

February 28, 2008

Mr. Bryan Valachek
Sr. Project Manager
University of Michigan – Plant Extension
326 E. Hoover Street
Ann Arbor, MI 48109

SUBJECT: University of Michigan Stadium Expansion & Renovation

Dear Bryan,

Over the past few weeks, the University of Michigan has requested that Barton Malow Company provide recommendations in regards to the start and stop time of project work hours and the need for a street lane reduction during the construction of the masonry towers and arcades along Main Street.

It is our understanding, both the City of Ann Arbor and the University, would like to shift the project work hours from 6:00 am to 10:00 pm seven (7) days a week, to 7:00 am until 11:00 pm seven (7) days a week. After reviewing the local union contracts, we do not anticipate hourly wage premiums or overtime costs associated with this request. However, this request does impact productivity by reducing the time available to work under natural light conditions and cooler morning hours as summer approaches.

To implement these revised work hours, we are acquiescing to the request of the University to not open the site gates until 6:45 am. This will allow our tradesman to be ready to work by 7:00 am. All equipment on site would be started at 7:00 am and actual movement of equipment and/or construction activities would begin promptly at 7:00 am. This shift in the project start time would not have an impact to the anticipated schedule, as long as, construction can occur until 11:30 pm seven (7) days a week. The equipment will be used on site until 11:00 pm and then it would be shut down, repositioned, greased and maintained till 11:30 pm. This allows the project to either work selective overtime or effectively run two (2) shifts in this 16 hour time period.

It is important to note that the project needs both the commitment and flexibility to work up to 16 hours per day, seven days a week to maintain the project's aggressive schedule. While we may not fully utilize these work hours throughout the duration of this project, it is critical to both current and future recovery plans to overcome weather, field conditions, design refinements, sequence and other logistical challenges. Without this flexibility, the intermediate milestones and/or overall project completion will be in jeopardy.

Originally Barton Malow believed closure of two lanes in Main Street were necessary to complete the West Sideline structure but after a detailed review the attached means and methods were changed. As you are aware, Barton Malow presented to the University on January 29, 2008 (see attached) the specific means and methods required to build the West elevation in its proximity to

Main Street by utilizing one (1) lane of Main Street. Barton Malow is unable to identify nor speculate the costs associated with building this façade without a lane closure, as the risks associated with injury or loss property and human life cannot be quantified. Barton Malow does not recommend trying to construct the West masonry arcade without a lane closure on Main Street due to the emanate danger to both the public and the tradesman. We have attached our projected man power levels for the project for reference to the number of individuals that will be on site during this closure.

If the lane closure request, as currently proposed, is denied, Barton Malow, in conjunction with HNTB and the University, will have to work together to revise the current design to ensure that we can safely construct the façade within the site constraints imposed on the project. The Project Team will evaluate our options and measure how adversely the budget and schedule will be affected.

I would like to thank you and the University of Michigan for the continued support on this Project. If you have any questions or would like to meet to review our comments in more detail, please do not hesitate to email me at neal.morton@bartonmalow.com or call me at (734) 769-7376.

Sincerely,



Neal Morton
Sr. Project Manager
Barton Malow Company

CC Todd Ketola, Barton Malow Company
Sean Hollister, Barton Malow Company

Attachments: Arcade Phasing and Logistics Information, dated January 29, 2008

**UNIVERSITY OF MICHIGAN
Football Stadium Expansion and Renovation
Projected Monthly Manpower**

