

RALPH J. STEPHENSON

CONSULTING ENGINEER

April 28, 1969

Subject: Monitoring Report #1
Catholic Central High School - North
Flint, Michigan

Project: 69:0

Date of Monitoring: April 23, 1969

Actions taken:

- Continued preliminary diagramming up to completion of close-in for all units
- Conferred with contractor personnel re job progress
- Evaluated job progress

General Summary

As of April 23, 1969 we are monitoring the project from the preliminary network plans dated March 27, 1969 and April 23, 1969. Most parties to the contract have copies of these and should use them to evaluate work progress in this interim period while the remaining logic is being completed.

General movement of work through the job will be to start in the B Unit, move to the C Unit, then to D and back to A. This basic sequencing has been approved by all major contractors and sub-contractors.

Work at present is being delayed by the heavy rainy weather and reflects the following status as of today:

B Unit

- Backfilling - approximately 2 working days lag
- Masonry foundation walls - approximately 9 working days lag
- Exterior concrete piers - approximately 5 working days lag

C Unit

- Foundations - approximately 4 days lag

Monitoring Report #1
Catholic Central High School - North
Fliint, Michigan
Page two

RALPH J. STEPHENSON
CONSULTING ENGINEER

B Unit

moving well

A Unit

Not yet begun

Construction trade contract expiration dates are such that as of the end of April there, in all likelihood, will be work stoppages. Six trades, laborers, plumbers, structural steel iron workers, teamsters, sprinkler fitters and painters are affected at various times. Not all will delay the progress of the job and the major concern now is with structural steel workers, laborers and plumbers. Our logic will be developed on a continuing basis, however, working around these potential strikes and work stoppages. Upon completion of settlements, we will re-evaluate time assignments to the logic system although the logic itself should remain good.

In summary, the project is moving relatively well although foundation wall in the B Unit is the major lag at the present time. This has been basically caused by excessively rainy weather over the last week. The next diagramming session is set for May 6th at 1 o'clock P.M. at which time we will continue preparation of the interior logic diagram.

Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Joseph Ponce - 6 copies
Mr. Larry Lamm, Sedgwick Sellers
Mr. T. J. Sedgwick

RALPH J. STEPHENSON
CONSULTING ENGINEER

May 13, 1969

Subject: Monitoring Report #2
Catholic Central High School, North
Flint, Michigan

Project: 69:8

Date of Monitoring: May 8, 1969 (working day 91)

Monitored from preliminary networks dated March 27, 1969
and April 23, 1969

Actions taken:

- Continued preliminary diagramming**
- Conferred with architectural and contractor personnel re job progress**
- Evaluated job progress**

General Summary

As of May 8, 1969 the project is moving relatively well in foundation work but a delay in structural steel delivery has placed the B Unit behind. The status by units is as follows:

B Unit

- | | | |
|-------------------------|----------|--|
| Foundations | - | approximately 90% complete but nearly ready for structural steel |
| Structural steel | - | to be delivered May 23, 1969, 6 working days later than the original date of May 15, 1969 |

RALPH J. STEPHENSON
CONSULTING ENGINEER

Monitoring Report #2
Catholic Central High School, North
Flint, Michigan
Page 2

C Unit

Foundations - approximately 3 working days behind
Underground utility
work - meeting early start/early finish
dates

D Unit

All work meeting early start/early finish dates

A Unit

Not yet begun

The strike situation in Flint stands as follows:

Laborers	-	settled
Iron workers	-	settled
Plumbers	-	settled
Other trades	-	no word as yet

In summary, the project continues to generally move well although structural steel is now to be delivered for the B Unit 6 days later than the original early start/early finish date. Work in the C Unit is about three days behind. Work in the D Unit is in good shape. The A Unit has not as yet started. Time lost to this point could be picked up with little difficulty provided no major work stoppages occur and good weather holds.

The next diagramming session will be on Wednesday, May 21, 1969. At that time we hope to complete the majority of the rough diagram. Final drafting and computerization of the diagram will proceed from this point and the material when checked and okayed, will be issued for field use. Meanwhile, the preliminary diagrams dated March 27th, April 23rd and May 8th, 1969 are being used to currently monitor the project.

Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Joseph Fence - 6 copies
Mr. Larry Laux, Sedgewick Sellers
Mr. T. J. Sedgewick

Subject: Monitoring Report #3
Catholic Central High School, North
Flint, Michigan

Project: 69:8

Date of Monitoring: May 21, 1969

Monitored from preliminary networks dated March 27, 1969, April 23, 1969 and
May 3, 1969

Actions taken:

- Completed preliminary diagramming
- Conferred with contractor re job progress
- Inspected project.

General Summary

During the session we completed the major share of diagramming work for all four units - A, B, C and D. The project appears, at present, to be able to be constructed within the contract limits. It will be critical to make certain temporary heat is available this winter. Temporary heat will probably be furnished from the partially completed permanent mechanical and electrical system if possible. Provision for this year will be important to drying the building and providing adequate working environment for interior trades to proceed throughout cold weather.

As of May 21, 1969 the project is still moving relatively well and foundation work is substantially complete. Underground utilities are also well along. Structural steel delivery is still the delaying factor. Structural steel was shipped part way to the site Monday, May 19, 1969 but because of the wet weather and the difficulty of bringing over-the-road haulers onto the site, the trucker delayed delivery approximately one week. This week is the current lag on the project and is primarily in the B Unit. If steel deliveries to other units can be made in accordance with the original schedule and some compression of field erection time realized, it is possible this one week lag could be picked up. At present the lag is not critical.

The preliminary diagram is now complete and will be drafted and submitted to Mr. Pence for distribution and review by all major sub-contractors. When approvals are received, the network will be processed, computerized and issued formally.

In summary, the project has now been diagrammed and this diagram is being processed for final issue. The job is moving relatively well with foundation work and underground utilities well in alignment with the preliminary diagrams. Structural steel is about one week late primarily due to wet conditions at the site and difficulty of access. This delay could be picked up provided the weather holds dry over the next few weeks.

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

RJS/m

To: Mr. Joseph R. Pence, Jr. - 12 copies

July 12, 1969

Subject: Monitoring Report #4

Catholic Central High School, North
Flint, Michigan

Project: 69:8

Date of Monitoring: July 9, 1969

Monitored from preliminary networks dated March 27, April 23 and May 3, 1969

Actions taken:

- Inspected project
- Conferred with J. Pauly and B. Forsmark of Erickson & Lindstrom re job progress
- Evaluated job progress

General Summary

A Unit

Foundations and underground utility work are complete in the A Unit and awaiting structural steel erection. Structural steel in A will follow erection and bolting of structural steel in the gym.

Unit B

Major structural steel in Unit B is completely erected. All underground utilities are in and second floor precast deck is about 50% complete. Exterior masonry bulkheads are substantially complete and exterior masonry is well in work.

Erection of the second floor precast deck is from 7 to 10 working days behind the early start /early finish dates of the preliminary network. However, it is anticipated that this time will be picked up. After completion of the second floor precast erection, roof deck will proceed sequentially. Floor slab on grade is anticipated to begin on July 14, 1969 and is running about 5 working days behind. However, this is not a serious lag at present. If the weather holds, the time should be picked up. Rain has been a holding factor on preparation of the sub-grade but the site is relatively dry now due to good drainage installation.

Monitoring Report #4
Catholic Central High School, North
Flint, Michigan
Page two

C Unit

Structural steel is complete. Underground utility work is complete and foundation walls for the auditorium area are well along. This unit is maintaining pace with the early start/early finish dates.

D Unit (Gym)

D Unit structural steel is about 40% erected and is in alignment with the current plan. All underground utilities at the locker room are complete. Erection of masonry bearing walls at the locker rooms will be held by the strike of pipe coverers. Pipe coverers went on strike July 1 and no word is available from the field management group regarding the end of the stoppage.

General Summary

The job continues to move well with some lag showing in erection of the second floor precast (10 days) and in construction of the floor slab on grade (5 days) in the B Unit. These lags are not yet serious and could be picked up within the next three to four weeks.

The strike of pipe coverers will restrain the start of meaningful work on pipe trades in the bearing walls at the locker room of the D Unit. However, walls aren't due to start there until working day 141 (July 21) and it is possible that by that time coverers will be back to work although no word is available on the current status of the strike.


Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Joseph R. Pence, Jr.
12 copies

August 7, 1969

Subject: Monitoring Report #5
Catholic Central High School, North
Flint, Michigan

Project: 69:8

Date of Monitoring: August 1, 1969

Monitored from Issue #1 dated July 11, 1969

Actions taken:

- Inspected project
- Conferred with J. Pauly of Erickson & Lindstrom re job progress
- Evaluated job progress

The Issue #1 network dated July 11, 1969 was distributed in mid July. Eleven copies were given to Mr. Joseph Pence and he distributed the drawings and computer printouts to all parties concerned. All those involved should now have drawings from 1 through 8 along with the computer printout.

A Unit

Structural steel in the A Unit is due to start on August 11, 1969 (working day 156). It was scheduled to start on August 5, 1969 (working day 152) which gives it a four working day lag. All foundation work and underground utilities are in and ready for structural steel.

B Unit

Erection of precast floor and roof deck has moved relatively well although not yet placed at the mechanical equipment room. This area was due to be completed and topping to start July 25, 1969 (working day 145). It probably will start on August 7 (working day 154). Thus, the mechanical equipment room topping lags by 9 working days. Exterior stud work at the second floor was due to start on July 24, 1969 (working day 144). It actually started July 28, 1969 (working day 146). Time here can be picked up without too much difficulty provided all other work moves concurrently. Exterior masonry in the unit is in good shape, being about 80% complete at this time.

C Unit

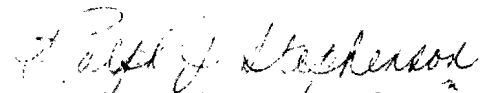
As of August 1, 1969 no major problems are anticipated in the C Unit. Metal deck has been landed on the roof members and is ready for erection.

D Unit

Structural steel in the D Unit was due to be complete on July 18, 1969 (working day 140). It will be complete and bolted on August 8, 1969 (working day 155). This reflects a lag of 15 working days in structural steel. Masonry bearing walls are starting up at the locker rooms and although pipe coverers are still on strike permission has been granted to continue plumbing in wall work and interior masonry bearing partitions without insulation on the piping. This will help free up a very critical part of the project and allow work to proceed immediately on these bearing walls at the locker rooms.

General Summary

Although there are some lags, namely nine working days in topping of the B Unit mechanical room, two working days in exterior stud work at the B Unit, 15 working days in the D Unit structural steel and 4 working days in delivery of A Unit structural steel, the project continues to move fairly well and it is not seriously out of line with the current schedule. The major goal now is to get the building closed in for winter operation. Heavy rains have delayed some operations although the site, as reported in the last monitoring report, is reasonably dry and the drainage is being maintained.


Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Joseph R. Pence, Jr.
12 copies

September 10, 1969

Subject: Monitoring Report #6
Catholic Central High School North, Flint, Michigan

Project: 69:8

Date of Monitoring: September 4, 1969

Monitored from Issue #1 dated July 11, 1969

Actions taken:

- Inspected project
- Conferred with J. Pauly of Erickson & Lindstrom
- Evaluated job progress
- Color coded networks

A Unit

Structural steel in the A Unit is erected and about 90% bolted. Currently, measured against today's date, structural steel erection lags by about 7 working days. Erection of precast deck in A will follow placement of deck over the locker room at the gym. The lag in structural steel is partially attributable to an unauthorized strike at the Macomber Plant from August 18th through August 25th.

The lag here is currently not serious.

B Unit

Erection of precast floor and roof deck is complete, the mechanical room has been erected and the topping poured. However, isolation bases for equipment were delayed due to revisions to the design. They are not yet on the job but are expected the beginning of next week. Installation was due to start on July 29, 1969 (working day 147). The current lag as of today is 26 working days.

Exterior stud walls are moving slowly. Lath is substantially in place and plastering is due to start on Monday, September 8th. This will put exterior lath and plaster approximately 21 working days back of the Issue #1 network. Close-in of all units is urgent at this time since winter weather is near. Exterior sash and glazing also is lagging, although this, as of now, is not serious.

Monitoring Report #6
Catholic Central High School North
Flint, Michigan
Page two

C Unit

Generally work on C is moving well, although in accordance with the network, roof deck was due to be completed on August 22nd, 1969 (working day 165). It will be complete on or about September 5, 1969 (working day 174) which gives it a projected lag of 9 working days. This lag was caused by a shift of sequencing whereby actual erection of the D Unit east half metal deck was accomplished concurrently with the C deck. Therefore, the lag is not as great as it appears and the C Unit is fairly well in alignment with the Issue #1 network plan.

D Unit

Work here is moving well. Steel is erected, metal deck is erected on the east half of the building and bearing masonry at the locker rooms is 90% complete. Erection of precast deck over the locker room was due to start on September 16, 1969. It is starting today (September 4, 1969). This early start should assist in completing the roof and lead toward early close-in of the unit.

General Summary

Work progress over the last month has been excellent with the exception of the B Unit mechanical equipment room which has been delayed by a revision of the design of the isolation pads. Close-in of B Unit primarily in the lath and plaster trades at the second floor also lags. Lath and plaster is a source of concern and it will be urgent that manpower and productivity be increased on the project to maintain pace and get the buildings closed in by the onset of cold weather. Another trade beginning to show up as critical is plumbers and proper manning will be essential for activation of heating equipment for winter.

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

RJS/m

To: Mr. Joseph R. Pence, Jr. - 12 copies
Mr. T. J. Sedgewick
Mr. L. Laux

RALPH J. STEPHENSON

CONSULTING ENGINEER

September 23, 1969

Subject: Monitoring Report #7
Catholic Central High School, North
Flint, Michigan

Project: 69:8

Date of Monitoring: September 18, 1969

Monitored from Issue #1 dated July 11, 1969

Actions taken:

- Inspected project
- Conferred with J. Pauly of Erickson & Lindstrom
- Evaluated job progress
- Color coded networks

A Unit

Structural steel in the A Unit is erected and bolted. Precast deck at the second floor is down and welded and precast deck at the roof is due to be complete by Friday (September 19, 1969). The original completion date for roof precast deck was September 15, 1969 (working day 181). If it is completed on September 19, 1969 (working day 185) the lag will be projected at 4 working days and most of the time, originally lost by late starts of structural steel partially due to the Macomber Plant strike, will have been picked up. Filling and fine grading at the first floor is moving well and under floor duct placement has started. Generally Unit A is in good condition.

B Unit

Overall, work at the B Unit as of September 18, 1969 is moving fairly well in accordance with the Issue #1 plan of work. Additional problems have been encountered regarding isolation pads at the mechanical equipment room. The plant manufacturing these pads is on strike, therefore, they are now being fabricated elsewhere. The lead time to get them to the job is quite long and Mr. Pauly has decided to set heavy mechanical equipment on the deck so close-in of the area can proceed immediately. The lag currently is from 25 to 28 working days projected. However, if close-in can proceed rapidly part of this time could be picked up. The original date for close-in of the B Unit was set for September 8, 1969. It should be pointed out this was an arbitrarily selected point which established usable target dates for interior finish work to start. Due to the problem with the mechanical equipment room this date, of course, was not met.

Exterior plastering at the B Unit has also moved well since the last monitoring. However, it was due to be completed on August 22, 1969. Currently it will not be substantially complete until the end of the month, if current work progress is maintained. This will place close-in of the building by exterior plaster and lath about 25 working days behind Issue #1 network. Again, these lags are not serious in themselves since interior work has already started on rough above floor trades and terrazzo. Therefore, generally work at the B Unit as considered in relationship to interior work is in good condition.

C Unit

C Unit work continues to move well also and light weight fill and blocking is down for start of roofing. Some interior masonry has begun and installation of the boiler room at the C Unit has also started. Equipment is set at the mechanical equipment mezzanine although there will be some delay here due to problems with damaged equipment. Exterior plastering is moving well and the goal here is to close in this unit as well as all others by cold weather.

D Unit

As of September 18th, the D Unit is in excellent condition. All metal deck roofing has been laid, the floor slab on grade at the locker room is complete and the precast deck over the masonry bearing walls enclosing the locker rooms is set. Also, exterior masonry and the cement plaster fascia are well in work. Currently this unit is moving well ahead of early start/early finish dates. The field forces are to be complimented for their ingenuity in erecting the very difficult structural element at the lockers with a minimum of difficulty and with speed that allowed other work to proceed immediately.

General Summary

Work progress over the last two weeks has been good with the exception of the B Unit mechanical equipment room, which has been delayed by fabrication of the isolation units. Nevertheless Mr. Pauly intends to set this equipment soon so that he can close in Unit B. This move, along with completion of cement plastering at the exterior of the B Unit, will provide relatively rapid close-in although slightly later than that anticipated in the original network issue. Interior work on sheet metal, piping and rough electrical has started at the B Unit first floor.

Structural steel in A is complete and the A Unit now lags the network by about 4 working days. The C and D Units are moving very well, particularly the D Unit and close-in operations are in accordance with early start/early finish dates on the Issue #1 network plan.



Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Joseph R. Pence, Jr. - 12 copies
Mr. T. J. Sedgewick
Mr. L. Laux

RALPH J. STEPHENSON
CONSULTING ENGINEER
October 9, 1969

Subject: Monitoring Report #8
Catholic Central High School, North
Flint, Michigan

Project: 69:8

Date of Monitoring: October 2, 1969

Monitored from Issue #1 dated July 11, 1969

Actions taken:

- Inspected project
- Conferred with J. Pauly of Erickson & Lindstrom
- Evaluated job progress
- Color coded networks

A Unit

Precast deck is complete as of today and the floor slab on grade has been poured. The next critical operation in the A Unit is close-in with exterior lathing and plastering due to start on October 2, 1969, and roofing and insulation due to start on October 7th as an early start, October 28th as a late start. Exterior masonry has also begun. Generally close-in progress is fairly good with exterior plastering work lagging by about two working days. This is not serious as yet and Unit A remains in good shape.

B Unit

As of October 2, 1969 Unit B work continues to move fairly well. Isolation pads have been placed. Mechanical equipment is setting on the mechanical floor and metal deck roof is erected. It should be possible to now begin picking up time on this particular portion of the job. Roofing will begin there about October 6, 1969 and when it is complete, along with the siding, Unit B will be reasonably well closed in at the upper floors. Exterior plastering at the B Unit continues to move well and the time lost there originally is now partially recaptured. Finishing of plaster is underway and should be complete within the next five to ten working days.

C Unit

C Unit work is still moving substantially in accordance with the Issue #1 network with the exception of roofing which lags by about 9 working days due to the change in sequence from C Unit and D Unit. The lag is not serious. Installation and glazing of exterior doors and sash also lag slightly but this does

Monitoring Report #8
Catholic Central High School, North
Flint, Michigan
Page two

not materially affect work progress.

D Unit

D continues to move well and the close-in is proceeding in accordance with the current network plan. Exterior stud walls over the masonry lower walls is in work and some plastering has already been completed. The mezzanine deck is now being topped. Generally work at the D Unit is good.

General Summary

Work progress continues well, especially in exterior lath and plaster and although this trade lags the total network by about 20 to 25 working days, some of the time, particularly in Units C and D, is being picked up. Generally the major lag caused by late close-in of B Unit due to setting mechanical equipment late, is now partially made up and no current major problems exist on the job.


Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Joseph R. Pence, Jr. - 12 copies
Mr. T. J. Sedgewick
Mr. L. Laux

RALPH J. STEPHENSON
CONSULTING ENGINEER

October 22, 1969

Subject: Monitoring Report #9
Catholic Central High School, North
Flint, Michigan

Project: 69:8

Date of Monitoring: October 16, 1969

Monitored from Issue #1 dated July 11, 1969

Actions taken:

- Inspected project
- Conferred with J. Pauly of Erickson-Lindstrom, G. Meade of Sedgewick-Sellers and J. Studer, electrical foreman
- Evaluated job progress
- Color coded networks

The main purpose of this monitoring was to discuss the impact of possible work stoppages next April and May and to evaluate the current position of the job relative to these stoppages in the event a long series of strikes occurs.

The job presently is running about 30 to 40 working days behind early start dates but well ahead of late start/late finish dates. The network was planned on the basis of utilizing the contract date of middle August for finish dates and allowing all areas to show whatever float time was available utilizing August as the end point. However, now that the project has been substantially closed in, I recommend we update the network within the next month and a half to establish more specific late finish dates as desired by the contractors on the project. The units essential for owner's occupancy by the middle of August are the B Unit, A Unit and then the functional areas in the C Unit, primarily at the food service sectors. Other areas in C along with the gymnasium are planned to finish at a later date.

Therefore, it becomes clear that concentration of effort should be exerted in the interior rough and finish work on B, A and the food service areas of C. It is the intent of Erickson-Lindstrom to pursue field work in this sequence and to attempt to do as much of this work as possible by the May 1, 1970 date.

A Unit

Exterior masonry is moving well and topping has been poured at the second floor. Exterior steel studs are being erected and these lag the current network by approximately 10 working days. Other work in the A Unit is moving well with roof fill, nailers and other horizontal close-in items at the roof about 80% complete.

Monitoring Report #9
Catholic Central High School, North
Flint, Michigan
Page two

B Unit

The only exterior close-in items remaining to be done at the B Unit are sash and entrance doors and these pose no serious problem at the present time since temporary closures can be provided, if necessary, for finish work to proceed. Terrazzo is moving more slowly than anticipated and this is the biggest delay problem at the entrance doors.

C Unit

C Unit work is in a similar position to that in B Unit so far as exterior closing is concerned with doors, sash and glazing lagging the close-in network slightly. No major overhead work has yet begun in the C Unit although work has been initiated on the mechanical equipment room.

D Unit

Exterior close-in is proceeding and the unit exterior lath and plaster is about 60% complete. Topping has been poured at the mezzanine deck and work there is moving well in alignment with the early start/late start dates.

General Summary

The project continues to move well with the major lag being in the exterior plaster work at the A Unit which currently is behind approximately 10 working days.

The major purpose of this monitoring discussion was to restate the priorities of units as follows: first the B Unit, second the A Unit and third the food service areas of the C Unit, with the remainder of the C Unit and the gymnasium following. It is encouraged that all work possible on these units be completed before May 1st so as to avoid major extension problems due to possible work stoppages. I suggest that within the next month and a half that the network be re-evaluated and updated to establish specific sequenced end dates for the various units. I shall be in touch shortly with Mr. Pauly and Mr. Pence of Erickson-Lindstrom regarding this matter.


Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Joseph R. Pence, Jr. - 12 copies
Mr. T J. Sedgewick
Mr. L. Laux
Sedgewick-Sellers - 4 copies

November 3, 1969

Subject: Monitoring Report #10
Catholic Central High School, North
Flint, Michigan

Project: 69:8

Date of Monitoring: October 30, 1969

Monitored from Issue #1 dated July 11, 1969

Actions taken:

- Inspected project
- Conferred with J. Pauly of Erickson-Lindstrom
- Evaluated job progress
- Color coded networks

A Unit

Currently exterior masonry and plaster stud walls are being erected to close the unit in. Some mechanical piping and electrical work at the first floor has been started, but concentration now is on exterior close-in. Roofing is substantially complete on the A Unit. Spray-on fireproofing has been applied and it will be important to get the unit closed in to protect the spray-on with the advent of cold weather. Generally, the A Unit is moving fairly well in accordance with the network plan, although exterior closing is from 10 to 15 working days behind the original target date.

B Unit

Interior stud work has started at the second floor and exterior glazing has also been initiated. Some exterior doors are in and the building is substantially closed to the weather. The terrazzo finish is posing some problems in terms of unbonding at the edges but this is being worked on at present and should not delay the job materially in any stage if the problem is solved early enough.

Most important at the B Unit now is to move interior steel stud in-wall work and lathing as fast as possible.

C Unit

Mr. Pauly intends to move into this area next with masonry, particularly at the kitchen and auditorium areas. Some mechanical piping work has been started overhead but as yet no major interior work has been started in the unit.

Monitoring Report #10
Catholic Central High School, Flint
Page two

D Unit

Exterior close-in is proceeding. Most of the exterior plastering is done. Insulation is being placed on inside walls and interior masonry at the mezzanine decks is being erected. No major overhead work is underway at the locker rooms or the areas below the mezzanine deck as yet. However, bases are being poured for lockers and baskets.

General Summary

The project continues to move well with no major lag in the overall work with the exception of close-in at the A Unit. Here this lag is about 10 to 15 working days which is no serious problem. A major concern now is heat in the building. Apparently some controls are missing from the primary switchgear system to be installed in the C Unit. Since these are furnished by GE and GE is now on strike, they cannot be shipped from the plant. Negotiations with Consumer's Power are underway to see if a temporary switching arrangement can be used to get the boiler room activated. This is of utmost importance because for most work which must follow now in all units, it will be critical to have heat in the buildings. Since a major effort has been made to close the buildings in before cold weather and this effort has succeeded so well, I recommend strongly we make every effort to get the heat on as quickly as possible so no delay to the work occurs. It is still the intent to re-evaluate the network shortly to better establish target end dates, particularly in relationship to the anticipated work stoppages of next year.


Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Joseph R. Pence, Jr. - 12 copies
Mr. T. J. Sedgewick
Mr. L. Laux
Sedgewick-Sellers - 4copies

RALPH J. STEPHENSON

CONSULTING ENGINEER

November 28, 1969

Subject: Monitoring Report #11

Catholic Central High School, Flint, Michigan

Project: 69:8

Date of Monitoring: November 26, 1969

Monitored from Issue #1 dated July 11, 1969

Actions taken:

- Inspected project
- Conferred with Jack Pauly of Brickson-Lindstrom and Gordon Mead of Sedgewick-Sellers
- Evaluated job progress
- Color coded networks

A Unit

As of November 26, 1969 A unit is substantially closed in with the exception of the entry ways and tightening up of the areas around the sash. Above floor work has not started as yet on either the first or second floor although layout has begun and door frames are set at the second floor.

B Unit

Currently the building is closed in and stud work is moving well at the second floor. Approximately 70% of the studs are installed and gyp board is just starting. Sheet metal and other overhead work which restrains ceilings is also moving well.

Temporary heat is being provided to the second floor by unit heaters and salamanders. The permanent heating system, fed from the central boiler in the C Unit, will be activated on or about Monday, December 1st. This date is still tentative since starters and switches to be used for the interim operation have to be hand carried from Detroit to the job and installed. However, it is hoped to have the boilers in operation next week and to have a part or all of the air handling unit in the B Unit mechanical room operating.

On the first floor, overhead rough work is well along and masonry is about 75% complete. Some steel studs have been erected at the small chapel but major partition work is now yet underway. It appears that the intent presently is to move stud install-

ation from the second floor of the B Unit to the second floor of the A Unit so as to maintain continuity across the floor. We talked about this briefly and Mr. Pauly is still undecided as to which area he will move next. It should be pointed out that work should attempt to maintain the integrity of the units; that is, to be concentrated within a given unit wherever possible since we are now working against possible time delays due to projected work stoppages in late spring next year.

The project at present, upon a preliminary analysis, cannot stand an extended work stoppage of much more than 20 to 30 working days and still make the present target end date of August 14, 1970. This analysis was made for the B unit which is the major concern to the school. A more detailed analysis will be made next month when updating of the network is done.

C Unit

Masonry in the C Unit has moved well over the past month and is now about 90% complete. Some above floor rough work has started although the major concentration to now has been on the B Unit. C Unit rough work probably will follow A Unit, particularly insofar as sheet metal, piping and heavy electrical installation. In the C Unit most rough mechanical piping and electrical work has been installed that would affect installation of the ceiling. Therefore, it is primarily sheet metal at the present time that has to be done. Terrazzo is moving very well in the C Unit.

D Unit

Exterior close-in is substantially completed at the gym, and the sub-grade in the main gym has been prepared, the vapor barrier laid and mesh placed for pouring the slab on grade. The slab will not be poured until the danger of a deep freeze has been minimized by availability of heat in the building. This may be any time during the next several weeks. Masonry at the mezzanine is complete. Some above floor sheet metal has begun at the locker room and some terrazzo has also been poured in the locker room floors.

General Summary

The project continues to move fairly well. Progress during the last month has not been as easily discernible as it was earlier. However, the project still is moving very well and Mr. Pauley expects to have heat in Units A, B and C sometime the week of December 1st. This, of course, will depend upon having the

Monitoring Report #11
Catholic Central High School, Flint
Page three

RALPH J. STEPHENSON
CONSULTING ENGINEER

switches and electrical equipment necessary to maintain power to the boilers.

A brief analysis was made of the impact of a possible trade work stoppage in the spring of 1970 and because of the large number of contracts which expire in the Flint area, it appears that little, if any, work could be done if key trades decide to strike. However, there are moderating factors this year that make it difficult to predict what conditions will be as of May 1, 1970. The evaluation briefly considered how long a work stoppage would be accommodated without missing the August 14, 1970 opening date. Because of the slow-down which always precedes strikes and the difficulty in re-establishing work continuity once a strike has ended, usually a one day actual strike period consumes between one half and one day of slow-down/start-up time. Therefore, any work stoppage in key trades longer than 20 to 30 working days would make it difficult to maintain the current target end date of August 14, 1970.

All people on the project are working to accomplish as much as possible prior to the May 1st date but it is doubtful that any one area will be complete by that time and current assumption of the project should not consider this to be the case. We are planning a more detailed evaluation of the project and proposed end dates at 1:30 pm on December 8, 1969 in Sedgewick-Sellers Office. It was requested through Mr. Pauley that all contractors and subcontractors on the project re-evaluate the network between now and then and note changes or revisions they wish made or discussed. These revisions should be communicated to Mr. Joe Pence prior to the meeting on December 8th. This matter is important and if we do not hear from the various parties to the project, we will assume that the current network logic and durations assuming new starting dates as of December 8th is satisfactory.

Ralph J. Stephenson
RC

Ralph J. Stephenson, P.E.

RJS/bc

To: Mr. Joseph R. Pence, Jr. - 12 copies
Mr. T. J. Sedgewick
Mr. L. Laux
Sedgewick-Sellers - 4 copies
Gordon Mead

RALPH J. STEPHENSON
CONSULTING ENGINEER

December 15, 1969

Subject: Monitoring Report #12

Catholic Central High School, Flint, Michigan

Project: 69:8

Date of Monitoring: December 8, 1969

Monitored from Issue #1 dated July 11, 1969

Actions taken:

- Updated current network

General Summary

This meeting was for the purpose of re-evaluating current job progress, and updating the Issue #1 plan of work for all units. The updating was accomplished in conjunction with major contractors and sub contractors on the project, and is now being processed for issue.

The current major lagging item is sheet metal. This trade has gradually, over the last two months, dropped behind the normal sequence of trade operations, and now is having a serious delaying effect upon progress of interior finish trades, such as suspended ceilings, painting, and other dependent operations.

It will be critical that all rough trades be expedited during the next few weeks, so that the project can be brought to as strong a position by May 1st as is possible. As of May 1st, several major trade contracts in the Flint area construction industry expire, and there is a chance that work stoppages will occur. With the current status of the project, it is possible, without work stoppages, to complete the entire school comfortably in time for the fall semester. However, if a delay of any more than 20-30 working days occurs this summer, it will be very difficult to meet target dates. This matter was discussed in detail at the updating conference, and all parties are very conscious of this problem. Every effort is to be made immediately to pick up the work tempo in rough over-head trades, particularly sheet metal and other such installations. All parties present agreed to bend every effort toward improving current performance on the project. The Issue #2 network will be distributed as soon as the network drawings and the new computer run is checked and final processed.

Ralph J. Stephenson, P.E.

RJS/bc

To: Mr. Jos. Pence (12 copies)

~~Mr. T.J. Sedgewick~~

~~Mr. Dale Grainger~~

4cc Sedgewick-Sellers

5cc

Ralph J.

RALPH J. STEPHENSON
CONSULTING ENGINEER

January 15, 1970

Subject: Monitoring Report #13

Catholic Central High School, Flint, Michigan

Project: 6618

Date of Monitoring: January 8, 1970

Actions taken:

- Inspected project
- Conferred with Gordon Mead and J. Pauley
- Color coded networks

General Summary

A Unit

As of January 8, 1970, this unit is moving relatively well and all tasks are meeting dates between early start - early finish, and late start - late finish.

B Unit

As of January 8, 1970, the B unit second floor is complete insofar as gyp board is concerned, and thin coat plastering has started. The problems of finishing the plaster has been resolved and the work is proceeding in the field. On the second floor the thin coat plaster progress is a little slow and I suggest a heavy concentration be placed upon getting this work done so finish tasks that are restrained by the plastering, including painting and ceiling work, can start.

At the first floor of the B unit work is proceeding fairly well with most above floor sheet metal, piping and electrical work having been completed. Remaining terrazzo is now being placed and there does not appear to be any major hold ups.

It will be critical to move steel stud erection into the B unit, first floor, as scheduled, to maintain the presently anticipated program of work. Completion of studs is due for an early finish of January 20, 1970 and a late finish of February 12, 1970. I suggest that this stage in the project as close adherence as possible to the early finish dates be kept.

C Unit

Work has continued to move relatively well in the C unit, although it is going to be necessary shortly to concentrate on above floor sheet metal as well as

erection of steel studs. It was anticipated at the updating on December 8th, that a crew would be able to start erection of steel studs in that area the second week in January. This work will very quickly drop behind if this procedure is not followed. Again, steel stud work is the major problem anticipated in the C unit over the coming few weeks.

B Unit

Locker room work is moving well and in conformance with early start - early finish dates. Work in the gym is in good condition with the floor having been poured and the area now heated.

General Summary

The project is now moving well in accordance with the up-dated Issues #2 network, dated December 8, 1969. Potential delay areas in the project at this time are above-floor sheet metal at the first floor of the A and C units which, if as expected, can be picked up rather rapidly and, more importantly, installation of stud walls. The stud walls are beginning to lag at the first floor of the A unit and the C unit. Heavy concentration must be placed upon these studs so as to clear the way for dependant work. Also, thin coat plastering, now that it has started at the second floor in the B unit must proceed rapidly to allow ceilings and painting to start.

Generally, however, the project is moving in good conformance to the current plan of work.

In this plan each of the units has been shown as completing on the dates as computed in our up-dating session. We generally allowed about ten (10) working days of float time on each critical item for each of the four (4) units. This makes it imperative that the network be closely adhered to so that no excessive build-up of manpower be required near the end of each unit, and particularly as the May 1st contract date is approached.

RJS/dv

Ralph J. Stephenson, P.E.

cc: Mr. Jon. Pemas (12 copies)
Sedgewick-Sellers (5 copies)

RALPH J. STEPHENSON
CONSULTING ENGINEER

January 26, 1970

Subject: Monitoring Report #14
Catholic Central High School
Flint, Michigan

Project: 69:8

Date of Monitoring: January 22, 1970

Monitored from Issue #2 dated December 8, 1969

Actions taken:

- Inspected project
- Reviewed job progress with J. Pauley
- Color coded networks

General Summary

A Unit

Partition work has shifted to the first floor, and stud and gyp board work is moving reasonably well there. At the second floor gyp board is substantially complete and thin coat plastering is well underway in the north section. Generally, as of January 22, 1970, the A Unit is in conformance with the network plan and dates are being met between early-start, late-start targets.

B Unit

As of January 22, 1970, painting has moved well on the second floor of the B Unit. Installation of ceiling suspension in the corridors has also started and in general the work is in alignment with the current network plan.

Plastering on corridor walls has not been done and will be applied with ceiling plaster in the corridors. At the first floor of the B Unit erection of steel studs has started and overhead work is now far enough along so it can be considered substantially complete. It will be necessary to maintain a good pace at the first floor in erections of studs since it is currently a critical section of the project. Completion of studs at the first floor of the B Unit is due for February 12, 1970.

Plastering is due to start at the first floor of the B Unit on early start of February 10, 1970, and a late start of February 24, 1970. It would be very desirable to meet the early start date on this plastering operation.

Monitoring Report #14
Catholic Central High School
Flint, Michigan
Page two

RALPH J. STEPHENSON
CONSULTING ENGINEER

C Unit

At the C Unit, installation of steel studs and gyp board has just started and lags. Also, above floor sheet metal work is behind in the C area. Installation of lath and plaster surfaces in the auditorium and band room were due for an early start of January 22, 1970, and a late start of January 29, 1970. This is the key task date to be met and is the point at which a second crew will probably be necessary to maintain targets established in the current network plan. I suggest attention be given this matter now so no delay is imposed upon start of this work.

Sheet metal was due to be started in the C Unit on January 16, 1970. Only a small amount of work has been done in this task and for this reason it is now becoming important that sheet metal work move more rapidly now.

Locker room and Gym

Work continues in good shape at the locker and gym area with no difficulties currently anticipated on tasks in work there.

General Summary

Over all, the project continues to move relatively well meeting dates between early start/late start - early finish/late finish.

The C Unit is now tightening up and it will be necessary to pay careful attention to the lathing and plastering operation at the auditorium and music area. Sheet metal has also begun to drop behind in the C Unit, and attention will have to be given this immediately, since it restrains overhead finish work. The key to the project is still in moving the stud erection wall work, and lathing and plastering trades rapidly through the job, keeping ahead of other finish operations.

The project is at a point where heavy attention will also have to be paid to deliveries of key items such as, light fixtures, lockers, and other such elements, that always cause difficulty in moving rapidly on the job. I suggest a careful review be made now of all items due over the next two month period to determine the current status of each of these critical elements. This can be done with the current job printout by reviewing the network early start, late start listings to determine what tasks will be in work between these two targets over the next two month period.

Ralph J. Stephenson, P.E.

RJS/dv

cc: Mr. Joseph Ponce (12)
Sedgwick-Seller (5)

M.

RALPH J. STEPHENSON
CONSULTING ENGINEER

March 11, 1970

Subject: Monitoring Report #15
Catholic Central High School
Flint, Michigan

Project: 6918

Date of Monitoring: March 5, 1970 (working day 45)

Monitored from Issue #2 dated December 8, 1969

Actions taken:

- Inspected project
- Revised job progress with J. Panley
- Color coded networks

General Summary

A Unit

At the first floor completion of thin coat plaster on walls, and painting lags currently by one (1) to three (3) days. This is not a serious delay, but if continued, could hold back adherence to schedule in the A Unit, since work is planned to be sequential moving through a planned procedure.

At the second floor toilet room plumbing fixtures were due to start on February 24, 1970, but have not as yet begun. There is a considerably longer time assigned to plumbing fixture installation in the A Unit than may be necessary, but if this amount of time is needed than this work should get underway in the very near future.

Acoustic panels at the second floor are due to start on March 6, 1970, (working day 46). Lags in the work can generally be measured from this point. Currently, except for toilet room work, the second floor is in reasonably good shape.

B Unit - First Floor

Elevator work was due to start on February 23, 1970, (working day 37). It has not as yet started and since this is working day 45, the lag is currently

Page two

eight (8) working days. Since elevator work has traditionally been slow over the past two years in projects of this type, I suggest that an immediate start be made and every effort be exerted to get the contractor on the job and working.

Completion of steel studs, in-wall work, and GYP board at the First Floor was due for March 16, 1970. If all materials arrive on the job and work across wall this date could be met. However, measuring progress as of now, it appears that the lag is currently two (2) weeks.

The second Floor work has moved quite well, and the only major item lagging late start dates is again installation of toilet room plumbing fixtures. They were due to start on March 5, 1970, and have not as yet begun. This item assumes some significance when it is considered that if a definite sequence of installation is not followed throughout the building that the work will stack up in each unit and will all have to be done concurrently. I suggest that plumbing fixtures be started in the very near future. The major hold up on start of the toilet room fixtures is lack of ceilings in the room. This ceiling installation, of course, has been a slow item on the project since the beginning of the year, and is now beginning to delay important finish trades that must be initiated within the next few weeks.

D Unit

Work in the C Unit has slowed slightly, although ceiling work at the band room and auditorium is now underway. Thin coat plastering was due to start on February 22, 1970, but has not yet begun. This is part of the general hold up on all units, and should be unblocked as quickly as possible. Work in the C Unit lags five (5) to ten (10) working days currently.

E Unit

Although a good start was originally maintained on work at the locker room, this area is now becoming critical insofar as above Floor work, including sheet metal, mechanical piping, and other restraints on the ceiling. Suspension system for plaster ceilings was due to start on March 3, 1970, and has a current lag of from two (2) to four (4) working days. Although the overhead work is not extensive in nature, it is essential for it to be done in order to complete work below, and there is a large amount of this to be done.

In the gym, because of the long installation time of the finish wood floor and gym equipment, the area has begun to drop behind in overhead work. Sheet metal and electrical installation are proceeding presently, but should be expedited so that as soon as the weather breaks and the building can be dried, installation of the wood floor will be able to start.

RALPH J. STEPHENSON
CONSULTING ENGINEER

Monitoring Report #15
Catholic Central High School
Flint, Michigan

Page three

General Summary

The A and B Units are in fairly good shape with the exception of the first floor of B and the elevators. At the first floor of B, stud walls, plastering, ceiling suspension, and other related trades are beginning to lag. In the C Unit, plastering is the lag item, along with related stud and gyp board work. In the D Unit, it will soon be critical to start ceiling work in the locker room. Also, it is critical to expedite overhead work at the gym so that the area can be made ready for wood floor installation as soon as the weather warms and the building dries.

On an overall basis, the project is moving relatively well, but it will be important to complete each area and move out of it as the sequence through the buildings from A to B to C to D is followed.

To be noticed is the good housekeeping on the job and the adequate dry areas in which to work, which has undoubtedly contributed to maintaining the job progress possible to date.

Ralph J. Stephenson, P.E.

RJS/dv

cc: Mr. J. R. Ponce, Jr. (12)
Sedgewick-Sellers (5)

M.

RALPH J. STEPHENSON

CONSULTING ENGINEER

May 13, 1970

Subject: Monitoring Report #16
Catholic Central High School, Flint, Michigan

Project: 69:8

Date of Monitoring: May 8, 1970 (Working day 91)

Monitored from Issue #2 dated December 8, 1969

Actions taken:

- Inspected project
- Made detailed analysis of job progress
- Reviewed job progress with Mr. J. Pauley

General Summary

A Unit

The second floor of the A Unit is substantially complete except for toilet room partitions and accessories along with general cleanup. The toilet room partitions were shipped the last part of March but were lost in transit, and complications caused by the Teamsters' strike of several weeks ago further obscured the location of these partitions. We have allocated in the network five days for partitions at the second floor and three days for accessories. Originally this was to restrain the completion of resilient floor tile, however, floor tile has been laid, so partitions can be installed whenever they are on the job site. Probably it will take from one to two weeks to clean up the floor once partitions have been delivered.

At the first floor there is still some resilient tile left to be completed and also toilet room plumbing fixtures must be installed. Here, too, toilet room partitions and accessories are still not underway. I suggest that if possible, all plumbing fixtures in the A Unit be completed so that no delay whatsoever is incurred in installing partitions when they arrive on the job. Also, it would be wise to free up mechanical trades where possible to concentrate on work in the locker room as soon as areas open up for installation of plumbing fixtures.

B Unit

The B Unit is in relatively good shape with the second floor lagging from nine to twelve working days and the first floor lagging from 3 to 6 days. These lags, although annoying, are not serious at this time and the B Unit should be able to be substantially completed the latter part of July. This should allow a turn-over in adequate time for proper fall occupancy. The major problems in the B Unit revolve around basic finish trades and installation of toilet room plumbing fixtures at the first and second floors and toilet room fixtures at the first floor.

C Unit

The current lag at the C Unit ranges from 30 to 40 working days primarily in the ceiling work and in stud wall work in the main cafeteria and auditorium areas. Installation of studs, gyp board and plaster services have been a strong delaying factor here and effective finish work in the auditorium and in the cafeteria cannot really get underway until gyp board surfaces have been substantially completed. It is imperative that this work be expedited if the C Unit is to be completed by the fall semester. The C Unit was scheduled for completion on or about July 2, 1970 and with the delay, the projected completion date is running very close to late August and early September. Also, this area will be finishing out concurrently with the locker room area and therefore, as much should be done on it as possible now.

D Unit

The locker room continues to drop behind and it is now from 30 to 40 working days behind the current network. Unless a drastic improvement in the lathing and plastering of ceiling and other areas is shown, further loss in time can be expected. It is critical to get the lathers and plasterers out of the area as well as getting ceiling drywall construction complete so that interior trades starting with painting and moving on through plumbing fixtures, light fixtures, equipment installation and trim and finish items can be started. If some time can be picked up, this area will be finished by the fall session. However, unless immediate improvement in the lathing and plastering performance is shown it will continue to delay work that follows.

Of importance here is to make certain that when it is time for plumbing fixture work to start that the mechanical manpower is available to work immediately on installation of these fixtures. One item that has helped considerably is the early installation of terrazzo bases and other floor finishes. Nevertheless, there still is considerable to be done on the wet trades prior to starting finish operations.

Another item of concern here will be ventilation of wet areas, since the building is now totally closed in. Provisions should be made early to insure adequate ventilation when plastering starts so that drying can be expedited for trades that follow.

In the main gym the addition of a wood floor to the mezzanine has caused a shift in emphasis from installation of the floor on the main deck of the gym to that at the mezzanine area. The current lag in the gym is not too great provided that the wood floor in the main part of the gym can start soon. Installation of the main floor and gym equipment will probably range from 25 to 35 working days. Therefore, if the gym floor starts in the near future, there should be no difficulty in completing the gym by the fall term.

General Summary

The most important areas to expedite over all on the project now appear to be installation of toilet room plumbing fixtures, partitions and accessories,

RALPH J. STEPHENSON
CONSULTING ENGINEER

Monitoring Report #16
Catholic Central High School
Flint, Michigan
Page three

particularly in the A Unit, B Unit and D Unit locker room. The C Unit problems have been caused primarily by slow progress in installation of studs, gyp board walls and ceilings.

Lags on the job range in the A Unit from 10 to 15 working days; in the B Unit from 3 to 12 working days; in the C Unit from 25 to 35 working days and in the locker room area from 30 to 40 working days. These lags currently will not cause the project to extend past the fall term. However, any further loss in time particularly in the C Unit or in the locker room could cause delays in turning these areas over in the fall.



Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Joseph Pence, Jr. (12)
Sedgewick-Sellers (5)

RALPH J. STEPHENSON
CONSULTING ENGINEER
July 28, 1970

Subject: Monitoring Report #17

Catholic Central High School, Flint, Michigan

Project: 69:8

Dates of Monitoring: July 2, 1970 (working day 129)
July 24, 1970 (working day 144)

Monitored from Issue #2 dated December 8, 1969

Actions taken:

- Inspected project
- Made detailed analysis of job progress
- Conferred with Jack Pauly re turnover of project to owner

General Summary

This report combines an informal report of July 2, 1970 with a more studied evaluation of the project made on July 24, 1970 after trades had settled and were fully back to work.

A Unit

Mr. Pauly anticipates that the A Unit will be ready for final punch list and inspection by the end of next week, August 1, 1970. It should take about one week to complete inspection and punching out after which owner occupancy can be started.

B Unit

The B Unit second floor will be punched out with the A Unit second floor and the B Unit first floor with the A Unit first floor. Occupancy of the B Unit can start concurrently with that of the A Unit. There will still remain some owner's work to be done in installation of laboratory equipment, carpeting, and telephones. However, these can be completed as move-in proceeds.

C Unit

The C Unit is the least complete of all sections of the building. It was the area most affected by the laborers' shutdown of the project and also has experienced some difficulty in installation of ceiling suspension due to unanticipated interferences. However, these are being cleared now and ceiling suspension in the cafeteria should be complete within two weeks. It is anticipated that the entire C Unit with the exception of the stage will be complete the end of August or the very early part of September. The stage floor will be installed concurrently with other stage equipment, but finishing of the floor will not be done until all overhead operations have been completed at the stage. The stage and auditorium area should be fully available by late September.

D Unit

Good progress has been made in the locker rooms and gymnasium and Mr. Pauly expects locker rooms to be ready for start of football practice on August 28th. Wood flooring in the gym is now being completed and the next step is to finish the floors and install equipment and accessories. Bleacher installation will take approximately three weeks and this may extend completion of the gym out to late September. However, every effort will be made to compress the schedule and turn over the area at an earlier date if possible.

General Summary

The project has moved well in the period from July 2 until now and some improvement in occupancy dates is now anticipated over that expected at that time. It appears that the following general move-in dates can be expected:

- Unit A - to be fully available for owner move-in by mid-August
- Unit B - to be fully available for owner move-in by mid-August
- Unit C - All areas except stage to be available for full owner move-in by end of August
- Unit C - available by middle or late September
(Stage area)
- Unit D - Locker rooms to be available by August 28, start of football practice. Gym to be available middle or late part of September for fall use.

Because the job is now at a point where scheduling and work is on a day to day basis and end dates are reasonably easy to anticipate, I shall not monitor the project further unless there is a special need.

The project has moved exceptionally well and in my opinion, Mr. Pauly and the entire Erickson-Lindstrom staff, as well as the supervisory staff of Sedgewick-Sellers, are to be complimented. There has been evidenced on this job an unusual effort to cooperate and move the project with as few delays due to unresolved problems as is possible. In addition, the strong efforts to catch up once delays were encountered because of strikes and other miscellaneous reasons was very gratifying. This attitude helped immeasurably in making the project a good job insofar as progress was concerned,


Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Joseph Pence, Jr. (12)
Sedgewick-Sellers (5)