

RALPH J. STEPHENSON

CONSULTING ENGINEER

February 15, 1968

Subject: Monitoring Report #1

Genesee County Government Center, Flint, Michigan

Project: 67:48

Date of Monitoring: February 7, 1968

Actions taken:

- Diagrammed preliminary logic plan to close-in
- Reviewed job progress with contractors and architect
- Inspected project

This day was devoted primarily to establishing a preliminary logic plan up to and including total close-in of the court tower structure. Representatives of the contractors and of Sedgewick Sellers were present. The major discussion revolved around sequencing of foundation work, erection of structural steel, pouring of floor slabs and erection of exterior skin to close-in of the building. Before the meeting I visited the job site and made a visual inspection. The project is moving reasonably well although weather and rain, along with thawing ice have caused considerable moisture problems in the mass excavation. However, work appears to be sequencing well and our diagram was based upon the status of the job as of that date.

I shall plan to visit the project and work with the project staff each two week period until the diagram for the entire program is substantially complete and agreement has been obtained on the total plan of work. At that time, we shall complete drafting the network in final form, computerize the data and issue it for field use. Meanwhile, the interim diagram which was prepared at the February 7th meeting was printed and distributed to the contractors on the job. This document now constitutes the monitoring document between now and the time we complete the final network. It should be recognized that this is a preliminary plan of work and undoubtedly changes will be made as planning of the project continues. My next meeting with the contractors and inspection of the project will be on

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Genesee County Government Center
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RALPH J. STEPHENSON

CONSULTING ENGINEER

February 21st at 8:30 A.M. in the Sedgewick & Sellers Office. At this meeting we shall concentrate upon completing the typical floor interior work, reviewing the network prepared to date and if time allows, start our work on the parking deck.

Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Joseph Pence
Mr. Dale Grainger
Mr. Tom Sedgewick

RALPH J. STEPHENSON

CONSULTING ENGINEER

February 29, 1968

Subject: Monitoring Report #2

Genesee County Government Center, Flint, Michigan

Project: 67:48

Date of Monitoring: February 21, 1968

Actions taken:

- Inspected project
- Reviewed logic plans prepared to date
- Continued diagramming on Courthouse Unit and Parking Deck

This day was primarily used for reviewing the logic plan prepared at the February 7th meeting and continuing diagramming of the parking structure up to erection of the post tensioned concrete frame. The major discussion revolved around procedures to be followed in completing all trades to close in on the Court tower and the erection of the structure on the parking deck.

As of this date work at the site is moving substantially in accordance with the preliminary diagram now being used for monitoring. I shall plan to monitor with this document until the entire project has been logic planned and the Issue #1 network distributed for field use. Progress on the job appears excellent.

Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Joseph Pence
Mr. Dale Grainger
Mr. Tom Sedgewick

RALPH J. STEPHENSON

CONSULTING ENGINEER

March 8, 1968

Subject: Monitoring Report #3

Genesee County Government Center, Flint, Michigan

Project: 67148

Date of Monitoring: March 6, 1968

Actions taken:

- Inspected project
- Reviewed logic plans prepared to date
- Continued diagramming courthouse interior work

This conference was primarily devoted to reviewing the exterior wall erection plan of work for the courthouse and preparing a typical interior diagram for courthouse work in Units A and B.

Exterior wall work planning was revised so as to get an earlier start on interior plastering and other finish trades. It is anticipated that with the present plan of work finish trades will start in the D Unit and move up from the first floor through the third floor. At this point they will then either move across and work the third floor of the A Unit, followed by the second floor and out on the first floor, or come down to the first floor and work up as was done in the B Unit to the third floor. Ground floor interior work will proceed concurrently with upper floor work for both units. Thus, the ground floor area is somewhat of a reservoir space for trades working the upper floors.

Typical interior networks were prepared and preliminary durations assigned to the tasks. The network is now complete enough so that it can be started into final drafting. Another diagramming meeting will be necessary to clean up the interior interrelationships in the courthouse and to complete electrical, mechanical and landscaping work along with the other architectural trades at the parking deck. The next conference will be held on Wednesday, March 20 at 8:30 A.M. in the Sedgwick & Sellers Office. At this session we should have the electrical and mechanical sub-contractors present so that they can provide us the logic information and durations required to complete all diagramming on the project. This meeting will be devoted to a review of the plans of work completed so far and so far as possible, final approval on all logic and durations.

RALPH J. STEPHENSON

CONSULTING ENGINEER

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Flint, Michigan
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In the field the project continues to move well in line with the present preliminary logic plan. Ground floor walls in the B Unit are ready for final pouring and should be completed by the end of this week. Ground floor walls in the A Unit are in work and are still within the allowable late start/late finish time although they have passed early start dates. Interior and exterior columns and wall footings and piers are also well in work and a large percentage of this series of tasks has been completed. Ground floor pits and sumps are also underway.

In summary, the project is in excellent condition as of this date.

Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Joseph Pence
Mr. Dale Grainger
Mr. Tom Sedgewick
Mr. Robert Chase

RALPH J. STEPHENSON

CONSULTING ENGINEER

March 22, 1968

Subject: Monitoring Report #4

Genesee County Government Center, Flint, Michigan

Project: 67:48

Date of Monitoring: March 20, 1968

Actions taken:

- Inspected project
- Reviewed logic plans prepared to date
- Completed diagramming parking deck

At this meeting we substantially completed rough diagramming the entire project. I shall now convert these rough diagrams into finished network drawings, check them for end dates and prepare the input, output and computer runs. When these are complete, I shall schedule a meeting with the concerned parties to review the use of the computer output.

Although the networks as diagrammed now are substantially complete, there are still one or two areas which have not been discussed since at the present time they are future decision items. These include the basement slab on grade in the B Unit, along with some exterior work which will be constructed at a point to be determined by job progress and in accordance with the time of year when the areas are available. These do not affect present work evaluation.

The project was also inspected, and reviewed with the contractors. As of March 20, 1968 all tasks are still meeting early start/early finish times, structural steel has been erected in the first tier for Unit B. Progress on the overall job is good.

The next monitoring will be held at a near future date to be established and will be for the purpose of monitoring the project and presenting the computer printout and final drawings. It is anticipated this will be in approximately 3 to 4 weeks. At this time the network will be formally issued for field use.


Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Joseph Pence
Mr. Tom Sedgewick
Mr. Robert Chase
Mr. Dale Grainger - 20 copies

RALPH J. STEPHENSON
CONSULTING ENGINEER

April 6, 1968

Subject: Monitoring Report #5

Genesee County Government Center, Flint, Michigan

Project: 67:48

Date of Monitoring: April 3, 1968

Actions taken:

- Inspected project
- Reviewed job progress with Owner, architect/engineer and contractors
- Evaluated job progress
- Color coded networks

Unit A

Structural steel for the south third of Unit A is starting up and is about 12 working days ahead of present early start dates. Key ground floor work in both the A and B Units is also moving well and generally meeting early start/early finish dates.

Unit B

Structural steel for Unit B is now substantially erected and bolting is about 60% complete. The work is generally meeting early start/early finish times and is in excellent condition. A source of some concern is a delay in delivery of metal floor deck. This deck was originally to be used as safety planking but as of this monitoring, wood planking is being used.

Unit C

Work has dropped behind the early start/early finish sequencing, primarily due to the need for maintaining ramp access through C area to the site and because of the heavy concentration of effort now being put into ground floor work at Units A and B. Footing installation is moving ahead and mass excavation is about 70% complete. As of this date, demolition of the existing building at the southeast corner is still scheduled to start on May 1. C Unit, although not meeting early finish dates, is in no difficulty at this time.

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General Summary

A and B Units are in excellent condition and 10 to 12 working days ahead of early start dates. C Unit has dropped behind early finish dates primarily due to field conditions. However, tasks in work now have considerable float time and no difficulty is anticipated in meeting key dates once demolition has started at the southeast corner.

The network plan has now been final drafted and is being checked. The computer input is in work and will be ready for issue in the near future. I am now setting a meeting with all responsible parties to the project planning. At this time I shall present the network diagram and the computer printout for field use and explain the technique for applying it to project evaluation.


Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Joseph Pence
Mr. Tom Sedgewick
Mr. Robert Chase
Mr. Dale Grainger - 20 copies

RALPH J. STEPHENSON

CONSULTING ENGINEER

April 25, 1968

Subject: Monitoring Report #6

Genesee County Government Center, Flint, Michigan

Project: 67:48

Date of Monitoring: April 22, 1968

Actions taken:

- Reviewed job progress with owner, architect/engineer and contractors
- Evaluated job progress
- Distributed Issue #1 network with computer printout

Unit A

Structural steel is well underway and A is approximately 7 working days ahead of present late start/late finish dates. Generally all work is moving well.

Unit B

Structural steel for Unit B is erected and bolted and the floor deck is now being installed. Work here is meeting late start/late finish dates and is in good condition. In-floor work at the first floor slab is about to start.

Unit C

Work continues although a major bottleneck has now appeared on the scene. Apparently the Firestone Building on the southeast corner is not going to be vacated by the occupant on May 1st. This is serious and the implications are that work already initiated both on Units A and B, but particularly on C, will be slowed, and in my opinion to the detriment of the job.

Erection of precast for Unit C has been scheduled so that minimal work will be necessary during winter weather. If the move from the Firestone Building cannot be made on schedule so the structure can be demolished and the contractor can proceed in the area, work on precast erection will be pushed into a heavy weather area. In addition, the construction now underway could possibly, as it proceeds, endanger this building and its function. Precautions have been taken to date to insure that no damage occurs. However, if the contractor is forced to work tight to this building in future construction operations, as he undoubtedly will, the existing structure may be jeopardized. The tire store also acts as a barrier to clear access to the site.

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General Summary

Units A and B are still in excellent condition, although they have lost a slight amount of their ahead-time. They are now running from two to seven working days ahead of early start/late start dates. Of major concern is the C Unit which may be stalled because of the existing structure at the southeast corner. Every possible effort must be made to turn this structure over to the contractor for demolition on May 1st, 1968.


Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Joseph Pence
Mr. T. J. Sedgewick
Mr. Robert Chase
Mr. Dale Grainger - 20 copies

RALPH J. STEPHENSON

CONSULTING ENGINEER

May 22, 1968

Subject: Monitoring Report #7

Genesee County Government Center, Flint, Michigan

Project: 67:48

Date of Monitoring: May 15, 1968

Actions taken:

- Inspected project
- Reviewed job progress with Owner, architect/engineer at job site
- Evaluated job progress

The project is gradually coming to a halt due to strikes in various trades. Those still working include structural steel iron workers, metal deck iron workers, and electricians. Those off the job, on strike, include reinforcing steel iron workers (out on May 10, 1968), plumbers (out on May 1, 1968), carpenters (out on May 1, 1968), and the excavator (shut down on May 8, 1968). The excavator pulled off the project to return to road building work since he did not consider his contract with road builders covered work on associated general contractor projects.

Unit A

Structural steel is practically complete. Shakeout of metal floor form has begun on the first and second floors and most underground work in the basement has moved well. The air tunnel is complete for about half of its length and walls have been formed for most of the remainder. The majority of underground utilities in the mechanical room have been installed with the exception of electrical. The stair tower at the mechanical room has been completed and most ground floor walls with the exception of an access panel midway in the east wall are complete. This access panel will remain to allow material to move in and out of the A Unit at the ground floor.

Unit B

Structural steel for Unit B is complete with metal floor deck down for all levels. Rough electrical work in the ceiling has been substantially completed at all levels. No wire has been pulled but conduit is in place. Originally the logic had set this task following spray on insulation but it has been moved ahead of the present logic plan to keep electricians working. The job as of May 15th has met all late finish/late start dates. The first pour on deck B-1, task 33 - 51, was due to be made on an early start of May 9, a late start of June 3. This represents the major stopping point by which progress on the job can be judged.

Unit C

The Firestone Building was vacated on May 1 and demolition completed by May 3rd. This potential bottleneck thus has been removed. However, due to the pull-off of the excavating contractor on May 8th, no further excavation proceeded from that point on. Ground floor walls at the east side of the building have started up and one side of several bays has been set with some resteel in place. Ramp walls have begun and are 15% to 20% complete. However, no work is proceeding here due to carpenters and resteel workers being off the project. Fabrication of precast work for Unit C is still in work and it is hoped that as pointed out in Monitoring Report #6, that most work on the project structure can proceed before winter. As of this point, however, work on Unit C has stopped totally due to striking trades.

General Summary

All units are still within their early finish/late finish range, however, the strike of resteel workers, plumbers, carpenters and the pull-off of the excavator will soon bring the job to a halt. Those remaining on the job include structural steel iron workers, metal deck iron workers and electricians. I shall monitor the project on an as-needed basis from here until the end of the strike or until work again can resume at its proper level. In the interim I shall keep in touch with job personnel to determine the status of trade negotiations in the Flint area.

Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Joseph Pence
Mr. Tom Sedgewick
Mr. Robert Chase
Mr. Dale Grainger - 20 copies

M.

RALPH J. STEPHENSON

CONSULTING ENGINEER

August 12, 1968

Subject: Monitoring Report #8

Genesee County Government Center, Flint, Michigan

Project: 67:48

Date of Monitoring: August 8, 1968

Actions taken:

- Inspected project
- Evaluated job progress

The project is basically still at a halt until carpenters and operating engineers are back to work. As of this monitoring, carpenters were voting, and some action may be expected soon. Operating engineers are still off insofar as building-trades work is concerned, and there is no reliable prediction made as to when they will return to work. There has been minor progress made in installation of metal deck, rough electrical, and some plumbing. However, basically the project is still at the same general field condition, in terms of progress, as was reported in Monitoring Report #7, dated May 15, 1968.

It is recommended that until more active work can be initiated in the structure, updating of the project should be deferred. I shall be in touch with the owner, architects and contractors to determine the proper moment for updating the present plan of work. At that time we shall revise the plan where necessary and reissue the new diagram to reflect the anticipated work procedures to be followed from the point of work start-up on through to the end of the job.

Ralph J. Stephenson, P.E.

RJS/bjs

To: Mr. Joseph Pence
Mr. Tom Sedgewick
Mr. Robert Chase
Mr. Dale Grainger - 20 copies

RALPH J. STEPHENSON

CONSULTING ENGINEER

September 3, 1968

Subject: Monitoring Report #9

Genesee County Government Center, Flint, Michigan

Project: 67:48

Date of Monitoring: August 28, 1968

Actions taken:

- Inspected project
- Conferred with J. Pence of Erickson Lindstrom regarding updating
- Evaluated job progress
- Participated in construction conference

General Summary

The project is now underway once again after the summer strikes and moving fairly well, particularly in the A and B Units. Unit C is moving more slowly than desired, primarily due to the heavy assignment of manpower to the A and B Units. The reason for the heavy concentration on A and B is to pour out the fourth floor/roof deck early. This revision in logic is because the job has now been moved ahead in the year due to the strike and to afford maximum overhead protection during the coming fall and winter months. Every effort will also be made to close in the penthouse prior to start of heavy winter weather.

So far as the impact of the strike upon the project is concerned, it appears that approximately 77 working days were lost due to work shutdowns. However, other conditions should influence the work procedure from here out, particularly so far as the parking deck (Unit C) is concerned. The C unit has now been pushed into a winter season which causes serious problems so far as concrete floor pours are concerned.

Mr. Pence and I discussed the matter in detail and it was agreed that a preliminary evaluation will be made of the project based upon an approximate loss of the 77 working days directly attributable to the strike for the A and B units. A run of logic, taking into account a partial winter shutdown, will be made for the C unit. The field procedure for the C unit with partial shutdown will be to complete foundation work and pouring and curing of the upper and plaza levels, Phase 1, before any shutdown occurs. Presently this anticipates a shutdown about the middle or end of January. On March 17th we will again start up with pouring operations for the Phase 2 upper level, assuming that precast and some form work could start prior to March 17th. This then will give us a new end date to evaluate in terms of the C unit.

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It should be remembered that the C unit had considerable float time available and the intent was to complete the main portion of the C unit and to follow completion of it with the installation of the precast, paving blocks, planting boxes, landscaping and lighting at the plaza level, running out to the end of the job, which in the Issue #1 network was August 29, 1969.

Once this simulation has been made, Mr. Pence and the Erickson Lindstrom staff will evaluate the impact of such a close-down on the total work and in consultation with the Owner and architect, establish a revised completion date for the parking deck.

In summary, key areas to be concentrated on now are processing of changes to the sheet metal and electrical work on current bulletins, expediting of precast panel delivery at the penthouse, stockpiling and start of work on exterior masonry, precast and stone for the A and B Units and mechanical/electrical equipment placement on the job site so as to be ready for setting when mechanical room bases and slabs are available. Generally, the job is picking up pace well after the strike and is presently in good shape.



Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Joseph Pence
Mr. Tom Sedgewick
Mr. Robert Chase
Mr. Dale Grainger - 20 copies

RALPH J. STEPHENSON

CONSULTING ENGINEER

September 16, 1968

Subject: Monitoring Report #10

Genesee County Government Center, Flint, Michigan

Project: 67:48

Date of Monitoring: September 11, 1968

Actions taken:

- Inspected project
- Conferred with Erickson - Lindstrom staff regarding updating
- Evaluated job progress

General Summary

The project is still moving in substantial accordance with the preliminary updated network based upon the re-evaluation made at the last monitoring meeting. B Unit second floor is poured out. In-floor work for the third floor of the B Unit is substantially complete and A Unit third floor in-floor work is moving well. The roof deck and penthouse floor is completely poured and work has started on the elevator machine room floor. Installation of sub-stations in the penthouse is also underway. Boilers are ready to be set at the basement mechanical room, and mechanical room equipment bases and slab on grade are complete.

The next items shaping up as critical to the job are start of exterior stone backup and precast and start of close-in at the penthouse. At present no delays are anticipated on either of these.

Start of spray-on fireproofing will soon be required so that heavy overhead work will not be delayed by its application. I suggest that the spray-on contractor be moved on to the job for work as soon as possible.

So far as the C Unit (parking deck) is concerned, substantial progress has been made on the east wall form work. Ramp walls also are moving well.

In a conference with Mr. Dale Grainger, Mr. Robert Chase, Mr. John Lindstrom and Mr. Joe Pence, it was decided to establish a set of criteria for the updated network based upon a 77 working day delay caused by the recent summer strike. This 77 working days will be used as the basis of a request for the extension of time and the network will be updated to reflect this. Formal request will come from Mr. Pence of the Erickson - Lindstrom office.

It should be pointed out that the 77 working days will be added to the present shown Issue #1 completion date of August 29, 1969. This date was established as an original target field date while recognizing that the liquidated damages date for the original contract was December 1, 1969. The extension in the computer run will be shown only from the August 29th date. It was

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understood, however, that a similar extension should be recognized to the liquidated damages date of December 1, 1969. The new target adding 77 working days to August 29, 1969 brings the job to completion on December 19, 1969. This date is subject to a final check of the computer run.

So far as the C Unit is concerned, it is planned to prosecute the work to the middle of January as rapidly as possible. At that point because of difficulties in pouring and curing in-place concrete decks during winter, a work stoppage will be imposed and concrete work will proceed only as weather permits. The start-up of full operations on the C Unit will again commence on March 17, 1969 and proceed on through to the end of the project. The work shutdown for winter weather has been evaluated and it will revise the completion date of the parking deck to approximately the middle part of September 1969, subject again to verification by final computation. This date will be shown as critical.

In summary, the project continues to move quite well and work is substantially in alignment with the Issue #2 plan of work. At this meeting a re-evaluation of the impact of the strike upon the project was made and the conclusions reached are outlined above. From this point on, the project will be monitored in accordance with the Issue #2 network now being processed. Issue #2 will be issued as soon as the computer run has been made and the drawings have been revised.


Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Joseph Pence
Mr. Robert Chase
Mr. T. J. Sedgewick
Mr. Dale Grainger - 20 copies

RALPH J. STEPHENSON

CONSULTING ENGINEER
September 28, 1968

Subject: Monitoring Report #11

Genesee County Government Center, Flint, Michigan

Project: 67:48

Date of Monitoring: September 25, 1968

Actions taken:

- Inspected project
- Reviewed project with Erickson & Lindstrom staff
- Evaluated job progress

General Summary

The network is now being monitored in accordance with Issue #2 dated September 11, 1968. In accordance with this reissued diagram, the project is approximately ten working days behind in erection of exterior stone, precast and masonry. This work is due to start next Monday, September 30th, and although the delay is not now serious, time will have to be picked up since there is a considerable amount of exterior work to be done on the total project.

All other work in the A and B Units is moving well, and floor pours particularly are well ahead of the projected Issue #2 dates. Spray-on fireproofing is still the trade that must be put on the job as early as possible during the good weather. Spray-on is due to start September 25, 1968. Mechanical and electrical work is also moving well and most heavy equipment is on the job waiting to be placed. Boilers are due to be set this week and the cooling tower and fans are to be set next week, (probably by helicopter).

The parking deck unit C is also moving well and a tentative date of October 15, 1968 is set for delivery of first precast T's and columns for phase 1 work.

In summary, the project continues to move well with the exception of precast, stone and masonry at the exterior of the B Unit. Every effort is being made to expedite this and once work starts, chances are that the project will be pulled back in line provided the weather holds well for the early and middle fall season. Of importance to continued good interior rough work progress is processing of Bulletin #100. This should be a high priority item.


Ralph J. Stephenson, P.E.

RJS/ln

To: Mr. Joseph Pence
Mr. Dale Grainger - 20copies
Mr. Tom Sedgewick
Mr. Robert Chase

10-28-68
RALPH J. STEPHENSON
CONSULTING ENGINEER

Subject: Monitoring Report #12
Genesee County Government Center, Flint, Michigan

Project: 67:48

Date of Monitoring: October 23, 1968

Monitoring Network: Issue #2, September 11, 1968

Actions taken:

- Inspected project
- Reviewed project with Owner and contractor staff personnel
- Evaluated job progress
- Participated in construction conference

General Summary

As of October 23, 1968 erection of stone and backup on the B Unit lags by approximately 20 working days. Unexpected difficulties have been encountered in the initial erection process due to the awkward positioning of the stone and difficulties in hoisting. However, field equipment has now been devised to solve some of these initial setting problems and work is moving more rapidly at this time. Careful watch will be kept on this phase of the operation over the next month. Other operations on the project are in from fair to excellent condition. The middle part of October the project was hampered with picketing by structural iron workers from October 10, 1968 to a return to work of October 22, 1968. Rod busters, plumbers and other miscellaneous trades as well as the structural iron workers were off the project. The strike was ruled illegal by the local and investigation is now underway to determine the full impact upon the project. It has had some delaying effects, primarily in moving trades which were scheduled for the middle part of the month into a later period which will run them into winter. This is particularly the case in the C Unit (parking deck) and is important since the colder weather of late fall affects the length of curing time required before post tensioning can start. Delivery of precast units is due to start for the parking deck today - October 23 - and the hoisting rig is expected in tomorrow - October 24th. This will put parking deck work underway immediately. As of today work at the C Unit is just meeting late start/late finish dates. It is critical due to the onset of cold weather and should be moved as rapidly as possible.

In the main building (Units A and B) items to be expedited at the present time include setting of mechanical equipment at the penthouse so as to allow completion of the roof over the penthouse, precast enclosing the penthouse and roofing at the main deck. Another item which is important is elevator work. The elevator machine room is now available. Masonry walls at the penthouse are erected and metal deck is over the top. This means that there is a relatively dry and protected space in which machinery installation could start. Installation of guide rails will be restrained by erection of interior masonry at the floors and it is suggested that the shaft masonry work be started as quickly as is feasible.

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Bulletin 100 is now released and this frees up sheet metal work, and underground work at the ground floor in the B Unit.

In summary, the project is in fair shape with the only major lagging item being exterior stone erection on the B Unit. This is about 20 working days behind. Indications are that some time can be picked up in this trade. Other items which should be given priority include precast erection in the parking deck, elevator work including masonry enclosing walls at the shaft and setting of mechanical equipment at the penthouse. Also, roofing at the main roof and penthouse should proceed as soon after precast closing walls at the penthouse as possible. I shall plan to monitor the project on an approximate two week period over the next two and a half months and will where appropriate, set the monitoring trip to coincide with job meeting dates.


Ralph J. Stephenson, P.E.

RJS
m

To: Mr. Joseph Pence
Mr. Dale Grainger - 20 copies
Mr. Tom Sedgewick
Mr. Robert Chase

RALPH J. STEPHENSON

CONSULTING ENGINEER
November 30, 1968

Subject: Monitoring Report #13

Genesee County Government Center, Flint, Michigan

Project: 67:48

Date of Monitoring: November 20, 1968

Monitored from: Issue #2, September 11, 1968

Actions taken:

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

General Summary

As of November 20, 1968 erection of stone and backup on the B Unit has caught up due to bypassing erection of a portion of the south elevation. This south elevation will be installed later and has been left alone due to the need to move on to the A Unit, east elevation to maintain a proper relationship with the parking deck construction. As of this date then, the stone, backup and pre-cast erection is in pretty good shape on Unit B and is now ready to move into Unit A (task 148 - 121). All other work on the main floors of Units B and C is also moving well as reported previously and there is no serious tieup at present.

An item mentioned in the last monitoring that should be once again reviewed is installation of elevators. The machine room is almost totally enclosed now and is dry and protected. Masonry, however, has not yet begun at the shafts and I suggest as quickly as possible the elevator contractor be gotten on the job and his work started.

Precast structural units for the parking deck have been erected for phase 1. Progress there is maintaining alignment with the Issue #2 network. However the chances of getting an early floor slab on grade are becoming remote. This, in addition to the fact that as of November 20th, underground utilities were not yet installed at the parking deck ground floor make it likely that the formed deck will be built off mud sills and the floor slab on grade will be installed later.

In summary, the project is moving reasonably well. Time has been picked up on the exterior stone, backup and precast primarily due to the deferment of part of the south elevation erection. Other work is moving well although elevator installation should be put underway sometime in the very near future.

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

RJS/m

To: Mr. Joseph Pence
Mr. Dale Grainger - 20 copies
Mr. Tom Sedgewick
Mr. Robert Chase

RALPH J. STEPHENSON

CONSULTING ENGINEER

December 13, 1968

Subject: Monitoring Report #14

Genesee Valley Government Center, Flint, Michigan

Project: 67:48

Date of Monitoring: December 11, 1968

Monitored from: Issue #2, September 11, 1968

Actions taken:

- Inspected project
- Evaluated job progress
- Conferred with job personnel re job progress

General Summary

As of December 11, 1968 erection of stone backup on the A and B Units has moved ahead of the plan of work schedule and is in excellent condition. Sash and glazing were due to start sometime ago but have been held temporarily. At the present time, however, this is not a critical item.

The major problem in the A and B Unit at the present time concerns masonry erection and its relationship to rough plumbing. Also, installation of the mechanical equipment rooms at the basement and the penthouse is very slow. Indications are that the mechanical work, particularly the pipe trades, are at this time restraining masonry and also causing the lack of progress at the equipment rooms. Masonry, particularly, should be expedited since crews are available to work.

Elevator shaft masonry is well underway and elevator work should begin as soon as possible.

In the C Unit the slab on grade for phase 1 has been substantially completed which should expedite considerably forming of the deck at the upper level. However, this deck is about 8 working days behind the present plan of work. A slab on grade should help in this forming operation although by dropping behind and with the present cold weather, curing time for post tensioning may be increased. In the parking deck we have built in a time for stopping work late in the winter and it may be that this cushion will prevent this particular sequence from lagging too greatly. Nevertheless, whatever can be done to pull the job back in line so far as the pour schedule in the deck is concerned should be done.

In the near future, probably after the first of the year, we will meet with all concerned to integrate the demountable partition work into the present network. During the period prior to this meeting all information

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possible about sequencing, deliveries, durations and patterns of work should be investigated so that when this planning session is held, we will be able to insert the partition work at the appropriate points without delay.

In summary, the project so far as close-in is moving much better and considerable time has been picked up in the last two weeks. Major difficulties on the project now revolve primarily around the mechanical, piping and plumbing work in the A and B Units which is beginning to seriously affect progress, and continuity on masonry and elevator work which again is potentially a critical task. In the C Unit forming and pouring of the deck at the upper level, phase 1, lags by about 8 working days.



Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Joseph Fene
Mr. Dale Grainger - 20 copies
Mr. T. J. Sedgewick
Mr. Robert Chase

RALPH J. STEPHENSON

CONSULTING ENGINEER
January 18, 1969

Subject: Monitoring Report #15

Genesee Valley Government Center, Flint, Michigan

Project: 67:48

Date of Monitoring: January 15, 1969

Monitored from Issue #2 dated September 11, 1968

Actions taken:

- Inspected project
- Evaluated job progress
- Conferred with job personnel

General Summary

As of January 15, 1969 progress on the job is fairly good with the exception of weather problems encountered in pouring and post tensioning of the first poured decks for the parking deck. Building work in Units A and B is still moving well although interior masonry at all floors is still slightly slow. Exterior close-in has now moved around to the west elevation of Unit A and erection of sash has started on elevations where stone has been completed. Glazing is due to start soon and total building close-in will thus be well underway.

Some problems still exist with the moisture, ice and snow at the roof and this area must be cleaned as rapidly as possible so as to complete laying roofing. The light weight fill is water logged although this should not delay roofing because venting has been installed.

It will be important to close the building as rapidly as possible due to the need for starting interior demountable partition work between the 1st of June and the 1st of July. A detailed evaluation was made of the interior partitions and it was decided in a meeting with all concerned that a total time of 14 working days would be required for each section of the building (A and B) per floor to install the partitions. Eight areas at 14 days per area require a total time of 112 working days. Partition erection must be followed by additional millwork and also affects in miscellaneous fashion some late plumbing and electrical work. All in all, it was evaluated at this conference that the demountable partition installation along with the time of year at which they will be completed (the holiday season 1969 - 70), plus the time for additional millwork required, will extend the project from 26 to 30 working days beyond the present established contract end date of December 19, 1969. As a further consideration, an illegal strike the middle of October by structural iron workers caused a delay at that time in a critical stone erection operation. The delay, according to Mr. Pence of Erickson-Lindstrom, amounted to about 12 working days. His request for this extension was detailed in a letter dated October 29, 1968 from him to Sedgewick-Sellers and Associates. Evaluating this delay, which was later picked up, in conjunction with the additional time required by demountable

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partitions and the attendant work, I suggest that a total extension of the contract date on the project of 31 to 36 working days be considered by the architect/engineer and the owner. This amount is justifiable and within reasonable bounds. It should be pointed out here that it is nobody's gain if all the extension is utilized. To paraphrase, the sooner this project is finished, the better it is for all concerned.

So far as demountable partitions are concerned, it was determined in the meeting that partition work would move at about 15 lineal feet of partition per man per day. With a five man crew this brings progress to about 75 lineal feet per day. With a total of 7300 lineal feet in the building, the time allocated of approximately 14 working days per building section appears also reasonable.

Shop drawings for partitions have been requested by all contractors so that locational characteristics can be determined in detail. This is especially important to Mr. Anderson, the electrical contractor, since the outlets which are to be core drilled must be located very accurately. The sequence for partition erection will be as follows:

1. Complete all ceiling suspension and resilient floor.
2. Lay out partitions from ceiling suspension, drill holes for outlets in floor and install bottom and top runners.
3. Erect studs and one side of partition, and install in-wall electrical work.
4. Erect other side of wall and complete trim.

So far as interior work sequence is concerned, this is due for a re-evaluation within the next two or three months. I recommend that we wait until then since it is presently possible to evaluate job progress easily from the current network. However, once interior work plans are formulated and made specific, they should be reflected in the network diagram. At present the first interior area to be concentrated on will be the ground floor of the B Unit. The area next nearest ready for interior finishes is the second level of the A Unit, followed by the third level of the A Unit. I recommend that the sequencing now be from the A second floor to the A third floor; then across to the B third floor, moving down to the B second floor and then finishing off as the last floor, the B and A Units first floor. This sequence will be evaluated by the staff of Erickson-Lindstrom.

In summary, work is continuing to move well on the A and B Units, however, the parking deck is still lagging this plan of work and time should be picked up there if possible. The deck is being temporarily enclosed and this should aid considerably in forming, pouring, curing and post tensioning of the phase 1 work.


Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Joseph Pence
Mr. Tom Sedgewick
Mr. Robert Chase
Mr. Dale Grainger - 20 copies

RALPH J. STEPHENSON

CONSULTING ENGINEER

February 20, 1969

Subject: Monitoring Report #16

Genesee Valley Government Center, Flint, Michigan

Project: 67:48

Date of Monitoring: February 5, 1969

Monitored from Issue #2 dated September 11, 1968

Actions taken:

- Inspected project
- Evaluated job progress
- Conferred with job personnel

General Summary

As of February 5, 1969, the parking deck area has fallen considerably behind the present plan of work so far as pouring the cast-in-place post tensioned slab, and efforts are now being made to pick up some of this lost time.

General work on Units A and B is moving well, particularly with close-in now setting a consistent progress pattern. By the time we are ready to update the network in March, we should have a well thought out plan for finishing sequences.



Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Joseph Pence
Mr. Tom Sedgewick
Mr. Robert Chase
Mr. Dale Grainger - 38 copies

March 11, 1969

Subject: Monitoring Report #17

Genesee Valley Government Center, Flint, Michigan

Project: 67:48

Date of Monitoring: March 5, 1969

Monitored from Issue #2 dated September 11, 1968

Actions taken:

- Inspected project
- Evaluated job progress
- Conferred with job personnel

General Summary

As of March 5, 1969 the major delay item on the project is the parking deck, running from 4 to 6 weeks behind the Issue #2 plan of work. The lag is primarily in completion of phase 1 work and start of phase 2. Phase 2 was due for a late start of March 3, 1969. It probably will begin in about three weeks or about March 26, 1969. This puts phase 2 about $3\frac{1}{2}$ weeks back of the Issue #2 network.

So far as general work on Units A and B, progress continues fairly good although there has been a noticeable slowdown of work on floors 2 and 3, primarily due to concentrating on ground floor work. The ground floor is where most major interior finishing will start since it is well protected from weather and warm.

Lathing and plastering at the stairwells has started, which is good, since stair finishing tends to bottleneck the project if held until later.

General adherence to the work plan in the A and B Units is fairly good although we are now beginning to approach late start dates on some key trades. I suggest that masonry work be concentrated on since there appears to be several loose ends at each floor that must be completed before a good sequencing through the floor can be obtained with interior finish work. Sheet metal at the first floor of both A and B is not yet started to any major extent and should be put underway sometime soon. Elevator work is moving well and the machinery is partially set with guide rails in and platforms and cabs now being constructed.

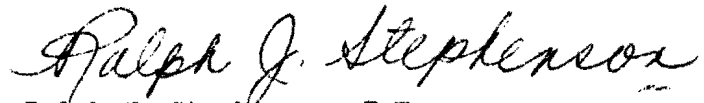
The mechanical room at the ground floor has had little done to it for the past few weeks. However, during the construction meeting March 5, 1969, as

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I understand from the parties present, a commitment was made to fire this boiler up by April 15, 1969. Some work has been done on the penthouse mechanical equipment rooms but again, I would suggest that as much of this work be done now as possible since as good weather comes along it will be harder to keep the job staffed inside.

In summary, the project with the exception of the parking deck (C Unit) continues to move fairly well. The parking deck is between 4 and 6 weeks behind although it should be kept in mind that an arbitrary end date of September 12 was selected for its completion and made critical. In Units A and B elevator work is moving well. Mechanical equipment rooms are still lagging and should be paid attention before warm weather takes manpower off the inside work.

One problem beginning to appear on the job is the number of loose ends rather widely separated geographically in the building. This applies particularly to masonry and to some overhead work, primarily sheet metal and to a certain extent mechanical piping. These loose ends are always difficult to clean up before finish work starts since they require periodic travel time and manpower on each incomplete section. The job is now ready for a major updating review. We plan to meet at the Sedgewick Sellers Office on March 12th to begin this updating and to integrate the demountable partition plan into the network.


Ralph J. Stephenson, P.E.

To: Mr. Joseph Pence
Mr. Tom Sedgewick
Mr. Robert Chase
Mr. Dale Grainger - 38 copies

March 17, 1969

Subject: Monitoring Report #18
Genesee Valley Government Center, Flint, Michigan

Project: 67:48

Date of Monitoring: March 12, 1969

Monitored from Issue #2 dated September 11, 1968

Actions taken:

- Updated network with contractors' and architects' staffs
- Evaluated job progress

General Summary

This meeting was devoted to a full updating of the entire plan of work. The general contractors, electrical and mechanical contractors, along with the architectural field representative and critical specialty sub-trades participated. Demountable partition work was included in the project and a general revised completion date due to the influence of the additional work to install the demountable partitions was established.

The first subject considered was resequencing of the floor finishes. Interior trades will now move from the ground floor to the second floor, to the third floor and finish out at the first floor. Major trades including masonry, plastering, demountable partitions and ceiling work will be staggered to reflect this sequence. This, in turn, will stagger intervening trades, and it is planned to deliver a floor each 40 working days. All durations and sequencing were checked with the attending sub-contractors and agreed to.

The new completion date for the A and B Units caused by inclusion of the demountable partition and additional millwork items is on or about February 9, 1970 (working day 282). It is urgent that ground floor work including plastering, exterior perimeter wall work and initial painting get underway immediately so that installation of the ceiling suspension for the lay-in tile and diffusers can start on schedule. This will be followed by installation of acoustic tile, installation of resilient tile, after which demountable partitions can start. Demountable partitions must start on or before June 9, 1969 if the completion date of February 9, 1970 is to be met.

So far as the parking deck is concerned, this unit has now become extremely critical due to the need to lay plaza paving blocks in the relatively mild weather of late summer and early fall. Therefore, heavy concentration is now to be exerted in getting the precast columns and T's erected for phase 2 and phase 3 after which the floor slabs on grade will be poured, followed by

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construction of the decks at the upper and plaza levels. Completion of the super structure, ending with post tensioning of the plaza slab at phase 3 is due for early August. This should give exterior trades work at the plaza level adequate time to finish out planters, pavers and trim items. This work is exceptionally tight and anything that can be done by suppliers, the architect/engineer, the owner, the contractors, anyone involved in the work, to expedite all matters which free up field action should be done. This area at the present time has a high priority of action.

In summary, our meeting was devoted to a complete updating of the entire Issue #2 network. The project is moving relatively well. However, it was believed necessary by all concerned that a resequencing of the project in accordance with the actual field procedures would be appropriate at this time. The new sequencing in A and B is from ground floor to second, to third, to first so far as interior work is concerned. The most critical area at present is in the basement of the A and B units, where installation of perimeter wall surfaces, start of ceiling suspension and lay-in tile and laying resilient tile free demountable partition work. The garage area is also very critical due to the need for providing the completed plaza level for outside work by the early part of August. The new completion date calculated in accordance with inclusion of interior demountable partitions and additional millwork comes up to on or about working day 282 (February 9, 1970). This is an extension of approximately 33 working days over the Issue #2 network which was updated after the summer strikes of last year. I am now redrafting and revising the network and it will be issued as soon as drawings are complete and the computer input is revised.


Ralph J. Stephenson, P.E.

RJS/m

cc - Mr. Joseph Pence
Mr. Tom Sedgewick
Mr. Robert Chase
Mr. Dale Grainger - 38 copies

April 8, 1969

Subject: Monitoring Report #19

Genesee County Government Center, Flint, Michigan

Project: 67:48

Date of Monitoring: April 2, 1969

Monitored from Issue #3 preliminary dated March 12, 1969

Actions taken:

- Inspected project
- Reviewed job progress with field personnel
- Evaluated job progress

Units A, B (Court Building)

The sequence of finishing in the Court Building is now ground floor, second floor, third floor and first floor. Ground floor work is moving very well and all tasks are hitting between early start/late start. Painting is due to start on April 3 and ceiling suspension is due to start on April 15 which is slightly ahead of early start dates. The second floor is also moving sufficiently well to stay between early start/late start dates. The third floor is in reasonably good shape, although the auditorium area should be watched and progress maintained there since it contains a large amount of millwork and trim. Rough carpentry work is underway there and if progress can be maintained, no difficulty should be encountered. First floor work is moving as somewhat of a fill-in and as with the other floors, is between early start/late start dates. So far as completion dates are concerned, the floors will be finished and cleaned up in 40 working day increments starting with the ground floor at working day 162 (August 2, 1969). This puts a completion date as mentioned in the Monitoring Report #18 in February. If a partial occupancy is anticipated on the building, it is important that access to the upper and ground floors be made available through the first floor space since it is the last space to be finished.

Unit C (Parking Deck)

Work at Unit C including post tensioning, stripping and reshoring is lagging the new network issue by approximately 10 working days. The lag in the job will be directly reflected by the amount of time the start of forming at the upper level for phase 2 falls behind working day 58 (March 24, 1969). Every effort is being made to drain the sub-base but the wet condition of the site and the bad weather over the last two weeks has made it difficult

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Unit C (Parking Deck) (Cont.)

to begin any meaningful work for the slab on grade to allow deck forming to start. This area is a critical area since the need is to get the total parking deck complete so plaza paving blocks can be laid in the good weather of late summer and early fall.

General Summary

Work in the Court Building is moving very well and at present is hitting between early start/late start dates. Areas to be watched are completion of the mechanical equipment room at the ground floor (boiler still due to be fired up on April 15th), elevator work which is now moving quite well and auditorium work at the second floor.

The parking deck is now from 7 to 10 working days behind, held primarily by bad weather and the poor condition of the sub-grade. If this work is to move ahead as planned, it will be essential to start forming and setting in-floor work for the phase 2 upper level as quickly as possible.


Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Joseph Pence
Mr. Dale Granger - 38 copies
Mr. Tom Sedgewick
Mr. Robert Chase

April 29, 1969

Subject: Monitoring Report #20
Genesee County Government Center
Flint, Michigan

Project: 67:48

Date of Monitoring: April 23, 1969

Monitored from Issue #3 preliminary dated March 12, 1969

Actions taken:

- Inspected project
- Reviewed job progress with field personnel
- Evaluated job progress

Units A, B (Court Building)

Most work in the Court Unit is maintaining alignment between the early start and late start dates. Ground floor interiors are moving well, with the target date on start of interior demountable partitions still June 9, 1969. Work at the third floor is also maintaining alignment, as is that at the second and first. The preliminary Issue #3 run is being rechecked and will be based upon float time being built into each floor to insure adequate time for completion of the total project. In this respect there is some possibility of work being affected by the upcoming expiration of trade contracts. Those affected include plasterers, painters, plumbers, steam fitters, teamsters and laborers and all could affect progress on the job. I will defer formally issuing the Issue #3 network until the impact of the potential labor stoppages can be better evaluated.

Unit C (Parking Deck)

The parking deck is now between 13 and 20 working days behind and critical items are continuation of heavy work on the slabs on grade while starting forming and setting in-floor work for phase 2 upper level. With the onset of warmer weather, it should be possible to maintain better continuity in the parking deck area and perhaps pick up some time. The critical item here, as has been pointed out previously, is the need to start paving stone work in the good weather of summer and early fall.

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General Summary

Work on the Court Building is presently hitting between early start/late start dates. The boiler was not fired up on April 15 - the new date is May 15th. Elevator work and auditorium work at the second floor is moving well also. The parking deck has dropped from 13 to 20 working days behind, primarily delayed by the bad weather of the last two weeks and the poor condition of the sub-grade. Every effort is being made to pick up time here.


Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Joseph Pence
Mr. Dale Grainger - 38 copies
Mr. Tom Sedgewick
Mr. Robert Chase

May 20, 1969

Subject: Monitoring Report #21
Genesee County Government Center
Flint, Michigan

Project: 67:48

Date of Monitoring: May 13, 1969

Monitored from Issue #3 dated May 5, 1969

Actions taken:

- Inspected project
- Reviewed job progress with P. Jarema
- Evaluated job progress

Units A and B (Court Building)

Ground Floor

Ground floor is generally moving well with the exception of ceiling work. The final tie-in of mechanical piping has to some extent held up the installation of the ceiling suspension and the suspension work, mainly T's for lay-in which are 3 to 5 working days behind the Issue #3 network plan. This work must be expedited since it is followed by lay-in acoustic tile and laying of resilient flooring which, in turn, is followed by installation of movable partitions. Start of movable partitions on June 9, 1969 is still the key date to meet. Another item that shows up as a lag is installation of toilet room plumbing fixtures which restrain painting and, in turn, restrain other items on down the plan line. However, it is the intent of Mr. Jarema to revise the logic slightly here and this will remove the toilet room plumbing fixtures from a critical situation at this time.

First Floor

First floor work is generally moving well between early start/late start dates.

Second Floor

The second floor presently is moving between early start/late start dates. However, the impact of revisions to interior demountable partitions on the second and third floor will soon be felt in mechanical work. Particularly serious here is sheet metal and it is urgent that the revised sheet metal drawings showing sizes and locations be issued as soon as possible. There is still time to make these revisions within the present network plan dates but this time is quickly growing short. Other work south of column line 9 is moving reasonably well.

Third Floor

The same comments as noted for the second floor apply here for work north of column line 9. Sheet metal drawings on the revised partition layout must be issued soon if delays are not to be encountered. Other work on the third floor is generally moving well in line with the early start/late start dates.

Unit C (Parking Deck)

Parking deck work has recaptured some of the lost time, primarily due to good field dovetailing of the tasks and the fact that a major part of the plaza level is located over an already poured ramp. This allowed form work to start on this plaza level prior to completion of the phase 2 work at the upper level. As of May 13, 1969 the lag at the upper level is approximately 3 working days. With good weather holding and work progress continuing as it has over the last three weeks, this time could be picked up soon.

General Summary

Overall work on the Court Building is presently hitting between early start/late start dates. Critical items are the ceiling at the ground level which is about 3 working days behind, the revisions to the second and third floor partitions which, in turn, seriously affect sheet metal work and the mechanical equipment room at the basement. This room is still not operative and it is estimated by Mr. Jarema that the presently projected date of May 15th will be closer to June 1st. It is still important to get some heat in the building since the interior is quite damp and cool. Heat is particularly important, along with ventilation so as to insure proper drying of wet surfaces.

Elevator work is moving well as is the auditorium work at the second floor. The parking deck has regained considerable time and is now between 3 and 8 working days behind. If weather holds well and work continues as it is this time should be recaptured over the next two or three months.

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

RJS/m

To: Mr. Joseph Pence
Mr. Dale Grainger
Mr. T. J. Sedgewick
Mr. Robert Chase

Subject: Monitoring Report #22
Genesee County Government Center
Flint, Michigan

Project: 67:48

Date of Monitoring: June 6, 1969

Monitored from: Issue #3 dated May 5, 1969

Actions taken:

- Inspected project
- Reviewed job progress with Dale Grainger
- Evaluated job progress

Ground Floor Units A and B (Court Building)

The ground floor continues to move well and movable partitions are scheduled to start on the target date of June 9, 1969. Lay-in ceiling tile has been left out pending later installation since the building is still not totally dry and also it was thought wiser to defer installation until after demountable partitions are in so as to avoid damage to the tile.

First Floor

First floor work is currently moving between early start/late start dates. However, revisions have been projected for this floor concerning some finish trades and these revisions are now being processed for issue on a bulletin. They, at present, do not delay work on the first floor.

Second Floor

Revisions to partition layouts have not been released as yet and it is expected that it will be another week before they can be released for pricing. Sheet metal is beginning to show up as a very critical item and is currently 12 working days behind the Issue #3 network plan. A job conference is being held Monday to discuss expediting this work and it is anticipated that start of lay-in ceiling suspension and light fixtures can be projected for June 15, 1969. The late start date for installation of lay-in ceiling and light fixtures is June 19, 1969. Therefore, if the earlier date can be met and work continues as rapidly as possible on sheet metal, it is possible that the time now showing as lag can be recaptured. It is important that current outstanding changes to this floor be processed as rapidly as possible so no delay whatsoever be incurred in sheet metal work.

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Third Floor

The same comment on revisions to partition layouts apply here for work north of column line 9 as for the second floor. Other work on the third floor is generally moving well and to be especially noted is the good job done in plastering of the ceiling in the auditorium. This work is substantially complete and the job is now drying out ready for millwork.

Unit C (Parking Deck)

The parking deck has now recaptured most of the lost time, lagging at present by about 2 working days in start of forming for the upper level of the phase 3. Major erection of precast T's in Phase III will begin on Monday, June 9th, and if this work can be completed rapidly, the total present lag could be recaptured within the next three to five weeks.

Work has begun on installation of pavers at the plaza level and other finish work at the upper areas is proceeding well.

General Summary

Overall work on the court building is presently hitting between early start/late start dates except for sheet metal work at the second floor. Of utmost important is issuance and processing of bulletin #23 which deals with the revision to partitions at the second and third floors north of column line 9. First floor work has now been added to this bulletin and changes to interior finish work there will also be critical.

The boiler room at the ground floor has now been made operative in one boiler and temporary heat is being provided to the building from it. Elevator work continues to move well although elevator cabs have still not arrived on the job. Resilient floor workers are on strike as of June 1st and there is no indication as yet when they will settle. This work could delay installation of demountable partitions. Auditorium work is moving well at the third floor and the ceiling is now completely installed. Generally, job progress, except for the above mentioned items, is good.


Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Joseph Pence
Mr. Dale Grainger
Mr. T. J. Sedgewick
Mr. Robert Chase

July 12, 1969

Subject: Monitoring Report #23
Genesee County Government Center
Flint, Michigan

Project: 67:48

Date of Monitoring: July 9, 1969

Monitored from Issue #3 dated May 5, 1969

Actions taken:

- Inspected project
- Reviewed job progress with D. Grainger and P. Jarema
- Evaluated job progress

Ground Floor

Units A and B (Court Building)

Ground floor work continues to move reasonably well although resilient tile layers are still on strike. This work restrains demountable partition erection in Unit B at the south. Movable partitions are still moving well in the A Unit and general work at the ground floor is in current alignment with the network plan. There are some loose ends to pick up that are not critical. These include toilet room plumbing fixtures, ceiling tile which has been delayed until after movable partitions have been completed.

First Floor

All first floor work is in general alignment with the Issue #3 network plan. Revisions projected for this floor on some finished trades have still not been issued but work is proceeding on the basis of current working drawings.

Second Floor

Changes to second and third floor work have been issued and field operations are moving in accordance with the revised drawings. The resilient tile layer strike will seriously affect second floor work since tile is due to start here at an early start of July 11 or late start of July 25. Tile restrains installation of demountable partitions. Ceiling suspension lags at the second floor by about 8 working days although a sizable crew is on the job and is now moving into the A Unit to begin installation of the grid. The grid in the B Unit (south) is substantially complete.

Third Floor

Work is moving ahead based upon issued revisions and alignment of work at the third floor with the current network plan is generally good. Pipe coverers, however, are on strike as of June 30th and this will affect those areas where testing and insulation on mechanical lines is not yet complete. Also the resilient tile strike will affect work at the third floor in the near future. Ceiling suspension at the third floor is due to start at an early start of July 18 and a late start of August 15. There should be little difficulty meeting these dates unless extensive holdups are encountered due to the pipe coverers strike. Work on the third floor is generally ok.

Unit C (Parking Deck)

Parking deck work has now recaptured most lost time and is moving in accordance with the network plan. Some minor delays have been encountered due to low early test concrete but work there has now moved off critical portions of the network and float time is available in current and early future projected tasks.

General Summary

The most serious problems which face the job at present are the resilient tile layers strike which has been going since June 1, 1969 and the pipe coverers strike which has been going since July 1, 1969. Both these work stoppages will begin to slow the project in the next week to two weeks. They are critical and will directly affect ceiling grid and resilient floor tile and demountable partitions.

Work at the mechanical penthouse is moving well. The mechanical equipment room at the ground floor has been partially operative for some time and permanent heat should be available for winter.

Elevator work is also moving well and both sets of elevators are in the cab-finishing stage.

Courtroom work is also moving well. Painting has started at the ceiling. Mill-work is due to start the first part of August.

Generally the project, with the above mentioned exceptions, has moved well over the past month.


Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Joseph Pence
Mr. Dale Grainger
Mr. T. J. Sedgewick
Mr. Robert Chase

August 7, 1969

Subject: Monitoring Report #24
Genesee County Government Center, Flint, Michigan

Project: 67:48

Date of Monitoring: August 1, 1969

Monitored from Issue #3 dated May 5, 1969

Actions taken:

- Inspected project
- Reviewed job progress with D. Grainger and P. Jerema
- Evaluated job progress

Units A and B (Court Building)

Ground Floor

Movable partitions have been delayed at the ground floor and now lag about ten working days behind the current network plan. A strike of resilient tile workers held up progress in this trade and accounts directly for the ten working day delay. Tile workers came back on the job July 25, 1969.

The ground floor typically exhibits several problems that will become more acute in the entire project over the next few weeks. One of the major loose ends now hanging is progressively cleaning up the toilet room plumbing fixtures, as well as cleaning up toilet room partitions and accessories, sheet metal blankouts, miscellaneous electrical and mechanical trim, cleanu and other such tasks that must be finished prior to completion of the job. If these minor tasks are allowed to accumulate, they become major problems near the end of the job. I suggest that an attempt be started now to complete and move out of every area as it is available. The problem of trade interference should pose little if any delay since the few trades that still remain on the relatively complete floors are not necessarily trades which will interfere with each other. Throughout the project, however, one trade, namely sheet metal, is still having difficulties trimming out. The blankouts for instance are items that have been known about for many months and yet there is no clearcut answer as to when they will be on the job. At this point where finish trades become critical, it is extremely dangerous to allow such an item to remain in limbo. I suggest an immediate detailed conference be held with all parties to the project, particularly sub-contractors, vendors and field representatives, to iron out all loose ends in finish trades. Specific direction should be given insofar as work remaining is concerned and all undelivered finish trim items should be located immediately. As mentioned above, these comments apply to all floors.

First Floor

As of August 1, 1969 work at the first floor is still in general alignment with the Issue #3 network plan. However, there has been little if any progress made at this floor since the last monitoring and this in itself brings the floor closer to critical late start/late finish dates. I suggest this floor be readied as soon as possible for finish trades which must come to it from the third floor.

Second Floor

Resilient tile is due to start at the second floor on or about August 5, 1969. This task was due to begin on July 25, 1969 which puts it about 7 working days behind and represents the general lag at that floor. A very important point that should be reviewed immediately is projected revisions to the third floor, particularly where additional plumbing and other utility lines must be installed in the second floor ceiling. At present these projected revisions are being figured on bulletins and should be cleared away as soon as possible. From this point on any change to this job in terms of relocation of utility work or changes to any above ceiling work will cause a direct delay to installation of ceiling suspension and consequently to interior demountable partitions.

Third Floor

Sheet metal and piping insulation is holding ceiling layout at the third floor. This insulation is being held because of the strike of pipe coverers and insulation workers. Insulation was due to start on or about July 18, 1969 and currently lags the plan of work by 10 working days. Very little can be done until the insulation workers and pipe coverers strike is resolved.

Unit C (Parking Deck)

Parking deck work remaining includes two major structural pours at the plaza level in Phase 3, plus mechanical and electrical work in Phases 2 and 3 and work at the plaza. Most of the lag has been recaptured and all parking deck work is now moving between early finish/late finish dates. No major problem is foreseen in this particular structure.

General Summary

The most serious problem other than the delays caused by the insulators strike is completion of all of the miscellaneous sheet metal duct work and trim. Blankouts and other items are causing serious delays to ceiling progress and must be resolved immediately if this job is to continue in adherence with the current Issue #3 network plan. The demountable partition work shows signs of lagging although presently the ten day delay can be traced almost directly to the strike of resilient tile layers. Tile people were back on the job as

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of July 25th. Of utmost importance is to move out of each area as it is completed and this means installation of many items that have been held up to now should proceed including toilet room plumbing fixtures, accessories, partitions and finish items such as lay-in tile, completion of millwork and doors, painting and vinyl wall covering. If these items are all left until late in the project, it means a spreading of manpower on all floors which will make it hard to clean up and punch the job out on time.


Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Joseph Pence
Mr. Dale Grainger - 38 copies)
Mr. T.J. Sedgewick
Mr. Robert Chase

September 10, 1969

Subject: Monitoring Report #25

Genesee County Government Center, Flint, Michigan

Project: 67:48

Date of Monitoring: September 4, 1969

Monitored from Issue #3 dated May 5, 1969

Actions taken:

- Inspected project
- Reviewed job progress with D. Grainger and P. Jarema
- Evaluated job progress

Units A and B (Court Building)

Ground Floor

Work remaining at the ground floor includes installation of acoustic ceiling tile, toilet room plumbing fixtures, partitions and accessories and miscellaneous finish work for mechanical and electrical trades. Also, installation of kitchen equipment and some elevator lobby finishes still remain. This work will take from a month to a month and a half to complete and Mr. Jarema is starting on it next week.

First Floor

As of September 4, 1969 work at the first floor still is moving in general alignment with early start/late start - early finish/late finish dates. Sheet metal insulation is proceeding with all sheet metal installed. The first floor should be ready for ceiling suspension following the third floor.

No major problems show on this floor at present.

Second Floor

As of September 4, 1969 second floor work is substantially back in line with the current network plan. Resilient tile has been laid on the entire floor and good work progress is apparent on demountable partitions. Lay-in ceiling suspension is complete and as of this time revisions to the floor are nominal except for changes to partition layout. These areas can be generally accommodated at present within the network plan Issue #3.

Third Floor

Work at the third floor is moving substantially in alignment now that sheet metal and piping insulation people are back to work. The general lag evident at the last monitoring has been mainly picked up except for toilet room plumbing fixtures, partitions and accessories. Revisions to this floor are primarily in demountable partition work with the attendant overhead changes. However, these changes can be made through the ceiling if necessary. No major current problems are anticipated at the third floor.

Unit C (Parking Deck)

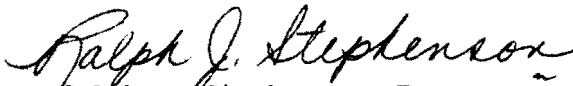
All structural elements of the parking deck have now been completed. Sprinkler work, lighting, sheet metal and mechanical piping at the ground floor are complete. All mechanical work at the upper level will be complete as of the end of this week, and plaza work continues to move well with paving tile being about 60% installed. Membraning of planters is continuing and the sculpture for the reflecting pool has arrived on the job. Generally, work at the parking deck is in excellent condition and no problem is anticipated in finishing off this structure in accordance with the Issue #3 network.

General Summary

Overall the project has recaptured most of the lag time reported in Monitoring Report #24. The major problem still remains one of cleaning up areas as they are completed and getting out of them so that they can be sealed off. I suggest again that careful attention be paid to such areas as toilet rooms, stairwells, miscellaneous rooms, and finish items such as wall plates, plugs, mechanical trim and electrical trim so that a minimum of backtracking is necessary as the job moves toward cleanup.

In line with this, it has been pointed out by Mr. Grainger and Mr. Jarema that demountable partition manpower should be substantially increased in the very near future since there are large amounts of trim including hardware, doors and other items that must be finished out on all the presently installed partition work. I concur and agree that every effort should be made to increase manpower on demountable partition work.

Another point brought up by Mr. Jarema is the quality of the workmanship on the plaza level tile. Apparently because of the relative inexperience of the tile layers, production is slower than it should be and workmanship has also suffered. Mr. Jarema wished me to put this in the monitoring report so as to call attention to the need for improving the work level in the tile setting operation.


Ralph J. Stephenson, P. .

RJS/m

To: Mr. Joseph Pence
Mr. Dale Grainger - 38 copies)
Mr. T. J. Sedgewick
Mr. Robert Chase

RALPH J. STEPHENSON

CONSULTING ENGINEER

September 23, 1969

Subject: Monitoring Report #26

Genesee County Government Center, Flint, Michigan

Project: 67:48

Date of Monitoring: September 18, 1969

Monitored from Issue #3 dated May 5, 1959

Actions taken:

- Inspected project
- Reviewed job progress with D. Grainger
- Evaluated job progress

Units A and B (Court Building)

Ground Floor

Work remaining at the ground floor includes mainly cleanup, trim and finish items all of a generally minor nature. Most major work which in the logic restrained the movement of trades from the ground floor to the second floor have been accomplished and pose no restriction to completion of the work.

First Floor

As of September 18, 1969 no major problems show at this floor currently.

Second Floor

As of September 18, 1969 toilet room plumbing fixtures, partitions and accessories still are to be done. Lay-in ceiling tile will begin on or about October 20, 1969. This task was deferred from an early start in July until now to allow heavy trades such as erection of movable partitions to proceed without damage to tile. It is not currently a delay item. Completion of demountable partitions is anticipated about October 8, 1969. They were due to finish on September 30, 1969, representing a projected lag of about 7 working days.

No other major problems exist currently at this floor.

Third Floor

Third floor work on partitions is well underway but it is still felt by field management personnel that the partition trade is undermanned. As pointed out in Monitoring Report #25, a large amount of trim including doors and hardware still remains to be done on the partitions and it will be essential to complete

trimming to cleanup and move off any given floor. I, again, recommend that manpower be increased to the largest extent possible on this trade.

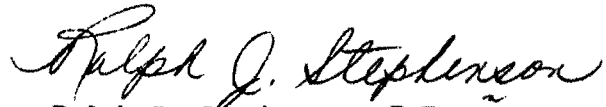
Generally work at the third floor is moving in fair alignment with the current plan although, again, some of the miscellaneous finish and trim items that have been bypassed will have to be done ultimately and the sooner they can be cleaned up without interfering with major partition work now in work, the better.

Unit C (Parking Deck)

All structural and mechanical elements of the parking deck have been completed. Some lighting and painting remains to be done, as well as some miscellaneous finish work at the plaza level. However, currently the parking deck is in good alignment with the network plan.

General Summary

Overall the project still remains in fair shape. I recommend as much of the finish and trim items on a floor where space is available be completed currently to get out of the floor space and concentrate efforts in a smaller area.


Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Joseph R. Pence
Mr. Dale Grainger - 38 copies
Mr. T. J. Sedgewick
Mr. Robert Chase

October 22, 1969

Subject: Monitoring Report #27
Genesee County Government Center, Flint, Michigan

Project: 67:48

Date of Monitoring: October 2, 1969 and October 16, 1969

Monitored from Issue #3 dated May 5, 1969

Actions taken:

- Inspected project
- Reviewed job progress with P. Jerema
- Evaluated job progress

Units A and B (Court Building)

Ground Floor

The problems at the ground floor are typical of those found on all other floors of the courthouse. These mainly concern unfinished work in widely separated areas. Ceiling tile is about 90% installed but the remainder cannot be installed until the electrician and others who must get to the ceiling above are out of the way. Up to now this has not been a serious matter since adequate time remained on the project to clean up an area and get to another area and progressively move out of it. However, in the last six weeks no measurable progress has been made toward cleaning up any given area in which work has been substantially completed, such as at the ground floor. Manpower on the job is obviously at a low level and production is, from a qualitative inspection, at an even lower level. This is an extremely serious matter since as the trades leave the job, it is difficult to reattract them to the project. I suggest immediate tightening up of work on the job in all trades and I also suggest an immediate meeting be held with sub-contractors and other personnel involved with this project to make it absolutely clear that the work pace will have to be stepped up within the next few days or the project stands to miss the currently projected end dates. The ground floor should be the furthest along and at present it has dragged badly since installation of demountable partitions was initiated.

Another item which is not so serious at the ground floor as at other levels, but typical of the project's problems, is installation of doors, glass and trim on demountable partitions. There is none installed as of yet. Apparently there has been little, if any, increase in the manpower on demountable partition work and I suggest this be corrected immediately.

First Floor

As of October 16th, first floor which has since July been in good shape, now lags and ceiling suspension is currently about one week behind.

Second Floor

As of October 16, 1969 work at the second floor not yet complete includes toilet room plumbing fixtures, trim, doors and glass in partitions, luminous ceiling at the lobby, painting, acoustic ceiling tile and in work now, wall plates, plugs, trim and some demountable partition work. Again, this list represents the problems that exist in terms of finishing out a floor. Toilet room plumbing fixtures for an example are an item that has been on the incomplete list since almost June.

Third Floor

The third floor is in fair shape but is now approaching late start/late finish dates on key trades. There have been no major problems on the third floor since early September but now demountable partition work and other finish trades are showing signs of lagging.

Unit C

This unit is substantially complete insofar as major work is concerned and it will be dropped from subsequent monitoring reports.

General Summary

The project has shown little if any significant progress over the last four to six weeks. This slowdown has had serious impacts upon the job since there are now four floors all of which must be completed and cleaned up concurrently. The recommendation has been made repeatedly that areas be completed, moved out of and locked if possible, so that trades can concentrate their efforts in a smaller and smaller area. As it is now there will be severe problems completing this project totally on time unless immediate steps are taken to pick up the work, particularly on finish trades. The general feeling of the job in terms of its physical appearance is that all sub-contractors are holding off installing finish work for fear it will be damaged by trades following. However, we are no longer in a position where we can afford to delay installation of finish trades. This qualitative evaluation is far more significant than any present quantitative statement about job progress relative to the Issue #2 plan of work. I suggest as noted above that immediate steps be taken to improve work performance, productivity and sequencing and to clean up areas as they are finished and get out of them.


Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Joseph Pence
Mr. Dale Grainger - 38 copies
Mr. T. J. Sedgewick
Mr. Robert Chase

RALPH J. STEPHENSON

CONSULTING ENGINEER

November 3, 1969

Subject: Monitoring Report #28

Genesee County Government Center, Flint, Michigan

Project: 67:48

Date of Monitoring: October 30, 1969

Monitored from Issue #3 dated May 5, 1969

Actions taken:

- Inspected project
- Reviewed job progress with D. Grainger and P Jerema
- Evaluated job progress

Units A and B (Court Building)

Ground Floor

Little progress over the last monitoring situation on October 16th is noticeable at the ground floor. Cleanup should be concentrated upon even though there apparently has been a continuing effort to have all parties on the project keep areas clean. However, the presence of waste including some that is flammable poses fire hazards, and in the case of metal objects on the floor the chance of marring finish surfaces. The demountable partition contractor says doors will be on the job November 21, 1969 for the ground floor. However, he has apparently made no commitment for other floors. I suggest that firm dates be established for deliveries to all floors now, since this trim is proving to be a delaying item to such trades as finish painting, final cleaning of floor tile and installation of finish trim. In the cafeteria and kitchen at the ground floor no major work has been done on installation of equipment for many weeks. Here where quarry tile and special stone finishes are down the damage to the area through casual traffic could be considerable unless the area is cleaned up and locked up.

First Floor

As of October 30th, some slight pickup in the tempo at the first floor seems to have been made. The floor continues to move just ahead of late dates and it will have to continue an increase in tempo if completion dates as established in our plan of work are to be met.

Second Floor

Little progress in critical work items is seen at the second floor. Some additional partition work has been accomplished and toilet room plumbing fixtures are starting. However, there still are no doors or glass in the partitions

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Genesee County Government Center
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and acoustic work, although having pickup slightly, still lags the network. This floor like others needs attention and cleanup and a heavy attack on the finish trades.

Third Floor

Work on the third floor is beginning to lag at some areas over previous progress shown. However, it is still moving just ahead of late start/late finish dates. The same comments apply here for cleanup as for other floors.

General Summary

The progress shown as of October 30, 1969 over the last monitoring on October 16, 1969 is relatively small. There is a slight pickup in demountable partition work, not including doors and trim, and ceiling suspension continues to move fairly well at the third and first floors. However, there are still many loose ends on all floors in painting, floor finishes, toilet room fixtures, toilet room accessories, acoustic tile, demountable partition trim and other such finish items to say that the project is moving with as good continuity in the field as it was formerly.

Of particular note is the amount of trash that has accumulated in the building. For safety and protection reasons, I suggest an intensive cleanup campaign be mounted. This, in turn, may help influence faster progress in some of the finish trades that must be started shortly such as final painting and completion of acoustic tile. Another reason for intensive attention to cleanup is when areas such as the courtroom auditorium on the third floor are at the point they are now where millwork is substantially complete, special lighting fixtures are installed, and carpet being laid, dirt in the building tends to collect in these finished areas making an extensive housekeeping job essential as the project is closed out.


Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Joseph Pence
Mr. Dale Grainger - 38 copies
Mr. T. J. Sedgewick
Mr. Robert Chase

- LAND PLANNING
- CONSTRUCTION PLANNING
- CRITICAL PATH PLANNING
- PLANT LOCATION

RALPH J. STEPHENSON
CONSULTING ENGINEER

15064 WARWICK ROAD
DETROIT, MICHIGAN 48223
PHONE 273-5026

December 9, 1969

Subject: Monitoring Report #29

Genesee County Government Center, Flint, Michigan

Project: 67:48

Date of Monitoring: November 26, 1969

Monitored from Issue #3 dated May 5, 1969

Actions taken:

- Inspected project
- Reviewed job progress with P. Jerema
- Evaluated job progress

Units A and B (Court Building)

Ground Floor

As of November 26, 1969 no doors, nor glazing have been started in demountable partitions. The floor generally is in the same condition as at the previous monitoring on October 30, 1969. Some cleanup has been accomplished, however, this work is still most critical and continuing attention should be concentrated on cleanup to get out of the areas on time. Finish painting, touchup, trim items and completion of demountable partition work is most critical at this point. Damage to work already in place increases each day that this floor is open to the trades to work. It would to everyone's advantage to finish the floor and lock it up.

First Floor

Demountable partition work here is moving fairly well but the major items that show signs of lagging are completion of trim and protection of work already in place.

Second Floor

No doors, nor glass is installed in demountable partitions as yet. The dirty trades are now moving off the floor. Generally the floor is in reasonably good shape although it was due to be done on a target date of November 11, 1969. A problem here as at all other floors is cleanup and protection of installed work.

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Third Floor

Generally work at the third floor is moving fairly well. Demountable partition installation lags slightly and there is as yet no doors nor glass installed in these partitions. The third floor is not in as critical condition as the others insofar as cleanup is concerned. However, it, along with the rest, has very large numbers of finish items that should be worked upon so the floor can be locked to traffic as early as possible.

General Summary

Fair progress has been shown as of November 26, 1969 over the last monitoring on October 30, 1969. However, cleanup has shown little if any improvement and the damage to already installed finishes is a problem. No start has been made as of this date on installation of doors, glazing in the demountable partitions at any floor and I suggest that this item be followed very carefully.

Ralph J. Stephenson, P. E.

RJS/m

To: Mr. Joseph Pence
Mr. Dale Grainger - 38 copies
Mr. T. J. Sedgewick
Mr. Robert Chase

Subject: Monitoring Report #30
Genesee County Government Center,
Flint, Michigan

RALPH J. STEPHENSON
CONSULTING ENGINEER
January 15, 1970

Project: 67148
Date of Monitoring: January 8, 1970
Monitored from Issue #3 dated May 9, 1969

Actions taken:

- Inspected project
- Reviewed job progress with D. Grainger
- Evaluated job progress

Units A and B (Court Building)

Ground Floor

As of January 8, 1970, this floor is substantially complete and except for scrub down is ready for the owner's occupancy.

First Floor

At the first floor laying of acoustic panels is just under way. Little, if any, vinyl wall covering is on and demountable partitions are slowing considerably. Mr. Grainger reports partitions are about seventy percent (70%) and should be complete within two weeks except for doors. Doors are now due in on the project for the first, second and third floors on January 30th. It is the intent, however, to clean the building completely and to make the door supplier and installer responsible for all clean-up and damage subsequent to that date. The door problem has been a very serious matter and despite repeated promises from the supplier, door delivery has not been made except to the ground floor as yet.

Second Floor

No doors are installed in demountable partitions with partitions about ninety-five percent (95%) complete. All mechanical work is complete and electrical work should be complete here in about one (1) week. Generally the floor is in fairly good condition except for partition doors and clean up.

Third Floor

Partitions are approximately ninety percent (90%) complete. No doors are yet on the job. Mechanical work is substantially complete. Electrical work will be complete in one (1) to two (2) weeks. Painting is still in work and should be complete within two (2) weeks. Clean-up here is less than suitable.

General Summary

The ground floor has now been cleaned and locked and is generally available to the owner. Clean up on all floors is still a major problem and damage to finished surfaces continues because of this problem. Doors are now promised for the first, second and third floors on January 30th, and obviously will delay the project. By February 9th the total job will be complete (except for doors) and for

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Page two**

**RALPH J. STEPHENSON
CONSULTING ENGINEER**

ready occupancy. Items to be expedited over this period of time are demountable partition doors, acoustic ceiling at the first floor, and painting along with minor clean-up.

Rolling grills on the first floor have to be replaced due to difficulties with anodizing. Delivery on these is expected by the end of February.

Ralph J. Stephenson, P.E.

RJS/av

**cc: Mr. Joseph Ponce
Mr. Dale Grainger - 30 copies
Mr. T. J. Sedgnick
Mr. Robert Chase**