the ceiling space. This work is to be resolved in the field and work will be modified as required.

Intermediate Level (IL)

The lag at the intermediate level is presently about 24 working days, a sizable increase over the previous monitoring. The lag is basically in installation of board ceiling suspension and installation of mechanical and electrical ceiling drops.

Very critical is the need to relocate an above ceiling vent at the core boundary so that the circular light troffer framing can be completed. Mr. McCarthy of the landlord's office said that the relocation would be complete by Friday, October 1, 1976 (working day 193). *

Street Level (ST)

The current lag at the street level is about 28 working days, primarily in installation of gyp board wall surfaces.

As at other levels, work at the street level is beginning to be affected by lack of close-in of the building. A comprehensive discussion was held with Mr. George McCarthy of the landlord's office regarding this problem and he said that skylights should be complete by October 15, 1976 (working day 203). He added that entries to the building are presently being closed in by temporary panels. However, it is necessary for the city to give full approval for these panels before they can be put into areas that will assist in closing off the retail spaces. Generally the closure of the building to weather is unsatisfactory and is affecting installation of finish work. *

Another problem area will be provision of heat to the structure. Boilers are to be fired on October 4, 1976 (working day 194) and heat should be available the next day. *

Monitoring Report #14 - R
Manufacturers Bank Renaissance Facilities
Retail Space
Page four

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

I strongly recommend that top level conferences be initiated by Manufacturers with the landlord to determine what provisions are to be made immediately for providing adequate protection from the increasingly cooler weather. *

Service Level (SL)

Work at the service level is currently on time and overall proceeding well. It will be necessary to raise a unit heater at the waiting room in the service areas to allow ceiling work to proceed uninterrupted. However, generally work at this area is proceeding quite well.

Summary

Overall, the project lag has increased and this matter is currently quite serious. Compounding the problem is the need for the building to be closed to weather and temperature changes so work can proceed on finish trades without endangering the quality of workmanship. Heat also is an increasingly important item since we have had some unseasonably cool weather early in the fall. Efforts are being made to close the building but these are apparently not going to be adequate to insure that work can proceed without interruption at the retail spaces unless top level management attention is given the problem. I again suggest the tenant and landlord concentrate on solving this problem immediately. *

I shall be in touch with Mr. Hitch shortly to set the next monitoring.

Ralph J. Stephenson, P.E.

RJS
m

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

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

October 26, 1976

Subject: Monitoring Report #15 - R
Manufacturers Bank Renaissance Facilities
Retail Space

Project: 76:13 - R

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

Present Total Target Completion Date: December 15, 1976 (working day 245)

Working Days Remaining to December 15, 1976 (working day 245): 39

Monitored from Issue #3 dated July 8, 1976

22
25
27

Actions taken:

- Inspected project
- Reviewed job status with general superintendent and representatives of Manufacturers Bank, the architect/engineer and the landlord
- Prepared project status report for period from October 20, 1976 (working day 206) to November 19, 1976 (working day 228)

General Summary

Currently major lags at the retail space range from 12 to 25 working days. The project is beginning to run into severe difficulties in maintaining work progress due to weather and moisture exposure and with the present exposed state of the job, it is expected this problem will intensify. Extensive discussions were held with the landlord and the construction manager several days ago at a very high level and these were reviewed again at this monitoring.

At the intermediate and podium levels the landlord plans to erect panels around the space to enclose it and protect it from wind and moisture. Here also skylights are needed to keep out vertical moisture. There have been some severe problems in completing skylight installation and it is anticipated that present schedules will not allow this area to be enclosed until about

November 15, 1976 (working day 224). This date is entirely too late to assist in maintaining the current intense work schedule that will be needed at these two levels to complete the project on time. Apparently there is very little that can be done at the middle management level to expedite this and improve the performance and to get any improved action it probably will be necessary to go back to the highest levels of management in the tenant's, landlord's and construction manager's organization. Nobody involved in this monitoring felt that the November 15, 1976 (working day 224) close-in date was acceptable and the consensus was that it will have to be bettered considerably if work is to proceed in timely fashion.

At the street level ceramic tile for the mall is being laid now and when this is complete on or about October 25, 1976 (working day 209) the landlord anticipates enclosing the space with temporary partitions. Installation of partitions should take no more than 3 or 4 days if they are started immediately and concentrated upon. This will give the street level protection from both wind and moisture. Thus, under good conditions we could expect to have the street level enclosed by October 28, 1976 (working day 212).

At the service level it was generally agreed that general heat would be provided by the retail contractor. There appeared to be no major disagreement with this. The problem there is not nearly so difficult as at the upper levels although preventing moisture from coming through holes punctured in the floor slab is a necessity. Many of these openings have been installed by the construction manager and the landlord in completing their overhead work. Once the upper levels are enclosed this problem should disappear.

In summary, it presently does not appear that with the construction manager's schedule that close-in can be accomplished until mid-November. This, to all intents, is an unacceptable date since much of the finish work on all retail levels is going to have to be continued over the next month and a half. This target date does not give adequate protection assurance. I suggest a top management conference be held immediately to again decide on procedures.

As part of our monitoring, we made a brief review of the status of all delivery items. The majority of these seems to be in good shape although there are some exceptions. A brief discussion follows:

- Plastic laminates

Millwork is presently in fabrication and the delivery problem has moderated somewhat. However, the millwork contractor will not

bring any finish work on the job until he can be assured it can be stored or installed without danger of weather damage. This then reverts to our close-in problem which must be attacked and solved immediately.

- Anodized louvers

These will be delivered sometime this week.

- Carpet

Carpet is now expected on the job November 22, 1976 (working day 229). This should pose no serious problem.

- Standard light fixtures

Delivery has again been delayed and they are now expected on the job November 4, 1976 (working day 217). This is another delay to the delivery date and the matter is serious. It would be wise to concentrate some heavy attention on this item now.

- Toilet room partitions

Expected on the job November 9, 1976 (working day 220).

- Ceramic tile

Most are on the job presently and being installed at the mall.

- Plumbing fixtures

On job.

- Hardware

Presently due on job November 1, 1976 (working day 214).

- Hollow metal doors

To be delivered in November.

- Control systems
Generally fabricated and on the job.
- Storefront
Materials are on the job.
- Electrical panel boards
Are on the job but must be rewired in the field.

A brief review of each retail level is given below.

Podium Level (PL)

The current lag at the podium is about 25 working days, primarily in installation, taping and sanding of board walls and ceilings. This is a considerable increase in the previous lag as of Monitoring Report #14 dated September 27, 1976. There is considerable work yet to be done at the podium level and I suggest attention be focused here on both closing in by the landlord and expediting finish work by the retail contractor.

Intermediate Level (IL)

The current lag at the intermediate level is about 24 working days primarily in projections for installation of tempered glass and entries at the small offices. Some difficulties have been encountered in this work and are now being resolved.

Board work also lags with the delay there amounting up to 27 working days. This is a slight increase over the previous monitoring and again represents ~~an ongoing slippage that, in some cases, is caused by difficulty in working on the job in trades sensitive to temperature and moisture.~~ ✕

At the intermediate level there also was a delay caused by poke through outlets. A 10 working day extension of time over the network completion date for the intermediate level was approved for the contractor. Note this is over the December 15, 1976 (working day 245) target completion.

Monitoring Report #15 - R
Manufacturers Bank Renaissance Facilities
Retail Space
Page five

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

Street Level (ST)

The current lag at the street level is about 25 working days - a slight reduction over the previous monitoring. The lag is basically in installing of board work at the ceiling which was due to begin no later than September 8, 1976 (working day 176). Presently the intent is to begin by about October 25, 1976 (working day 209). A small amount of work further down the line has been done which would tend to reduce the formal 33 day lag to a lesser amount. This lag is reasonably critical and again, picking up the work tempo will depend to a large extent on when the area can be closed to weather.

Service Level (SL)

Currently this work is proceeding pretty much on time and although there are some slight local delays, the area is generally on schedule.

Summary

Overall, the project position at this monitoring is slightly worse than at the last monitoring and although not all the problems can be attributed to close-in of the building, a good share of them can be directly traced to difficulties with temperature and moisture. Most of the problems that will be encountered from here on out probably will be more directly attributable to lack of close-in. As mentioned several times above, it is recommended that a high level meeting be held immediately to again assure and not only assure but actually get into work, corrective measures to close in the space so that work can proceed in a continuous and uninterrupted fashion.

I shall be in touch with Mr. Hitch shortly to set up the next monitoring session.

Ralph J. Stephenson, P.E.

RJS

m

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

November 9, 1976

Subject: Monitoring Report #16 - R
Manufacturers Bank Renaissance Facilities
Retail Space

Project: 76:13 - R

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

Working Days Remaining to December 15, 1976 (working day 245): 27

Monitored from Issue #3 dated July 8, 1976

Actions taken:

- Inspected project
- Reviewed job status with general superintendent and representatives of Manufacturers Bank, the architect/engineer and the landlord
- Prepared project status report for period from November 5, 1976 (working day 218) to December 6, 1976 (working day 238)

General Summary

As of November 5, 1976 (working day 218) major lags at the retail area have increased to between 2 and 38 working days. The most critical is at the intermediate level where a re-evaluation of the work to be done indicates that the 38 working day lag could be reduced to about 25 working days. At the podium level the lag of 26 working days could possibly be reduced to 13 working days. The reductions are able to be made by taking into account work that has already been completed as well as compression of some future activities.

At the street level the lag is about 27 working days but because of the early projected finish at this area, there appears to be no major problem in completing by the desired occupancy point. The lag at the service level is now about 2 working days but this should not delay move-in.

In a comprehensive discussion of occupancy dates following the monitoring, it was established that at the podium level, intermediate level, street level and service level, the official move-in point is now January 8, 1977 (working day 261). This appears entirely possible in total at the podium level, the street level and service level. However, at the intermediate level there will be some difficulty in occupying the full space. It was agreed that if four teller cages could be made operable at the intermediate level that this would be acceptable so long as intermediate level finish continued on out to completion immediately. In a discussion with the superintendent for Freeman Darling it was decided to use these as target points.

Close-in of the podium space and the intermediate level has now proceeded to a reasonable point with heat available in the space on November 4, 1976 (working day 217). Weather barricades have been erected and presently the area is fairly well enclosed.

Street level and service level protection appears not to be a serious problem at this time although each must be watched carefully to insure that work is not delayed by cold or moisture.

We made a brief review of the status of all delivery items and most of these appear to be presently in good shape.

A brief discussion follows.

- Millwork

The delivery problem has moderated and millwork is available.

- Anodized louvers

On the job and installed.

- Carpet

No current problem.

- Standard light fixtures

Delivery has again been delayed and these fixtures are not yet on the job. Delivery has now been set for November 12, 1976 (working day 223). Lack of standard fixtures is affecting work progress.

- Toilet room fixtures

No current problem.

- Ceramic tile

Wall tile is installed; other tile appears to be no major problem.

- Hardware

Available as needed.

- Hollow metal doors

Available as needed.

- Bronze materials

No current word; this matter should be followed carefully.

A brief review of the status of each retail level is given below.

Podium Level (PL)

Current lag at the podium level is about 26 working days although as noted above, a reduction in this could be realized by compression of some of the tasks coming up. Mr. Federinshik feels he can finish the area by January 4, 1977 (working day 257). This will be in adequate time for the current projected move-in. Carpet is to be on the job by December 1, 1976 (working day 235). This is slightly later than desired, although it probably will be possible to lay the carpet when it is available. Generally podium level work is in acceptable condition for meeting the revised move-in target.

Intermediate Level (IL)

As of November 5, 1976 (working day 218) the lag at the intermediate level is about 38 working days. However, if some of the activities expected to be accomplished over the next few weeks can be compressed as per our discussion, this lag might be reduced to about 25 working days. The reduction would bring target completion to January 22, 1977 (working day 270). Mr. Federinshik believes that he will be able to have enough of the area ready for Manufacturers so they can proceed with their current move-in target of January 8, 1977 (working day 261) with the remainder of the work being completed during early Manufacturers' occupancy.

Street Level (ST)

Currently the lag at the street level is about 37 working days primarily in board work. The lag brings the target date of completion to about January 4, 1977 (working day 257). This is just prior to the projected move-in and should be an achievable date.

Service Level (SL)

This area presently lags by about 2 working days and should pose no major problem relative to target completion. However, it must be worked on concurrently with the upper levels so as not to increase the current lag at the floor.

Summary

Overall, although the formal lag analysis shows the project in a less than desirable condition relative to previous monitorings, it appears that progress can be stepped up now that the area is closed in and heat is available. This

Monitoring Report #16 - R
Manufacturers Bank Renaissance Facilities
Retail Space
Page four

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

will particularly help the installation of board surfaces.

The present target for move-in will be held at January 8, 1977 (working day 261) and this has been agreed to by all concerned.

As part of the monitoring, I prepared a project status report for the period between November 5, 1976 (working day 218) to December 6, 1976 (working day 238).

Ralph J. Stephenson, P.E.

RJS
E

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

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

November 29, 1976

Subject: Monitoring Report #17 - R

Manufacturers Bank Renaissance Facilities

Retail Space

Project: 76:13 - R

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

Working Days Remaining to December 15, 1976 (working day 245): 14

Working Days Remaining to January 8, 1977 (working day 261): 30

Monitored from Issue #3 dated July 8, 1976

Actions taken:

- Inspected project
- Reviewed job status with Mr. Fedorinchik, Mr. Hitch, Mr. Bredvic and Mr. McCarthy
- Prepared project status report for period from November 24, 1976 (working day 231) to December 23, 1976 (working day 251)

General Summary

As of November 24, 1976 (working day 231) major lags at the various levels still are large enough to be serious and it will take every effort possible to complete work by our present move-in target of January 8, 1977 (working day 261). Work is moving slowly at the intermediate and podium levels, the two most critical floors, and the lags there indicate that some activities formerly considered to be sequential will now have to be concurrent.

~~There has been a problem at the street level in maintaining heat levels and the area is now too cold to continue taping and sanding work. Apparently the furnace heating unit serving this area has malfunctioned and there is no word on when it will be re-activated. The landlord said he hopes to have it back in operation by Wednesday, December 1, 1976 (working day 235). However, there is no present assurance of this. Meanwhile finish work there will have to stop because of the need for heat.~~

Our discussions today indicated we will still maintain the same target points as outlined in Monitoring Report #16 - R dated November 9, 1976. These are summarized in paragraph 3 on page 1 of that report.

A brief review of the status of delivery items shows the following:

- Standard light fixtures

Delivery has again been delayed and the plant is currently on strike; there is no current word on when fixtures will be on the job. These are now becoming a very serious delay item and a solution to the problem must be found immediately. It would appear that if further delays are encountered and the plant does go off strike that possibly a trip to the plant would be in order. This is an urgent matter.

- Bronze materials

These are now on the job and being installed.

- Glass

Word on this seems to be lacking and I suggest that the matter be investigated in depth immediately.

A brief review of the status of each retail level is given below.

Podium Level (PL)

The current lag over the original target of December 14, 1976 (working day 244) is about 15 working days, taking into account all compressions that could be made between now and then. This brings the completion target to January 6, 1977 (working day 259). At the podium level taping and sanding are almost complete and painting is due to start November 30, 1976 (working day 234). It should be kept in mind that the completion date above is one that can be achieved only if work activities are compressed as have been discussed recently.

A major difficulty at this level is delivery of standard light fixtures and as noted above, these are from a plant that is now on strike. This area is one of the more critical and it will have to be reviewed carefully at our next monitoring.

Intermediate Level (IL)

Currently the lag over the Issue #3 network is primarily in taping and sanding board work. This work was due to be completed no later than October 4, 1976 (working day 194). Thus, the current lag could be as much as 37 working days. Again taking into account the potential for compressing the time there, it appears that the lag could be reduced and that the four taller cages needed could be made operable at the intermediate level by the present target of January 8, 1977 (working day 261). However, as the job nears completion, it will be increasingly difficult to pick up any time on this lag and it is going to be important that most finish work there proceed concurrently and on a compressed basis from here on out.

Monitoring Report #17 - R
Manufacturers Bank Renaissance Facilities
Retail Space
Page three

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

Millwork and trim are proceeding concurrently with completion of drywall and this should assist materially in compressing the time. Glass here, as at the podium level, is becoming a critical item and is a relative unknown at this time.

Street Level (ST)

As of November 24, 1976 (working day 231) the heating system serving this area is down and is delaying progress on laying and sanding. This is expected to be corrected sometime this week but meanwhile, work is at a relative standstill. The lag at the street level is between 30 and 40 working days. So presently it does appear possible to bring it in by its target of January 8, 1977 (working day 261). Heat here will be critical to continuing progress on the work.

Service Level (SL)

Acoustic ceiling grid is substantially complete and work is now being brought to a close. There does not appear to be any major difficulty in meeting the current move-in targets. However, it should be pointed out that the date for setting the console and hooking up equipment to start was originally November 30, 1976 (working day 234). Installing and hooking up the equipment will take considerable time and should be looked at now in terms of its actual starting date and time needs. Meanwhile, work there could be proceeding on out to completion as the console is being installed.

Summary

Overall, the project is now close enough to the target move-in that concern should be felt about what appears to be a slowness in moving into painting and other finish trades. Painting is expected to begin at the podium level on November 30, 1976 (working day 234) and will continue on through to its completion. This hopefully will unlock much other finish work and allow the current target of January 8, 1977 (working day 261) to be met as the move-in point.

Because of the critical nature of retail spaces and their relationship to occupancy of the total Manufacturers space, it has been decided that we will prepare diagrams of the remaining work at our next monitoring session on December 8, 1976 (working day 240).

I shall plan to monitor the retail space from 8 A.M. - 9 A.M. and then to monitor the 38th and 39th office levels from 9 A.M. - 10 A.M. At 10 A.M. it is hoped that we will be able to spend two hours rediagramming the

Monitoring Report #17 - R
Manufacturers Bank Renaissance Facilities
Retail Space
Page four

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

critical retail levels, most importantly the podium and intermediate levels. It would be appreciated if at this meeting we could have full data on all items not yet delivered to the job site including glass and light fixtures.

Mr. Hitch will arrange a space in which we can diagram somewhere on one of the Manufacturers upper levels.

Ralph J. Stephenson, P.E.

RJS
R

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

December 16, 1976

Subject: Monitoring Report #18 - R
Manufacturers Bank Renaissance Facilities
Retail Space

Project: 76:13 - R

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

Working Days remaining to January 8, 1977 (working day 261): 21

Monitored from Issue #3 dated July 8, 1976 and Issue #4 dated December 8, 1976

Actions taken:

- Inspected project
- Reviewed job status with Mr. Fedorinchik, Mr. Hitch, Mr. Bredvic and Mr. McCarthy
- Updated network to Issue #4 dated December 8, 1976 sheets 2 and 3 for the podium and intermediate levels respectively

Note: No project status report was prepared for this session since the network was updated.

General Summary

As of December 8, 1976 (working day 240) the lags at the various areas were considered serious enough to warrant updating the two major sectors of the project - the podium level and the intermediate level. However, we first monitored each area against the Issue #3 diagram dated July 8, 1976.

The report below briefly summarizes this current status.

Podium Level (PL)

As of December 8, 1976 (working day 240) the current lag at the podium level is between 16 and 26 working days, with the latter being without projected compression.

Monitoring Report #18 - R
Manufacturers Bank Renaissance Facilities
Retail Space
Page two

Standard light fixtures were still not on the job as of the monitoring but were expected sometime within the next few days.

A new network was prepared of the PL and is shown on sheet 2, Issue #4, dated December 8, 1976. In this network we maintained a target end date of January 6, 1977 (working day 259). Although there is considerable work yet to be done at the floor, it appears that with the present sequencing as shown on sheet #2 of Issue #4 we should be able to complete finish work there in reasonably good shape.

Intermediate Level (IL)

Reviewing the current status of the IL area against the Issue #3 network dated July 8, 1976 shows the lag at 13 to 15 working days. This is with the compressed time and indicates some improvement in performance over the previous monitoring.

As with the podium level, a revised network was prepared which showed that many of the special finish areas at the intermediate level are critical but especially important is the tempered glass at the 16 sided office. Also, bronze panels at all areas of the floor are fairly critical. It is absolutely essential to have at least four teller spaces in operation by January 8, 1977 (working day 261). This presently appears feasible and is the target to which all field forces are working.

The updated network on sheet 3 indicates that the floor could be totally completed by January 19, 1977 (working day 268). The intermediate level is one of the most critical of the areas and it is encouraged that a high level of priority be given field activities at this portion of the Manufacturers retail space.

We shall monitor both the podium and intermediate levels against the new updated network, Issue #4, dated December 8, 1976, sheets 2 and 3 from here out.

Street Level (ST)

As of December 8, 1976 (working day 240) landlord heat is back on and temperatures were again rising. Monday, December 6, 1976 (working day 238) according to the superintendent was the first day since November 24, 1976 (working day 231) that work could proceed on drywall with confidence. This, of course, was a delay to finish installation since drywall currently is the most critical of all activities.

Monitoring Report #18 - R
Manufacturers Bank Renaissance Facilities
Retail Space
Page three

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

It is expected to start applying textured paint on December 13, 1976 (working day 243). This task was originally due to begin no later than September 22, 1976 (working day 186) which gives a lag of about 54 working days at the floor. If we add this to the projected completion date in Issue #3 dated July 8, 1976 of November 9, 1976 (working day 220), our current projected end date is about January 27, 1977 (working day 274) without compression. With compression of activities, it is possible we can still meet our target of January 8, 1977 (working day 261). This will be a difficult date to hit but it is achievable with close attention to critical details and continuing adequate heat.

Service Level (SL)

The current lag at the service level is about 9 working days but at this area it is so close to being completed that it appears the present target of January 8, 1977 (working day 261) can be held and met.

I strongly recommend the console equipment which is to go into this space be brought onto the job just as quickly as possible.

General Summary

Overall, the project is approaching the target move-in date of January 8, 1977 (working day 261) and it will be very important that all critical tasks be expedited, particularly at the intermediate and podium levels if this date is to be achieved. Present indications are that it can be made if continuous project attention is given, particularly to expediting all materials that are presently not on the job.

I shall monitor the project from the new revised Issue #4 dated December 8, 1976, sheets 2 and 3, for the podium and intermediate levels. These anticipate that the intermediate level will be substantially complete and the podium level totally complete by the January 8, 1977 (working day 261) date. This network has been distributed by Mr. Bredvic to the parties concerned.

I shall be in touch with Mr. Hitch shortly to set the next monitoring session.

Ralph J. Stephenson, P.E.

RJS/m

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

December 27, 1976

Subject: Monitoring Report # 19 - R
Manufacturers Bank Renaissance Facilities
Retail Space

Project: 7613 - R

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

Working days remaining to January 8, 1977 (working day 261): 9

Monitored from Issue #3 dated July 8, 1976 and Issue #4 dated December 8, 1976
(for podium and intermediate levels)

Actions taken:

- Inspected project
- Reviewed job status with Mr. Fedorinchik, Mr. Hitch and Mr. McCarthy
- Evaluated current job status

Note: No project status report was prepared this session

General Summary

As of December 24, 1976 (working day 252) we are still aiming for a completion ready for occupancy of the evening of January 7, 1977 (working day 261). This remains a very tight date and is going to require, particularly at the podium and intermediate levels, close expediting and continuous attention to fabrication and delivery of materials currently not on the project. Each major area is briefly reviewed below.

Podium Level (FL)

(Monitored from Issue #4 dated December 8, 1976)

Currently most tasks are meeting targets between early and late starts and finishes. However, there is some concern about several individual elements since this floor is a critical occupancy area.

Field measurements for the bullet resistant lexan must be made before fabrication and installation proceed. Because of the holidays there has been some question as to whether this measurement process can occur so fabrication can proceed next week. Freeman-Darling will follow closely

Monitoring Report # 19 - R
Manufacturers Bank Renaissance Facilities
Retail Space
Page two

because, again, there is so little time left between now and the date of occupancy that every effort will have to be made to compress all times of activities.

Carpet is presently available and Mr. Fedorinchik said that he expects it will be able to start on January 3, 1977 (working day 256). Work after carpet includes installation of floor electrical monuments so it is to be emphasized that the start of carpet is critical. Carpet in our network model, Issue #4, was due to begin no later than December 21, 1976 (working day 248). Thus, it is currently 3 days late. It is an item that must be watched carefully.

Work at the safe deposit and collateral vaults is moving slowly and although some finishes have been installed, this area will require close attention over the next two weeks. Mr. Fedorinchik feels his current target of the evening of January 7, 1977 (working day 261) can be held.

It should be pointed out that at all levels where security is required, there is a possibility of total security equipment installation not being complete. This means that conferences with security people should be held now to determine methods that will be used in operating the banking space and other secure areas. Mr. Hitch will set a meeting to outline in detail along with Mr. Fedorinchik and Mr. Demasco what exactly will be available on opening day and what will have to be done for those areas that are not able to be made secure.

Intermediate Level

Generally work at the intermediate level is proceeding moderately well. Installation of bronze panels is in work and delivery of tempered glass is set so installation can start on Monday, December 27, 1976 (working day 252) and most other work there is in varying stages of completion.

It was decided at our monitoring today that the four north teller cages will be the ones to be put into operation on January 10, 1977 (working day 261). Thus, these are the areas to which attention must be given security needs.

Mr. Fedorinchik also mentioned that doors are becoming very critical at all areas of the retail space since some are still missing. These missing doors must be substituted for in some manner and again, this will be a part of the security discussion.

Street Level

Difficulty is still being experienced with maintaining working temperatures at the street level and although finish trade work is moving reasonably

Monitoring Report # 19 - R
Manufacturers Bank Renaissance Facilities
Retail Space
Page three

well, the need for protection and heat continues. Presently finish painting is in work, bronze finishes are being installed and carpet is in town and available.

It is expected that carpet will begin on January 6, 1977 (working day 259). We are currently holding the target for completion of the evening of January 7, 1977 (working day 261).

Service Level

Work is now in its final phases at the service level, with finish trades being complete at most rooms.

Those items remaining to be done include painting, toilet room partitions and accessories, interior glazing, doors and hardware, lockers and benches, some resilient floor tile and remaining light fixtures, grills, diffusers and control wiring and devices.

Again, one of the more serious problems is security and this will require heavy work to be done on the console installation and hookup. This work is being followed closely.

The target turnover point of the evening of January 7, 1977 (working day 261) is being held at this level.

General Summary

Overall it presently appears that although the schedule is extremely tight, the retail area could be occupied the evening of January 7, 1977 (working day 261) with qualifications. One of the major of these qualifications is that certain security equipment will not be in place or hooked up and therefore, temporary steps must be taken to fill the holes in the security system. This will be the subject of consideration at a meeting next week between the bank and the general contractor.

Another problem is that only a portion of the intermediate level will be available since it is planned by the occupancy date to have only the north four teller cages ready for business. Also, the sculpture work for the core area will not be on the job until later this spring and therefore, provisions will have to be made at the present wall to accommodate the lack of the sculpture installation.

Bronze installation will be hard pressed to complete on time. Some difficulty is being encountered presently in completing the cast bronze pieces.

Monitoring Report # 19 - R
Manufacturers Bank Renaissance Facilities
Retail Space
Page four

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

It will take careful attention to expediting and excellent field management to complete the project but apparently every effort is going to be made to accomplish this within the present schedule.

Ralph J. Stephenson, P.E.

RJS
R

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

January 12, 1977

Subject: Monitoring Report #20 - R

Manufacturers Bank Renaissance Facilities

Retail Space

Project: 76:13 - R

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

Working days remaining to January 8, 1977 (working day 261): 1

**Monitored from Issue #3 dated July 8, 1976 and Issue #4 dated December 8,
1976 (for podium and intermediate levels)**

Actions taken:

- Inspected project
- Reviewed job status with Mr. Fedorinchik, Mr. Bredvic,
Mr. Hitch and Mr. McCarthy
- Evaluated current job status

Note: No project status report was prepared for this session

General Summary

As of January 7, 1977 (working day 260) the overall completion date for work at the retail space has been reset by the general contractor for the evening of Friday, January 14, 1977 (working day 266). There has been some difficulty in completing security systems and maintaining work progress at certain of the more complex levels.

A brief review of each major level is given below.

Podium Level (PL)

(Monitored from Issue #4 dated December 8, 1976)

Most podium interior work has been completed and it is expected to start carpet momentarily. There still are some problems with security, primarily at the exit from the podium level. Landlord's work there remains to be completed. Mr. McCarthy feels the area will be secure by Friday, January 14, 1977 (working day 266). This is a critical element and must be given a high priority of attention.

Monitoring Report #20 - R
Manufacturers Bank Renaissance Facilities
Retail Space
Page two

At the vaults most finishes are complete and owner's equipment is now being installed.

Lexan will be delivered Tuesday, January 11, 1977 (working day 262) and will be installed immediately.

Landlord handrails are still not in place and probably will not be completed until the end of the month. Precautions will have to be taken to insure that no temporary sharp edges are exposed and that any electrical wiring is properly safeguarded.

I urge at this time that a well defined punching out and acceptance procedure be established so that move-in sequencing confusion is held to a minimum. This will be especially critical in relation to the security provisions.

Intermediate Level (IL)

(Monitored from Issue #4 dated December 8, 1976)

The intermediate level is expected to be completed next Friday, January 14, 1977 (working day 266) except for column covers and security devices. However, it is expected that this work can continue on after next Friday so long as it is completed in as short a period of time subsequent to beginning of turnover as possible.

Generally work at the intermediate level has proceeded fairly well over the past two weeks.

The 16 sided offices are being installed presently and although there is some minor difficulty with glass installation, it is expected they will proceed on to completion in good fashion.

Carpet is anticipated to begin January 12, 1977 (working day 263) and this should cause no major delay problems.

Counter work is still in progress although it is being rapidly brought to completion. Landlord's work, particularly on handrails at the intermediate level, is still about 2 to 3 weeks from being complete. As at the podium level, it will be important to make certain that there is no danger from pedestrian contact with the handrail and the electrical wiring that is on it. The landlord said this matter would be taken care of.

Monitoring Report # 20 - R
Manufacturers Bank Renaissance Facilities
Retail Space
Page three

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

Street Level

Work here continues to move slowly and it is anticipated that the area will be completed now by January 21, 1977 (working day 270). Temporary heat is presently being provided while the landlord closes the outside entrances to weather. This is a major problem since as has been noted previously, it is difficult to maintain proper working conditions without having the area closed in.

Service Level

Most work at the service level is now complete with installation of the console proceeding well. It is expected that this area will be complete, ready for occupancy by January 14, 1977 (working day 265) with the exception of console hookup. This will follow shortly.

General Summary

It now looks as though the area including podium level, intermediate level and service level will be available for start of move-in by the evening of January 14, 1977 (working day 266). The street level, because of difficulties in maintaining proper working temperatures will probably not be available until January 21, 1977 (working day 271).

Since progress can now be evaluated on a day to day basis, this will be the end of the monitoring evaluation for retail space unless some special problem requires additional attention. Although the job has been complex and sometimes difficult, progress has been good and those on the field and office staffs connected with it deserve to be complimented. I would like also to thank all concerned for their help and cooperation. From all appearances the retail space will be a handsome area and should provide the tenant and landlord with a sense of satisfaction and pride.

Ralph J. Stephenson, P.E.

RJS
m

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