

January 15, 1976

Subject: Monitoring Report #8

City of Flint Downtown Improvement Program

Flint, Michigan

Date of Monitoring: January 5, 1976 (working day 257)

Actions taken:

- Briefly reviewed Flood Control, U of M Flint, Doyle and St. John Project progress
- Prepared preliminary corridor analysis for Buick Freeway (BF) project (I-475 extension)
- Prepared corridor staging networks for Buick Freeway project
- Updated U of M and flood control corridor networks
- Prepared preliminary bar chart analysis of corridor staging

River Beautification Project (RB-1)

(Monitored from Issue P5 dated December 1, 1975 and Issue #3, sheet 3, dated December 18, 1975)

Presently the target date to advertise for bids is March 1, 1976 (working day 297). Flint Business Machine negotiations are still in work and expected to be resolved in mid-January as noted previously. Traffic building demolition is being given constant top attention and apparently has become less of a problem than previously. However, demolition of the building still must be given its proper and important place in the forward planning. C & O agreements on real estate are being resolved and do not now appear to be a major road block to advertising. Thus, presently with the exception of the Flint Business Machine relocation, real estate problems are well in hand.

It is, in my opinion, very critical that the bid advertisement be held at March 1, 1976 so as not to lose any additional time at this most crucial point in the entire downtown program. If the advertising point can be held at March 1, 1976 (working day 297) it should be possible to start work on the project by June 17, 1976 (working day 374).

The first project will, as of current planning, be modification of the Harrison Street Bridge, followed by construction of the Saginaw Bridge. Some question was raised about the sequencing of these two projects. Basic decisions on sequence were discussed in detail about mid-November in our monitoring of the program. Here we began defining definite corridor staging for the Corps project in which the bridge closings were identified.

A review of flood control near milestone dates is as follows:

Advertise for proposals	March 1, 1976 (working day 297)
Let contract	May 17, 1976 (working day 352)
Start construction	June 17, 1976 (working day 374)

All information presently indicates that these are achievable dates provided again that real estate matters are resolved.

#### Doyle Project

No major monitoring was conducted at this meeting on the Doyle project other than to confirm that map data will be available on February 2, 1976 (working day 277). This is still a critical item and should be given top attention. It is still the intent to begin construction of right-of-way work for Doyle by September 28, 1976 (working day 445).

#### St. John Project

As with Doyle, the St. John project was discussed very briefly. Map data will be available by February 2, 1976 (working day 277) and it is still intended to begin construction of right-of-way work on St. John by October 7, 1976 (working day 452).

#### U of M Flint Campus Downtown Projects

A considerable discussion was conducted re scheduling of major U of M projects.

Mr. Vasse and Mr. Robert Wilson of the U of M Flint Campus, both worked throughout the day's meeting at tying in U of M Flint Campus programs with the total downtown development. Currently the schedule of University of Michigan Flint Campus construction over the next few years is as follows:

Classroom and office building to be occupied September 1976

Parking improvements - start construction May 4, 1976  
(working day 343)

Utility tunnel at Kearsley Street - start construction June 1, 1976  
(working day 362)

Central heating and cooling plant - start construction June 1, 1976  
(working day 362)

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University Center (UCEN) - start construction September 2, 1976  
(working day 428)

Classroom lab building - start construction April 1, 1977  
(working day 575)

Library resources building - start construction April 1, 1977  
(working day 575)

It is emphasized that these are tentative subject to revision as the various projects are brought into the design stream. For U of M Flint work, two corridor stages were identified - UM-A and UM-B. A description of these is given on sheet 3 dated January 5, 1976. These will be further refined as detail planning proceeds.

I-475 Expressway Extension (Buick Freeway - BF) Project

Representatives of the State Highway Department attended this conference full time. Most of the day was spent identifying staging of various sections of the Buick Freeway construction from Court Street north to Pierson Road. Presently targets for letting contracts are as follows. Please note these have been revised from those reported in Monitoring Report #7 dated December 23, 1975.

	<u>Take Bids</u>	<u>Award Contract</u>	
Pierson Road work at I-475	Mar. 17, 1976 (W/D 309)	Apr. 19, 1976 (W/D 332)	✓
Flint River Bridge	Apr. 21, 1976 (W/D 309)	May 21, 1976 (W/D 332)	
Broadway and Stever Bridge	Apr. 21, 1976 (W/D 334)	May 21, 1976 (W/D 356)	✓
Seven bridges and accompanying service roads between Court and Kearsley Park Blvd.	May 19, 1976 (W/D 354)	June 21, 1976 (W/D 376)	✓

(Note: In Monitoring Report #7, March 17, 1976 was reported as working day 311 - it should be working day 309)

The above dates are the latest available and subject to change as design and contract letting conditions vary. However, presently they can be used with some confidence that they will be reasonably close.

One further date discussed was that of the start of actual expressway work from Court Street to the Flint River. It is anticipated that actual highway construction will be out for proposals on April 21, 1978 with the contract awarded by May 25, 1978.

With this information we proceeded to establish in detail the corridor stages that would exist for various sections of the Buick Freeway project. These corridors were identified as BF (Buick Freeway) corridors. It should be noted here that the corridor abbreviations for other projects are as follows:

River front center	RC
U of M Flint	UM
Boyle project	BP
St. John project	SJ
Corps of Engineers Flood Control	FC

These prefixes will be used as alpha prefixes on corridor staging as it is described in the monitoring reports.

For the Buick Freeway project, seven corridor stages were identified initially: BF-A (Pierson Road work); BF-B (Flint River bridge work); BF-C (seven bridges and service roads from Court Street to Kearsley Park Blvd.); BF-D (Broadway and Stever bridge); BF-E (Pierson Road work); BF-F (Flint River bridge work) and BF-G (seven bridges and service roads work from Court Street to Kearsley Park Blvd.).

It is expected that additional corridor staging will be generated as further study of this proceeds. Under each corridor stage, the detailed corridor conditions were defined that would exist during that phase of the work. For example, in the BF-A corridor stage, the following conditions are expected to exist.

- Horton and Selby will be made a one way pair with Horton northbound and Selby southbound
- Pierson Road will be closed between Dort and Premier
- Local traffic will be allowed on Pierson between Dort and Thetford
- Stuart Avenue will remain open as a detour route across I-475
- Dort Road traffic will be restricted for approximately 4 months at Pierson Road

Thus, the statements above are explicit descriptions of changes to the road pattern within the corridor staging. Additional statements about other elements of the corridor such as utilities, will be added as definitive planning proceeds.

After the corridors were defined, network plans showing the period of time in which the corridor stages in effect were drawn. For instance, the BF-A stage will be in effect as the Pierson Road structures and pump house are constructed. It is expected this corridor stage will extend from April 19, 1976 (working day 332) through April of 1978. Thus, for this period of time it can be clearly seen what conditions surround the construction at Pierson Road. These conditions combined with other corridor staging conditions make it possible to evaluate the total corridor situation at any given time and to isolate and identify conflicts in corridor stages. This identification of conflicts should assist materially in reducing confusion and restrictive planning during this major construction effort. Identification of the corridor combinations and overlappings is currently in work.

A preliminary analysis of the current corridor staging is shown on sheet 7, Issue #4 dated January 5, 1976. UM-A and UM-B corridor staging has not been totally updated to reflect the new dates but is close enough to indicate approximate staging conditions.

It is urged that all concerned with these staging conditions become familiar with this technique of isolating and graphically identifying the conditions during any given period. It has been generally agreed by those parties involved in this highly complex program that the corridor staging identification is a valid and workable technique and will be tested still further to determine its use in this overall program work.

Additions will be made to the corridor descriptions incorporating other items normally considered in the definition of the corridor as listed on page 4 of Monitoring Report #5 dated November 17, 1975. For those involved in the technical use of this system, it would be wise to review this detail list continuously to insure that all items are being included in the corridor definition.

It is my intent to prepare a time scaled checklist showing corridor conditions at any given time in the program so arranged as to be able to identify conflicts in the corridor conditions. This work will be ongoing and used to continually monitor the temporary and permanent corridor pattern so as to help insure a smooth flow of traffic and communications during this major construction effort.

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RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER

General Summary

Overall, work is moving relatively well on most projects, with the date for advertising for proposals on the Corps of Engineers Flood Control job currently set for March 1, 1976 (working day 297). This is a critical date since it signals the beginning of one of the most important of the downtown development programs. Of equal importance is the letting of contracts for start of I-475 (Buick Freeway) construction. Initial contracts are presently scheduled to be let in April of 1976.

As we approach the construction stage in the field, it is going to be increasingly important that the staff assigned to these various projects be encouraged to watch them carefully and expedite all elements continually. We shall strive as these programs are put into work to develop a monitoring system by which the project managers can maintain the control and management direction necessary for success.

Our next conference is set for Friday, January 23, 1976 (working day 271). At this meeting a major management review will be made of the job with the key staff involved. In addition, we will begin the detailed analysis of schedules for the River Front Center project (RC). On the River Front Center it is hoped to start right-of-way work as early as July of 1977. The River Front Center program is tied most closely to the flood control, I-475 and U of M projects. It also, however, will have a strong impact upon Doyle and St. John. Therefore, its careful implementation planning is vital to the success of the total downtown development project.

Ralph J. Stephenson, P.E.

RJS  
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To: Mr. Andrew Nester, P.E.  
City Engineer  
Flint, Michigan

January 28, 1976

Subject: Monitoring Report #9

City of Flint Downtown Improvement Program

Flint, Michigan

Project: 75:56

Date of Monitoring: January 23, 1976 (working day 271)

Actions taken:

- Reviewed total project approaches with department heads and mayor
- Continued discussion of corridor definition for U of M Flint
- Discussed corridor technique with design staff for River Front Center (RC)

General Summary

The morning sessions were primarily briefing meetings for top and middle management of the city of Flint departments involved in the programs and to representatives of the MTA and the Flint Downtown Association. The mayor was also present for a portion of these morning sessions. The major goal of the discussion was to bring the group up to date on the technical approach being used to define the various corridors associated with the downtown developmental programs. Another objective of the meeting was to gain general approval for the approach and to develop enough discussion to insure that it could be continued in greater depth with the agencies involved.

Generally it is considered that the corridor approach is a proper and appropriate technique by which to identify major stages of the construction and as a result of the morning session, we shall continue generating corridor definitions. These will now be transferred to a schedule sheet to allow identification of potential conflicts in corridor conditions. It should be emphasized here that the translation of the corridor staging to a time scale must remain flexible since presently none of the major programs to be constructed has been planned and scheduled in detail.

The projects have, however, each been given the benefit of the best technical attention and advice available currently relative to major milestones. All agencies involved in managing and administering these projects have been given an opportunity to contribute to the corridor definition and to the corridor time planning. However, there are bound, by virtue of unknown factors, to be changes and the major purpose of initial plans and schedules is to provide a preliminary yardstick against which to measure deviations and isolate problems and potential problems.

We will make every effort to translate the data available into easily understood graphic and narrative form. This will allow presentation of the data to all concerned with corridor conditions during major developmental work over the next two to four years.

Presently it is expected that the corridors associated with the University of Michigan Flint project, primarily that concerning Stevens Street, will be given intensive attention over the next three week period. The major problem here is to provide adequate and acceptable routes for present vehicular traffic on Stevens Street. The traffic department has prepared five possible alternates for this traffic rerouting and these are to be reviewed with the parties concerned. I recommend this matter be given immediate attention since it soon will be necessary to reach a mutually agreeable routing of the traffic to insure a smooth circulation during the next phase of the U of M construction program.

River Beautification Project (RB-1)

(Also designated as the flood control (FC) portion of the program)

The target date to advertise for bids is being held at March 1, 1976 (working day 297). Real estate negotiations are continuing difficult although a first ruling in the matter of the Flint Business Machine properties has been obtained. A final ruling in the matter will not be available for a few days yet.

The real estate problem is presently the most critical continuing matter to be resolved in the flood control project. Once it is cleared, then indications are the program will move immediately ahead. In my opinion, it is essential that the advertisement point be held at no later than March 1, 1976 (working day 297) since a further delay will move the job into very difficult construction weather.



Doyle Project

No major monitoring was conducted at this meeting and it is assumed that the map data will still be available on February 2, 1976 (working day 277).

St. John Project

No monitoring was conducted at this meeting. It is assumed that map data is still to be available by February 2, 1976 (working day 277).

U of M Flint Campus Downtown Projects

These have been discussed above.

I-475 Expressway Extension (Buick Freeway - BF) Project

Not monitored at this session.

River Front Center Project (RC)

In the afternoon a briefing was held with the design team for the River Front Center project. During this session the corridor technique was explained and a detailed review was made of the current status of projects surrounding the River Front Center. It is expected that our next monitoring session will deal in part with tying in preliminary design work on the River Front Center to the other major projects.

General Summary

Overall, work continues to move ahead on all projects with the date for advertising for proposals on the Corps of Engineers flood control currently being held at March 1, 1976 (working day 297). This is still heavily dependent upon a resolution of unpredictable real estate matters. The River Front Center project is beginning to take form and it is expected that some definitive information will soon be available to tie into the other planning elements.

This session also allowed us to brief top and middle management of the City of Flint as well as key representatives of other public and private groups on the current status of the planning work.

Ralph J. Stephenson, P. E.

RJS/m

To: Mr. Andrew Nester, P. E.  
City Engineer, Flint, Michigan

- CRITICAL PATH PLANNING
- LAND PLANNING
- MANAGEMENT CONSULTING
- PLANT LOCATION

RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER

15064 WARWICK ROAD  
DETROIT, MICHIGAN 48223  
PHONE 273-5026

February 18, 1976

Mr. Andrew W. Nester, P.E.,  
City Engineer, Deputy Director  
City of Flint  
1101 South Saginaw Street  
Flint, Michigan 48502

Dear Mr. Nester:

I received copies of your letters to Mr. Gillie of Consumers Power, Mr. Behrendt at Michigan Bell and the memo to Mr. Badgett regarding the Stewart Avenue Grade Separation. This pretty well sets the tone for our next session on Wednesday, February 25, 1976. I suggest the following time allocation.

8:30 A.M. - 12:00 Noon	Doyle monitoring, corridor definition and continued planning on past start of right-of-way work
1:30 P.M. - 3:30 P.M.	St. John Industrial Park monitoring, corridor definition and planning beyond right-of-way work
3:30 P.M. - 4:30 P.M.	Riverfront Center discussion
4:30 P.M. - 5:00 P.M.	General review

These sessions are crucial since corridor definition, particularly in the Doyle project, will be critical to good traffic circulation during the Flood Control, U of M and Buick Freeway program. Therefore, I suggest that it is very necessary to have the top management on the respective programs in the meeting so that policy matters can be

Mr. Andrew W. Nester, P E.  
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CONSULTING ENGINEER

discussed and resolved, particularly in relation to corridors. Our past experience has shown how critical it is to have those people present who can commit for their agencies. Naturally, also, we want any staff present at the meetings who can contribute positive and meaningful input. As in the past, the presence of the Traffic Department would be of great help. I re-emphasize that at these series of meetings we should have the top level managers who are responsible for the work present at the meetings.

I am looking forward to seeing you again on Wednesday, February 25, 1976 at 8:30 A.M. in the DPW Conference Room.

Sincerely yours,

Ralph J. Stephenson, P.E.

RJS

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meeting at which we evaluated preliminary corridor conditions and made all revisions that were possible with data available as of that date. These revisions were incorporated into a revised set of corridor statements which were released in Issue #2, sheets 2, 3, 4, 5 and 6, to Mr. Nester at our meeting on February 25, 1976 (working day 294). This work is being studied and evaluated by all project managers.

In addition, at our February 11th meeting, we briefly identified the status of each of the major projects and discussed them relative to the plan established for their progress. At the meeting on February 25, 1976 most work consisted of discussing and identifying the impact of Consumers Power installations on all corridors in all projects. This meeting was basically to set the ground work for Consumers Power and Michigan Bell planning and scheduling participation on a continuous basis as the projects move from design into implementation.

It should be emphasized here that the process of planning and scheduling is a twofold operation. Planning consists of a non-scaler arrangement of all project elements showing their dependency upon the partial or total completion of other elements. The schedule (presently as being reflected in corridor bar charts) is a translation of this information into scaler definition. At this time, we are using the early starts and early finishes as target dates. However, as we refine our information, it may be that dates other than early starts and early finishes may be used for scheduling purposes.

It is important for all responsible managers involved to understand that the planning process using network diagrams and stated interrelationships is a necessary prerequisite to preparing any translation to a schedule. This matter was reviewed with those at the February 25th meeting and is restated here for the benefit of those not able to attend. It will be a consistent pattern throughout the control program that planning will precede scheduling.

Reviewing each project briefly, we find the following.

#### River Beautification Project and Flood Control (FC)

As of February 25, 1976 (working day 294) the target date for advertising for bids was still being held at March 1, 1976 (working day 297). (Note: In a phone discussion with Mr. Nester March 1, 1976 he said this date may not be met due to recent real estate and design delays.) Real estate matters have not been totally cleared with the Corps of Engineers but this was expected to be reviewed in detail at a meeting to be held later in the week. Real estate problems that must be resolved are still similar to those designated in Monitoring Report #9, page two. Apparently there is also some doubt among the project staff as to whether all design revisions have been completed.

If advertising can be held to the March 1st target, it is anticipated that a contract would be let by May 17, 1976 (working day 352) with the contractor moving on the site by June 17, 1976 (working day 374).

Doyle Project (DP)

Work on Doyle is moving relatively well with the start of Phase A, public area site improvements (PASI) now scheduled to begin by September 28, 1976 (working day 445). Other phases on Doyle will be Phase B, residential improvements, Phase C, commercial improvements and Phase D, educational improvements.

As a part of our planning work, we found it necessary to isolate the various areas within the Doyle project by geographic definition. Also it was necessary to identify what work would be done within these areas. On Doyle, for instance, the following elements are part of the public area site improvements:

- open spaces
- streets
- connector to the University of Michigan Flint Campus
- utility company service installations (power, phone and gas)
- demolition
- Fourth & Fifth Street couplet roads
- Fourth & Fifth Street couplet bridge over Flint River
- DPW utility services (water and sewer)

Geographic areas were numbered with area #1 in Doyle being that section bounded by Saginaw, the Flint River, Fifth Street and Cornelia. Thus, the work that is being projected as starting on September 28, 1976 (working day 445) is defined as PASI-1 (Public Area Service Improvements for Area #1).

Discussions with the Consumers Power representatives indicate there is a large amount of work that must be done by them in order to meet this target date. The project manager for Doyle expects to have funding and master site plan approval by MSHDA by March 1, 1976 (working day 297). At that point in time it was agreed that PASI-1 gas utility, power utility and phone utility working drawings could be started provided a letter of intent was given to the utility companies to proceed.

Meanwhile additional approvals leading to total master site plan approval by the Planning Commission, the Citizen's District Council, HUD and the Flint City Council would move ahead with all approvals targeted by July 12, 1976 (working day 390). Also concurrent is preparation of funding estimates

for all utility work, both by Consumers Power, Michigan Bell and the DPW. It is expected that this work, presently shown on preliminary network model sheet #4, Issue #4, dated February 25, 1976, will be completed in time to allow the target date of September 28, 1976 (working day 445) for start of construction on PASI-1 to be met.

Only a minimum amount of work was done on corridor definition on the Doyle project since enough information is not available on phasing to prepare the corridor statements. These will be worked on in subsequent planning and scheduling meetings.

#### St. John Project

A similar approach to the Doyle definition was carried out with St. John. The target for starting PASI-1 work in St. John is being held at October 7, 1976 (working day 452).

St. John areas are defined as follows:

- |         |  |
|---------|--|
| Area #1 | Bounded by Everett, Garfield, the new St. John Street and C & O Railroad on the west |
| Area #2 | Bounded by Everett, Stewart, the new St. John Street and C & O Railroad on the west  |
| Area #3 | Bounded by Stewart, Pierson, I-475 and the C & O Railroad on the west                |
| Area #4 | Bounded by Stewart, the new St. John Street, I-475 and Easy Street                   |

A further delineation was established by area phase. Phase B is the industrial improvements and Phase C is the commercial improvements.

Similar utility problems as described in Doyle exist in St. John PASI-1. However, they are more complex and require more time than with Doyle. It was agreed, however, that early preparation of  $\pm 30\%$  budgets was critical to resolve budget funding for PASI. Presently the project manager expects to have adequate information by March 12, 1976 (working day 306) so the utility companies can prepare this summary budget estimate. Again, utility companies will need a letter of intent from the City of Flint to begin their work. The logic statement for this work is shown on sheet 5, Issue #4, dated February 25, 1976.

Corridor definition for St. John programs was kept preliminary during our session since adequate information is not currently available to state these in detail. Further work will be done on them as subsequent meetings are held.

#### U of M Flint Campus Downtown Projects

A comprehensive review of the U of M projects was made at the February 11, 1976 (working day 284). It generally indicated that work on elements of the U of M project is presently proceeding as has been described in previous monitorings. There is some concern about the date of start of construction on the new UCEN Building and information on this part of the U of M project Flint Campus will be obtained at subsequent meetings. We are holding the starting field date on this building at September 2, 1976 (working day 428).

A detailed corridor statement was assembled at the February 11th meeting which was of great help in resolving north and south traffic movement planning. This corridor definition is currently being reviewed by all parties concerned.

#### I-475 Expressway Extension (Buick Freeway - BF)

A major share of our February 11, 1976 meeting revolved around a review and restatement of all corridor conditions. These are incorporated into the Issue #1 Corridor Schedules dated February 11, 1976.

#### Riverfront Center Project (RC)

No major monitoring or review was held on this program at the February 11, 1976 or February 25, 1976 meetings, since there is not enough substantive data available. However, it is anticipated that shortly we will be able to begin explicit projections for this project.

#### Corridor Definitions

Corridor definition statements have proceeded far enough so it is now desirable to identify each detailed statement in written form. Corridor details and schedules are shown graphically on sheets 2, 3, 4, 5 and 6 in Issue #2 dated February 11, 1976. These sheets incorporate the latest information available from all participating organizations. Since there may be some inadvertent errors or incorrect statements in these, they are presently being reviewed by the respective project managers.

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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

It is to be expected that corridor statement work will continue dynamic so as to be used as a tool to solve conflict problems as they arise. For this reason we must expect that the corridor schedules will be a changing document as project work proceeds.

Efforts will be made to use it to predict conditions at any given time to the best of all available knowledge. Therefore, the corridor conditions described in Attachment A to this report are those known as of February 11 and February 25, 1976. For scheduled dates please refer to the corridor schedules, sheets 2 through 6.

Ralph J. Stephenson, P.E.

RJS  
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To: Mr. Andrew Nester, P.E.  
City Engineer  
Flint, Michigan



March 1, 1976

Attachment A - to Monitoring Report #10

Corridor Descriptions

(for schedules, see corridor schedules, sheets 2 through 6)

<u>Code</u>	<u>Corridor Description (as of February 11, 1976)</u>
<u>01.00 (UM-A)</u>	<u>U of M Flint (UM) Campus Utility Tunnel Work</u>
01.01	Kearsley Street closed to vehicles from Liberty to Clifford
01.02	First Street traffic one way west bound
01.03	No parking on First Street, north side, from Liberty to Church
01.04	No parking on Harrison, east side, from Court Street to Flint River
01.05	Maintain full width traffic on Stevens (except when tunnel construction requires restricted traffic)
01.06	Maintain full width traffic on Liberty
<u>02.00 (UM-B)</u>	<u>Construction of new UCEN Building</u>
Note:	In this corridor period, Stevens Street is closed permanently from First Street to the East Boulevard south right-of-way line. East Boulevard is available from Harrison Street to the Stevens Street bridge on a two-way basis.
02.01	North bound Stevens diverted at Second, east bound to Liberty and north bound on Liberty to East Blvd.  South bound Stevens diverted to north bound or south bound East Boulevard to Liberty, south bound on Liberty to First and then west bound on First to Stevens
02.02	First Street traffic made one way west bound (see also 01.02)

<u>Code</u>	<u>Corridor Description (as of February 11, 1976)</u>
<u>02.00 (UM-B)</u>	<u>Construction of new UCEN Building (Continued)</u>

02.03                Voided February 11, 1976

02.04                Voided February 11, 1976

02.05                Provide traffic control devices at U of M lot entry

Note:    Corridor description 02.01, 02.02 and 02.03 are in effect only  
         until I-475 (BF) service drives are complete.

<u>03.00 (UM-C)</u>	<u>Permanent corridor conditions upon completion of new UM UCEN Building</u>
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03.01                Saginaw Street bridge reopened

03.02                Harrison Street bridge reopened

03.03                East Boulevard vacated from Stevens to Harrison

03.04                East Boulevard vacated from Red Feather to Stevens

03.05                Stevens Street bridge turned over to U of M Flint

<u>10.00 (FC-A)</u>	<u>Harrison Street bridge work for Flood Control Project (FC)</u>
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10.01                Harrison Street bridge closed to traffic

10.02                Saginaw Street and bridge remain open

10.03                Stevens Street and bridge remain open

10.04                North bound Harrison traffic diverted to east and west  
         on Boulevard Drive and Water

10.05                First Street traffic made one way west bound permanently

10.06                One Consumers gas line on Harrison Street bridge to  
         be kept open at all times. Two lines must be kept  
         open in winter.

10.07                Consider parking alternatives with MTA

<u>Code</u>	<u>Corridor Description (as of February 11, 1976)</u>
<u>11.00 (FC-B)</u>	<u>Saginaw Street bridge work</u>
11.01	New Harrison Street bridge open
11.02	Saginaw Street bridge closed
11.03	South bound Saginaw and Detroit Street traffic diverted west on First Avenue to Garland
11.04	North bound Saginaw traffic diverted east on Union, Second, Fourth and Fifth to Harrison
11.05	Telephone and traffic cable in Saginaw Street supported or rerouted temporarily
	Note: DPW will reroute traffic cables. Telephone cables must be kept in place.
11.06	Water Street closed permanently
11.07	Saginaw Street closed to thru traffic at Union
11.08	Saginaw Street closed to construction traffic from Union to Water
11.09	Consider parking alternatives with MTA
11.10	Remove parking from both sides of Harrison from Court Street to Flint River permanently
<u>20.00 (BF-A)</u>	<u>I-475 (Buick Freeway - BF) Pierson Road Work</u>
20.01	Horton and Selby made one way pair with Horton north bound, Selby south bound
20.02	Pierson Road closed between Dort and Premier
20.03	Local traffic allowed between Dort and Thetford on Pierson Road

<u>Code</u>	<u>Corridor Description (as of February 11, 1976)</u>
<u>20.00 (BF-A)</u>	<u>I-475 (Buick Freeway - BF) Pierson Road Work (Continued)</u>
20.04	Stewart Avenue remains open as a detour route across I-475
20.05	Dort Road restricted for about two months at Pierson Road
<u>21.00 (BF-E)</u>	<u>I-475 (Buick Freeway - BF) Pierson Road Work</u>
21.01	Horton and Selby one way pair with Horton north bound and Selby south bound
21.02	Pierson Road open
21.03	Stewart Avenue not required for detour traffic
<u>22.00 (BF-B)</u>	<u>Flint River Bridge</u>
22.01	Maple and Campau permanently closed between West Boulevard Drive and St. Johns
22.02	Riverside Drive closed during construction of 54" sanitary sewer between Lewis Street and Lyman
22.03	Belle Avenue closed during relocation
22.04	Garfield and West Boulevard Drive closed during construction of sanitary and storm sewers between St. John and Dakota and during remainder of project
<u>23.00 (BF-F)</u>	<u>Void as of February 11, 1976</u> (included in 22.00)

<u>Code</u>	<u>Corridor Description (as of February 11, 1976)</u>
24.00 (BF-C)	Seven bridges and all service roads between Court Street and Kearsley Park
24.01	Second and Third Streets closed between Liberty and East for bridge construction
24.02	Liberty Street closed permanently south of Second Street
24.03	Lewis Street disrupted intermittently between Avon and Kearsley Park Drive
24.04	East Street closed permanently between Second and Kearsley
24.05	First Street closed permanently between Liberty and East
24.06	Avon and Crapo kept open across I-475
24.07	Void as of February 11, 1976
24.08	Longway kept open across I-475
24.09	Poplar Street kept open across I-475
24.10	Close Roosevelt, Cleveland, Benson and Washington permanently between Lewis and north bound service road
24.11	Close Fourth Street permanently between Liberty and East
24.12	Close Kearsley Park Drive permanently between Lingle and Lewis
24.13	Lewis Street closed permanently between Kearsley and Avon
24.14	Kearsley closed between East and Thomson (relates to 01.01)

<u>Code</u>	<u>Corridor Description (as of February 11, 1976)</u>
25.00 (BF-G)	Seven bridges and all service roads between Court Street and Kearsley Park
25.01	Keep Second and Third Streets open between Liberty and East
25.02	Close Liberty Street permanently south of Second
25.03	Lewis Street to be disrupted intermittently between Avon and Kearsley Park Drive
25.04	East Street remains closed between Second and Kearsley
25.05	First Street remains closed between Liberty and East
25.06	Close Avon permanently between Lewis and north bound service road for pedestrian bridge construction
25.07	Kearsley closed across I-475
25.08	Crapo closed permanently between Lewis and north bound service road
25.09	New east bound Longway bridge open to traffic across I-475
25.10	Existing Longway Boulevard closed between Lewis and Walnut
25.11	Longway west bound traffic diverted to Walnut, Poplar and Lewis
25.12	Roosevelt, Cleveland, Benson and Washington remain closed between Lewis Street and north bound service road
25.13	Fourth Street remains closed permanently between Liberty and East
25.14	Kearsley Park Drive remains closed permanently between Lingle and Lewis

<u>Code</u>	<u>Corridor Description (as of February 11, 1976)</u>
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<u>26.00 (BF-G)</u>	<u>Broadway and Stever Bridge Construction</u>
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26.01	Local alleys between Lyman and Lewis closed permanently to traffic
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<u>Code</u>	<u>Corridor Description (as of February 25, 1976)</u>
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<u>30.00 (DP-PASI-1)</u>	<u>Doyle Project (DP) Public Area Site Improvements in Area #1</u>
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30.01	Close McFarlan Street permanently between Saginaw and Industrial
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30.02	Close Margaret Street permanently between Saginaw and Industrial
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30.03	Close Louisa Street permanently between Saginaw and Industrial
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30.04	Close Industrial to thru traffic from Wood to Fifth Avenue; Industrial open to local traffic from Wood to Cornelia
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<u>40.00 (SJ-A)</u>	<u>St. John (SJ) Area - Stewart Avenue Grade Separation</u>
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40.01	Stewart restricted to two lanes during construction of Stewart grade separation
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40.02	Industrial and North kept as a one way pair with Industrial south bound and North north bound between Stewart and Leith
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<u>41.00 (SJ-B)</u>	<u>St. John PASI Work in Area #1 (GM)</u>
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Corridors to be defined.

Ralph J. Stephenson, P.E.

March 17, 1976

**Subject: Monitoring Report #11**

**City of Flint Downtown Improvement Program**

**Flint, Michigan**

**Project: 75:56**

**Dates of Monitoring: March 8, 1976 (working day 302)  
March 10, 1976 (working day 304)**

**Actions taken:**

- Participated in general review conference at Buick
- Evaluated general project progress
- Continued work on specific elements of the Doyle and St. John Projects

**Review Meeting with Buick Motor Car Company Staff**

On Monday, March 8, 1976 (working day 302) I participated in a presentation and review meeting by City of Flint staff to executives of the Buick Division, GMC. The presentation covered the six major programs now moving into the implementation phase from downtown north to Pierson Road.

**Items specifically reviewed included (at random):**

- The very near and real nature of all programs including those actually funded was heavily emphasized.
- The impact of all projects upon Buick Division operations was particularly emphasized and cooperation in their implementation requested.
- Of particular interest was construction of the Buick Freeway scheduled to be built over the next five years. Considerable time was spent in reviewing construction staging of this major expressway program.
- The impact of the Doyle and the St. John Development was discussed relative to traffic movement and improvements in the Buick Plant area.



- The corridor technique of defining planned construction activities was briefly described.
- Details of Buick developments within the St. John Project were discussed in detail.
- It was emphasized to Buick executives that the project is moving toward its beginning with ground breaking for the Flint Flood Control program to be held sometime in early July, probably as close to July 4th for the Bicentennial as possible.
- Traffic reroutings during the construction phases were briefly described.
- The city requested and Buick agreed it would be helpful to have a high level representative of Buick available to attend policy meetings on major projects. This representative will be appointed sometime within the next few days. (Note to Mr. Nester: I strongly recommend the representative of Buick be asked to attend our next meeting and that we bring him up to date as to the current progress of all projects in the major downtown improvement program.)

Meeting with Downtown Business Men - March 10, 1976 (working day 304)

At 8:30 A.M. March 10, 1976 (working day 304) Mr. Nester, Mr. Ursuy and I presented plans for the six major downtown programs to a representative group of downtown business men. The program consisted of a discussion of the various projects, a description of what is expected to be achieved by each, the current status of funding and the methods by which problem areas are being identified, and conflicts, particularly in traffic circulation, are being identified and resolved. The meeting was covered well by radio, TV and the news media and therefore, I will not report on it in depth here.

The major emphasis at the meeting was on the realness of these projects, the fact that a good share of them have already been funded and work is about to begin in the near future. It was stressed that the period from now through the construction of some of the programs, particularly the flood control project and the University of Michigan construction work, will be of high importance to the downtown community. It can be turned into an advantageous and exciting period, although there will be, of course, disruptions and inconvenience. Nevertheless the interest and opportunities presented by these

major improvements should be emphasized by the business community to turn the construction period to their advantage.

It was further emphasized that any of those present who were interested could have as much information about the various programs as they desired. It is critical to maintain an open line of communication between all those parties involved in the program and those who are impacted upon by the projects. It is also recommended that the downtown newsletter carry periodic reports on the status of the improvement program and what is going on in the construction process.

It was emphasized that if there are any questions or if there are any further discussions that would be appropriate and helpful that certainly all those involved would be more than pleased to participate.

\* \* \* \* \*

Following the morning meeting, we resumed our working sessions on the various programs. As a part of this meeting we reviewed the current status of the projects.

A brief review of each follows.

River Beautification Project and Flood Control (FC)

As of March 10, 1976 (working day 304) a definitive date for advertising for proposals on the flood control project has not yet been set. However, some tentative targets have been established. Again, the process hinges somewhat on resolution of real estate matters in the project area. At present, the following targets are expected to be adhered to.

- All City of Flint real estate items resolved to Corps of Engineers' satisfaction by April 1, 1976 (working day 320)
- Corps of Engineer complete detailed real estate review by May 3, 1976 (working day 342)
- Proposals for flood control work received, evaluated and contractor selected by June 24, 1976 (working day 379)
- Contract let and notice to proceed by July 2, 1976 (working day 385)

This is a tight schedule, particularly in the proposing and contract award stage. However, I emphasize strongly the need to maintain it so as to take advantage of as much good construction weather as is possible this year. It is also critical to understand that delays to work this year will heavily affect work progress during bad weather. Above all, it is desired to avoid extending bridge work through two full winter periods. The original schedule was expected to cover one and one half winter periods. Any delays now add extra time to the construction process due to being forced further back into colder winter weather.

I have requested that at our next monitoring meeting on Thursday, March 25, 1976, that the Corps of Engineers have an executive representative available for a detail review session from 10 A.M. to 12 noon. Mr. Nester will arrange this meeting. I am of the opinion that this review is absolutely critical at this point with responsible decision makers at the Corps since the launching of several programs at about the same time will make a very close interfacing of the activities essential for a smooth start of work. Therefore, this monitoring conference will be of the utmost importance.

At the meeting we also should again review construction times, sequencing and the corridor conditions expected to be in effect during the project construction period.

#### Doyle Project (DP)

Generally work on the Doyle project design is maintaining conformance to the network plan, Issue #5 dated March 10, 1976, with the target for start of construction on public area site improvements for area 1 (PASI-1) still set for September 28, 1976 (working day 445). Presently meetings are being held with the Michigan State Housing Development Authority (MSHDA) to obtain full approval on all site plan work. Upon this review and modifications followed by approval, Halprin and Associates, along with the DPW, will begin preliminary site and site utility drawings. This work is still expected to begin on April 19, 1976 (working day 332).

Also to be kept in mind is the need to issue the utility companies a letter of intent to proceed with their preliminary engineering. According to Kathy Stoughton, project manager, this will be done as soon as full approvals have been obtained from MSHDA.

It is important to remember that there is a considerable amount of utility company design and construction work that is an integral part of the Doyle PASI-1 project. They should be kept as deeply involved as they are at present.

Another element of the Doyle project discussed at this meeting were the projects presently funded in connection with the Fourth and Fifth Street couplet. Those funded include the east and west bound Longway bridges over I-475 and the east bound Longway bridge over the river. The river bridge design contract is to be let within the next month with construction due to start in early 1977.

As a part of our review and monitoring, revisions were made to sheet 4 of the preliminary network model. The current monitoring document is Issue #5 dated March 10, 1976.

#### St. John Project

PAGE 1  
In the afternoon we made an intensive review of the St. John project with Mr. Satoru Nishita of Halprin & Associates. Presently the project is maintaining relatively good adherence to the Issue #5 network dated March 10, 1976, sheet 5, of the preliminary network model for downtown improvement program. Under this project plan, the start of construction on PSAI-1 is currently scheduled for October 7, 1976 (working day 452). Design work is currently on schedule. It was emphasized that the utility companies must be brought into the picture as soon as possible since there is a sizable amount of utility design work to be accomplished on St. John. The letter of intent for them to proceed with preliminary engineering has not been issued.

No further work was done on corridor definition on St. John since the construction phasing is still not defined. We will continue working on these in subsequent meetings.

One of the major elements that came up for discussion was the acquisition schedule of real estate in the project area. This acquisition schedule is currently being prepared by Mr. Jerry Hungerford with the goal in mind of acquiring 25 to 30 parcels per month as an average.

Apparently all property in proposed right-of-ways for St. John has already been acquired. A very critical decision must be made as to whether the St. John project is to be replatted or is to use the existing residential plat boundaries. All at this meeting felt that it would be desirable to replat the property. An investigation and recommendation of the course of action to be followed here is to be made by the project group. This matter should be reviewed at our next meeting.

U of M Flint Campus Downtown Projects

No review of these was made at this session. However, it was reported by Mr. Nester that there may be some difficulty in starting Kearsley Street utility tunnel work by the presently projected date of May 4, 1976 (working day 343).

Also, to be reviewed is the proposed starting date for construction of the UCEN Building in early September 1976. I recommend that the first part of our next monitoring session on March 25, 1976 be devoted to discussing the U of M project. Mr. Nester will set this meeting from 8:30 A.M. to 10:00 A.M. with Mr. Wilson of the U of M.

I-475 Expressway Extension (Buick Freeway - BF)

No formal monitoring of the freeway project was carried out at this meeting. However, presently it is expected the current dates for construction are to be followed with contracts to be awarded starting in mid-April 1976 for the Pierson Road work. The Flint River bridge contract award date has been moved back one month to May 21, 1976 (working day 356).

At our next session we should review in detail the current status of the highway program.

Riverfront Center Project (RC)

Mr. Joe Figa made a brief presentation of the current status of the Riverfront Center. The impact of placing a state office building on the site is being evaluated. The project is currently at a very early stage and accurate progress evaluation is not possible.

Next Meeting

Our next conference on the Downtown Improvement Program will be held on Thursday, March 25, 1976, with the following agenda proposed. This agenda has been given to Mr. Nester and to Mr. Parrish who will arrange for the various parties to be present.

8:30 A.M.	-	10:00 A.M.	Review of University of Michigan Flint campus project
10:00 A.M.	-	12:00 Noon	Review of Flint River Flood Control and Beautification Project

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City of Flint Downtown  
Improvement Program  
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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

1:30 P.M.	-	3:30 P.M.	Continued review of St. John
3:30 P.M.	-	4:00 P.M.	Continued review of Doyle
4:00 P.M.	-	5:00 P.M.	Open

It is to be emphasized that for the flood control project, it is critical that an executive representative from the Corps of Engineers be present. Mr. Nester will, as noted above, arrange this meeting.

Ralph J. Stephenson, P.E.

RS/m

To: Mr. Andrew Nester, P.E.  
City Engineer, Flint, Michigan

April 21, 1976

Subject: Monitoring Report #12

City of Flint Downtown Improvement Program

Flint, Michigan

Project: 75:56

Dates of Monitoring: March 25, 1976 (working day 315) and  
April 15, 1976 (working day 330)

Actions taken:

- Reviewed all related improvement programs in detail
- Evaluated general project progress

A brief analysis of each project follows.

River Beautification and Flood Control Project (FC)

At the March 25, 1976 and the April 15, 1976 meetings the following dates were confirmed as being those to which all parties are now working.

Advertise for bids	May 11, 1976 (working day 348)
Open bids	June 10, 1976 (working day 369)
Award contract	June 30, 1976 (working day 383)
Move on site	July 9, 1976 (working day 389)
Estimated project completion	November 1, 1978 (working day 979)

It is anticipated that a ceremonial ground breaking will be held on July 1, 1976 (working day 384).

In the meeting March 25, 1976 (working day 315) a major discussion was held regarding timing of Harrison and Saginaw Street bridge construction relative to vehicular traffic. After several alternatives had been explored,

it was finally agreed there should be construction controls specified regarding sequencing and time phasing of vehicular traffic on the two bridges. These decisions have been summarized in a letter to Mayor James W. Rutherford, Mayor of Flint from Colonel James E. Hayes, District Engineer, Corps of Engineers. Essentially it has been agreed that:

- a) The Harrison Street bridge will be reopened to vehicular traffic prior to closing the Saginaw Street bridge to vehicular traffic.
- b) The total time from the closing of the Harrison Street bridge to vehicular traffic, construction of the Harrison Street bridge, reopening of the Harrison Street bridge to vehicular traffic, closing the Saginaw Street bridge to vehicular traffic and reopening the Saginaw Street bridge to vehicular traffic shall not exceed 19 months.
- c) The new Saginaw Street bridge should be open to vehicular traffic no later than March 17, 1978 (working day 819).

It should be understood that so long as the vehicular traffic opening sequence is maintained that work can be going on on the bridges which does not affect traffic movement across them. This will allow some latitude in the contractor's operations. At present everyone is in agreement the above conditions are satisfactory and reasonable.

The corridor schedule, sheet #3, will be revised and reissued to reflect the above conditions. Referring to attachment A, Monitoring Report #10, pages 2 and 3, corridor conditions 10.00 through 10.07 will extend from approximately July 9, 1976 (working day 389) to approximately March 17, 1977 (working day 564). Corridor conditions 11.00 through 11.10 will extend from approximately March 17, 1977 (working day 564) through March 17, 1978 (working day 819). The only exceptions are the permanent corridor conditions 10.05 and 11.06.

It should also be noted that First Street traffic (corridor 10.05) in accordance with the University of Michigan project will be made one way westbound on June 1, 1976 (working day 362). This is in accordance with corridor condition 01.02 in the U of M Flint campus utility tunnel corridor.



Another flood control item that has been clarified is the cost for temporary support of telephone lines in the Saginaw Street bridge. Mr. Nester has worked out an arrangement with the Corps of Engineers and there presently is agreement as to how the cost of the temporary support is to be allocated.

Doyle Project (DP)

Presently the Doyle project is encountering some idfficulty in consistency and predictability of approvals from agencies outside the city of Flint. However, the project is generally maintaining fairly close adherence to the projected progress schedule within the various public area site improvement design work (PASI-1). PASI work includes:

- Public open spaces
- Projected public rights-of way
- Gas, phone, power, sanitary sewer, storm sewer and water mains in projected public rights-of-way
- Grading and landscaping in projected public open spaces

Obtaining preliminary estimates for the various project elements has proven difficult and has slowed early budgeting work slightly. However, at our meeting on April 15, 1976 we were able to partially resolve procedures involved in establishing such estimates relative to preliminary plans prepared by Halprin & Associates. The utility companies are being involved in the design and estimating process continually and are coordinating their work closely with the city.

At the April 15th meeting it was deemed desirable to replan the process of getting PASI work underway, and in conjunction with the project manager and others, we rediagrammed the Doyle project, phase 1, on sheet 4A, Issue #1 dated April 15, 1976. In this network we diagrammed both the private development design process and the design process for PASI-1 work.

At present Halprin Associates, the DPW, Consumers Power and Michigan Bell are preparing preliminary drawings for PASI-1 work. Once these are complete, the drawings will be reviewed by the Department of Community Development, Halprin Associates and the DPW, concurrently with preparation of additional estimates. Upon review of all estimates and preliminary

drawings, final working drawings will be prepared. It is projected that final working drawings will be completed August 2, 1976 (working day 405). Upon their completion, federal, state, county and city approvals will be obtained, after which the city will advertise for proposals and let contracts. It is presently expected that construction for PASI-1 will begin on October 12, 1976 (working day 455). This is a slight lengthening of the target date due to additional approvals that must be obtained.

Concurrently with PASI design work, a sales prospectus will be prepared and developers selected. It is presently hoped that the developers for the property can be available by September 3, 1976 (working day 429). After selection, the developers will prepare schematic drawings, have these approved, prepare preliminary working drawings, submit them for approval and then prepare the final working drawings after which a commitment can be obtained for construction. The present target for completion of all developer final working drawings is January 21, 1977 (working day 525). Two weeks later it is expected to have commitments for construction of the private improvements. This is reasonably good timing since it should allow major construction efforts to be put into work in early spring and proceed through good weather for 1977. Again, the schedule is ambitious but presently work is moving relatively well and if all approvals and reviews can be cleared quickly, this target is feasible.

During the latter part of our discussion on April 15, 1976 (working day 330), there were several questions asked about platting of the property. Therefore, it is recommended that the six questions presently being addressed for the St. John project also be reviewed relative to Doyle. These questions are:

- 1) Is replatting of the Doyle area desirable?
- 2) Can legal steps to replat any given area be initiated before all properties in that area have been acquired and vacated?
- 3) During the replatting process can parcels of property be disposed of within the area being replatted?
- 4) Must utility service be maintained to unoccupied but privately owned facilities that have not yet been acquired?
- 5) Can public area site improvement (PASI) work in an area proceed without the city having acquired unoccupied parcels?
- 6) Can the area be replatted in sections over a period of time?

Due to the very complex and random pattern of land parceling in Doyle, it appears there could conceivably be a severe problem relative to property description and disposition if a more appropriate platting is not carried out. This matter should be put into study immediately. I shall review it with the project team at our next monitoring meeting.

Copies of the new Issue #1, sheet 4A, were issued to the Department of Community Development and the DPW.

### St. John Project

At the meeting on March 25, 1976 (working day 315) various items of design were reviewed including the Stewart Avenue grade separation, right-of-way widths, road lane widths, buffering and the status of current working drawings. At that time work was proceeding in reasonable adherence to the projected schedule.

As we reviewed the program, the problem of replatting continually entered the discussion and a list of six questions (see above under Doyle) were submitted for answers to the project team. The questions are complex and require considerable study. As of April 15, 1976 (working day 330) no conclusive answers have been defined. However, at our April 15 meeting several knowledgeable individuals about planning were present and the consensus for the six questions was as follows:

- 5/1/76  
1) Is replatting of the ~~Doyle~~ <sup>St. John</sup> area desirable?

Answer) Most were favorable toward replatting provided the process does not take too long. It can be assumed that most are in favor of replatting the entire area.

- 2) Can legal steps to replat any given area be initiated before all properties in that area have been acquired and vacated?

Answer) This is a complicated legal problem. It is possible that it could be done under the blighted area acts and the plat act; however, a conference with an expert in this field of practice is recommended.

- 3) During the replatting process can parcels of property be disposed of within the area being replatted?

Answer) Consensus here was no.

5/1/76  
Richard  
Liz,  
6/24/76  
yes

All except  
Richard,

no

- 4) Must utility service be maintained to unoccupied but privately owned facilities that have not yet been acquired?

6/24/76  
All land  
will be  
acquired  
by end of  
year.

Answer) Generally it is felt that utility services must be maintained or a corresponding adjustment made to appraisal values. This matter also is a technical legal problem and should be referred to experts.

- 5) Can public area site improvement (PASI) work in an area proceed without the city having acquired unoccupied parcels?

Don't  
know

Answer) It is possible some PASI improvements could be started if specific areas to be improved are under city ownership.

- 6) Can the area be replatted in sections over a period of time?

yes.

Answer) The general answer seems to be yes, since it is possible to divide a major area into sub-areas for replatting.

This whole problem of replatting could be a severe bottleneck to the job and I again recommend that authentic, authoritative answers be obtained to the above six questions immediately.

As part of our monitoring on April 15, 1976 (working day 330), we reviewed the current status of preliminary working drawings. The DPW and Halprin Associates are currently meeting targets between early and late starts and finishes. Utility estimates are currently in work but there may be some difficulty in meeting our present timetable since additional information is needed before utilities can refine their estimates to the degree required. This item should be given immediate attention.

As part of our monitoring we also reviewed the land acquisition schedule. There is some confusion as to the desired sequence and priority of areas. Presently the number of pieces of property to be acquired in each of the areas is approximately as follows: (for area definition, see Monitoring Report #10, page 4).

Area	Vacant parcels to be acquired	Occupied parcels to be acquired
2	180	0
3	20	51
4	103	78
Triangle	<u>20</u>	<u>45</u>
	323	174

Under the present acquisition schedule, 25 to 30 properties can be acquired per month. It appears with the present capabilities for acquiring land that serious attention must be given to scheduling which areas are to be concentrated upon first. There was considerable discussion at our meeting as to whether area 2, 3 or 4 should receive the highest priorities. There were no decisions possible at this meeting on the matter. Therefore, I suggest that a definition of the following items be made by the project team.

- 1) Which area is most critical to start marketing earliest - area 2, 3 or 4 or the triangular area?
- 2) Can we install PASI-AA work without owning all properties in any given area?
- 3) When will all right-of-way properties in areas 2, 3 and 4 be acquired?
- 4) And most important, do we replat?

*June 24, 76*  
Area 2  
part  
old CI  
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t. Vard  
Rang

I recommended at our meeting that the project team attack these questions now and obtain definitive answers from those in authority as soon as possible. At our next session we should probably rediagram the procedure necessary to get PASI-AA work into the field. Our present goal is to start construction on PASI-AA October 7, 1976 (working day 452). To do this, it will be critical to give every detail element of the project careful attention over the next few weeks.

U of M Flint Campus

A careful review was made of the project progress at both the March 25 meeting and the April 15 meeting. Presently it appears that the classroom and office building will be available for at least a partial fall occupancy and so plans are proceeding on that basis. It is expected that usage of the building will increase as colder weather approaches.

Early parking improvements are to be let for construction by June 1, 1976 (working day 362) so as to have these ready by the fall session. Utility tunnel work is out for proposals and a contract is expected to be let about June 1, 1976 (working day 362). Construction is expected to be complete on the utility tunnel by June 1, 1977 (working day 617).

The utility building is also out for proposals. This contract will be let about June 1, 1976 (working day 362). The facility is expected to be operative September 1, 1977 (working day 682).

The University Center (UCEN Building) will be submitted to the Regents for review on June 21, 1976 (working day 336) and working drawings will be put into work immediately. It is hoped that early footing work can begin October 1, 1976 (working day 448) with completion of construction tentatively set for September 5, 1978 (working day 938). (Note: This completion date is subject to further evaluation and confirmation.)

Presently construction of the utility tunnel initiates corridor series 01.00 on or about June 1, 1976.

These corridor conditions are described in attachment A to Monitoring Report #10, page 1. Corridors 01.01 through 01.06 will be in effect about June 1, 1976 (working day 362). The various corridor descriptions were reviewed with the affected parties and immediate steps will be taken to initiate traffic changes.

Corridor 02.00 for the UCEN Building, according to the present schedule, will be put into effect on October 1, 1976 (working day 448). This includes corridor conditions 02.01 through 02.05 as described in attachment A to Monitoring Report #10, pages 1 and 2. A critical part of this work is construction of an alternate Liberty Street bypass route for Stevens Avenue extending Liberty through to the Flint River. Construction is due to begin by July 7, 1976 (working day 366) and be completed by October 1, 1976 (working day 448). (Note: The starting date is subject to further confirmation.)

The entire corridor series 01.00 and 02.00 dealing with the utility tunnel and the construction of the UCEN Building are very critical to proper traffic circulation and access in the downtown area. This is especially important since the Buick Freeway work is also now getting underway. I recommend that those involved in the affected projects carefully study the corridor conditions and take appropriate steps to insure smooth and continuous traffic flow.

Riverfront Center (RC)

No monitoring was conducted on the Riverfront Center at this session due to the press of time. However, as the other programs start, it will be increasingly important to explicitly define the time frame for Riverfront Center planning. I shall be in contact with Mr. Nester and Mr. Figa regarding this.

I-475 Expressway Extension (Buick Freeway - BF)

Person Road work has gotten underway and proposing on other elements of the Buick Freeway is also in work. A detailed review of the project was not made at this session because of lack of definitive information.

It was noted that there has been some slippage on the Flint River bridge (corridor 22.00), service road work (corridor 24.00 and 25.00) and the Broadway and Stever bridge work (corridor 26.00).

The Flint River bridge project was due to start in mid-May but now will probably be let in June - a delay of approximately one month. We are assuming for planning purposes that work there will begin on June 21, 1976 (working day 376). End dates of the various elements will be adjusted by a corresponding extension. Referring to attachment A to Monitoring Report #10, page 4, corridor conditions 22.01 through 22.04 will be put into effect on about June 20, 1976 (working day 376).

Service road work (corridor 24.00 and 25.00) is now due to be let in July. Referring to attachment A to Monitoring Report #10, page 5 and page 6, corridors 24.01 through 24.14 are expected to be put into effect on July 26, 1976 (working day 400). It should be noted there will be some lag for mobilization, start of construction and delivery of critical materials. However, for present purposes it should be assumed that corridor condition 24.00 will be in effect from July 26, 1976. This is a lag of approximately 24 working days over the previous starting point. End dates will be adjusted a corresponding amount.

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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

Thus, it appears that the northbound and southbound service roads between Court and Kearsley can now be anticipated ready for use by September 7, 1977 (working day 685) instead of the previously expected August 3, 1977 (working day 661). This revised date will be confirmed with the State Highway Department.

The Broadway and Stever bridge contract is now expected to be let in June - probably June 21, 1976 (working day 376). Thus, corridor 26.00 as shown on attachment A to Monitoring Report #10, page 7, will be in effect as of June 21, 1976 (working day 376).

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As the major programs move into the field, it will be more and more critical to keep continually aware of corridor needs as the start of each project approaches. Over the next few weeks I shall assemble a procedure for using the corridor schedules to anticipate the various conditions that will exist as each project is put into work. As a result of our monitoring on April 15, 1976 (working day 330) I shall update the staging schedule and reissue to those concerned and interested.

Ralph J. Stephenson, P.E.

RJS  
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To: Mr. Andrew Nester, P.E.  
City Engineer, Flint, Michigan



May 11, 1976

**Subject: Monitoring Report #13**

**City of Flint Downtown Improvement Program**

**Flint, Michigan**

**Project: 75:56**

**Date of Monitoring: May 6, 1976 (working day 345)**

**Actions taken:**

- Conducted project planning and management short seminar for city of Flint staff
- Participated in organizational structure conference for downtown program implementation with city of Flint staff
- Reviewed upcoming corridor conditions for next two months
- Briefly evaluated overall project status

**General Summary**

The major portion of this monitoring was devoted to an intensive discussion seminar on project planning and management as specifically related to the Flint downtown program. Attending were about 15 members of the city staff, all of whom are involved in the Flint downtown program.

The major objectives of this seminar conference were:

- 1) To present and discuss the basics of project management as applied to the Flint downtown program; this to obtain consistency and predictability of action within the administering and implementing groups.
- 2) To define the ongoing organization and project relationships that are critical to maintaining healthy downtown development project progress.

- 3) To begin establishing specific techniques by which projects will be monitored and controlled as they move into the field.
- 4) To begin isolating technical, administrative and political interfaces among projects so as to improve the probability of success in each.
- 5) To begin detailed discussions of the interrelations of the project monitoring and control system with the ongoing work of each project manager and staff.
- 6) To discuss and generally agree upon a consistent glossary of terms used in project planning and management.  
(Note: This glossary was given to all attending the short seminar and is attached to this report. It is hoped the definitions will be of help in better understanding the language and communications to be used on the project.)
- 7) To explore means of effectively utilizing the effective resources presently available within the city technical staff.

The seminar covered several major topic areas that can be considered an integral part of the ongoing business, technical, political and social process of implementation. Response was excellent and generally the discussion, that was an integral part of the class, was pertinent and to the point.

The short seminar outline can be made available if desired.

From the discussion emerged several topics of high interest. These included:

- Objective definition (Where are we going and why?)
- Measurement and interrelationship of various types of profit (private and public)
- Interrelations between functional profit-making, political and operational units

- The role of each to be effective (How do we do it?)

Of strong concern to all on the Flint downtown development program should be the continual redefining, reinforcing and restating of original and new objectives. This is especially important on a major redevelopment program since so often the objectives do change in nature and complexion as the project proceeds. I have urged that each department head and each project manager re-examine the objectives that his or her program has to insure that the work that we are doing presently does in fact work to those objectives. This is an important function of management.

Another area of interest to all of the municipal staff is measurement of the profit to be achieved. Profit is a complex combination here of financial profit, socio-economic profit, cost effective profit and environmental profit. It was stressed that this program must be profitable in each of the above if it is to be considered a success.

During the conference several definitions were provided that apply to interrelationships existent between various sectors of the Flint city government. These are contained in the glossary of terms attached to this report. At a detailed discussion held in the late afternoon, an analysis was made of the interrelations that are desirable to maintain within the operating departments of the city and these are presently under study to see how they can be strengthened and improved as we move into implementation of the field program. At the afternoon session we also initiated discussions as to how the monitoring and control system can best be tied into the current project management organization. It was decided that there would be specific procedures followed and some preliminary ground rules for these were established. These will be constantly evaluated but currently the following have been generally agreed upon.

- 1) My major contacts for monitoring and control will be with each project manager. These are as follows:

Buick Freeway	-	Andy Nester
St. John	-	Greg McKenzie
Doyle	-	Kathy Stoughton
Riverfront Center	-	Joe Figa
U of M Flint Campus	-	George Ursuy
River Beautification and Flood Control	-	George Ursuy

- 2) Regular reporting techniques will be established with each project manager by me to insure that I have regular and adequate information to monitor to the established standards of performance. This information can be conveyed either orally or in writing, depending upon the preference of the project manager. In either event, I shall plan at each monitoring (probably to be done bi-weekly) to review project status with the project manager and report on it against the current standard of performance. If it is desired by the project manager to report on his program in writing, he certainly may do so.
- 3) The basic standard of performance will be the network model for the project and any translations felt helpful. Presently we are monitoring the corridors for all projects through the use of the corridor schedules. These have been from detail plans for each of the three current in-work projects.
- 4) Monitoring projects will be accomplished in the field as well as in the office and preferably in company of the project managers. This is an important process and should be given a high priority of attention at the project management level. The need for accurate information is high if effective monitoring and control processes are to be maintained on this very complex job.
- 5) Project managers will be generally responsible for obtaining from each agency the detailed standard of performance (generally network models) as they are prepared for each project. I shall review this matter with the project managers to insure that a clear understanding of the process is had by all.

Presently I have a need for the State Highway Department network plans being used for construction of the Buick Freeway work. Network models will also be needed shortly for the U of M utility tunnel, the U of M parking lot improvements, the Liberty Street bypass and the Flint River flood control and river beautification program.

- 6) From these network models will be derived summary diagrams showing the interfaces between the networks. Where such interfaces affect internal workings of each network and project, such interfacing will be isolated and identified in conjunction with the project manager and the agency affected.

At the afternoon conference the organization defining the technical, political and organizational interrelations between city of Flint departments responsible for the projects was reviewed carefully. This is a matter that will be discussed in more detail with those in authority in the city. It is important to remember that the downtown development projects are far more sizable in nature than are normally encountered, particularly on a concurrent basis in the city of Flint. Therefore, to insure that they are brought off well and successfully achieve the objectives that have been defined, it will be essential that more than ordinary attention be given to keeping the project structure healthy, simple and dynamic. The responsibility for this extends both up and down from the middle management level directly involved in the programs (i.e. the department heads and project team management). Presently a high awareness of potential problem areas is keeping the project group moving in an effective and positive direction. It is the responsibility of all involved to insure that this action is ongoing.

At the close of the day's discussion we made a quick review of several of the projects. A brief evaluation follows.

#### River Beautification and Flood Control Project (FC)

This project is on schedule, in accordance with the previous Monitoring Report #12, page one and it is still estimated to be able to move on-site by July 9, 1976 (working day 389).

#### Doyle Project (DP)

No major discussion held at the meeting.

#### St. John Project

No major discussion held at this meeting.

U of M Flint Campus

A brief review of U of M work shows that the utility tunnel is still expected to start in the field on June 1, 1976 (working day 362). Parking lot improvement work and the construction of the Liberty Street extension is also expected to begin sometime this summer. A more detailed evaluation of the U of M job will be made at subsequent monitorings. U of M work is a very important and critical pivot point in the entire downtown development because of its importance and location. Therefore, ongoing monitoring evaluation will be especially important here.

Riverfront Center (RC)

No major monitoring done at this meeting.

I-475 Expressway Extension (Buick Freeway - BF)

Corridor code 20.00 - Pierson Road work

Work on the Pierson Road area is underway and corridor 20.01 making Horton and Selby a one-way pair was accomplished on April 12, 1976 (working day 327). This was approximately ten working days ahead of schedule. We are presently holding May 26, 1976 (working day 359) for implementation of corridors 20.02, 20.03 and 20.04. These deal with closing of Pierson Road between Dort and Premier and the provision of alternate routes for traffic.

Corridor code 21.00 - Pierson Road work subsequent to corridor 20.00 work

This work will all start after Pierson Road has been reopened in September 1977.

Corridor code 22.00 - Flint River Bridge

The Issue #3 corridor schedule shows work starting on June 21, 1976 (working day 376). However, Mr. Nester reported that this date probably would slip one month. Design changes due to revised bridge loadings have delayed completion of working drawings and specs. Thus, we will hold the start of corridor 22.00 Flint River Bridge work at July 21, 1976 (working day 397).

Corridor code 24.00 - Seven bridges and service roads

The Issue #3 corridor schedule calls for this work to begin July 26, 1976 (working day 400). There now will be a two month lag in this start, again due to needed design revisions. The delay will put the start of corridor 24.00 work at September 27, 1976 (working day 444). An effect of this extension is to further delay availability of service roads between Court and Kearsley. The Issue #3 completion date on these was September 7, 1977 (working day 685). This probably now will be revised to about November 8, 1977 (working day 729).

It should be pointed out here that the service roads are critical to many of the interfaces with other corridor conditions. It is also to be stressed that these service roads are an important part of the total corridor matrix and should be given a high priority of attention. I shall discuss this in more detail in subsequent monitoring reports as information becomes available.

Corridor code 26.00 - Broadway and Stever Bridge

Work on corridor 26.00 is expected to start on May 17, 1976 (working day 352) well ahead of the present schedule.

\* \* \* \* \*

Our next monitoring session will be Tuesday, May 18, 1976 and at that time we should spend the morning reviewing job status with the various project managers and agencies concerned. I suggest we have a full scale review of the U of M Flint program and the flood control and river beautification project. It would be very helpful if representatives of the U of M and the Corps of Engineers could be available in the morning. Afternoon work will be devoted to physical inspection of the areas and an on-the-site monitoring review.

**Monitoring Report #13  
City of Flint Downtown  
Improvement Program  
Page eight**

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

**If time permits in the morning we should also start detail corridor planning for Doyle and St. John. In any event, a brief monitoring of current status should be made of Doyle and St. John, along with the Riverfront Center if information is available.**

**I shall be in touch with Mr. Nester to establish the agenda in detail.**

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

**RJS  
m**

**To: Mr. Andrew Nester, P.E.  
City Engineer, Flint, Michigan**



• CRITICAL PATH PLANNING

• LAND PLANNING

• MANAGEMENT CONSULTING

• PLANT LOCATION

RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER

15064 WARWICK ROAD  
DETROIT, MICHIGAN 48223  
PHONE 273-5026

May 11, 1976

Mr. Andrew W. Nester, P.E.  
City Engineer  
City of Flint  
1101 S. Saginaw Street  
Flint, Michigan 48501

Dear Andy:

As we discussed, I shall be in Flint for my next monitoring on Tuesday, May 18, 1976. At this session I would like to spend the morning reviewing projects at our war room and the afternoon inspecting the various programs in the field. For the morning session, it would be desirable to concentrate on a detailed discussion of the U of M project and the Flood Control and River Beautification program. I believe we should resolve in detail work that will be proceeding this summer on the U of M Flint Campus. It would be very helpful if Bob Wilson could be available. For the Corps project, I recommend that George Ursuy be there and if any Corps representatives could attend, it would be of help.

If time permits, we should also review current job status in the morning on Doyle, St. John and the Riverfront Center. These should consist mainly of monitoring current planning stages. In the afternoon I would like to physically inspect all of the various areas we are concerned with and most particularly those that are about to get into work or are in work on the Buick Freeway program.

Mr. Andrew W. Nester, P.E.  
Page two

RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

We will need the detail network plans that are being prepared for each of the projects as they come on stream. At this monitoring I would appreciate very much being able to receive from the Highway Department or the contractors, whichever has prepared the network diagrams to be actually used on the project, copies of their field networks. This will allow me then to begin integrating information from the various parties involved into the master summary diagram.

During our afternoon monitoring it might also be appropriate to discuss on a continuing basis the method by which my efforts from here on will relate with the various agencies involved, as well as how we are to work with the project managers.

I feel our session at the Clark School was extremely helpful and has us pointed in a good, positive and enthusiastic direction that we should strive heavily to maintain.

I shall plan to update the corridor schedules with you at our next session.

Thank you very much for arranging the short seminar last week. It was enjoyable and helpful and we should plan to conduct similar efforts periodically to insure there is full awareness of the methodology and procedures we are working with in our total planning and control system.

Sincerely yours,

Ralph J. Stephenson, P.E.

RJS  
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May 28, 1976

Subject: Monitoring Report #14  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 75:56

Date of Monitoring: May 18, 1976 (working day 353)

Actions taken:

- Set preliminary procedure list with project managers
- Updated corridor schedules
- Briefly reviewed overall program status
- Field inspected project areas

General Summary

The various projects that impact upon downtown are now beginning to move into the field. How to handle the shift in emphasis from design to construction was a major discussion topic at the conference today. Out of our work came a preliminary project procedure which was developed with the project managers, a copy of which is appended to this monitoring report.

These guidelines are being reviewed by the project managers and all others in authority positions on the project for their appropriateness. It is essential that a communications system be used that is sensitive to project influences.

A major offshoot of developing the procedure list was consideration of a potential need for a single individual to exert full time directive management influence over the entire six project program. I am not yet convinced this is necessary and will make a further review of the need in the next few monitoring sessions.

We made a major corridor updating at this monitoring and revisions to corridor schedule sheets 2, 3, 4, 5, and 6, along with the addition of sheet 2A were completed. These corridor revisions will be made on the tracings and reflected in a new issue #4 dated May 18, 1976. As is noted in the procedures, corridor schedules will be updated from latest informa-

tion available once a month. Each succeeding update will be given a new issue number so as to identify and keep current data regarding corridors. Each monitoring report will refer to the appropriate current issue of the corridor items.

A brief review of the corridor conditions in Issue #4 for each project is given below.

UM - A (Corridor 01.00)

- 01.01 - voided 5-18-76. Superseded by corridor 01.07.
- 01.02 - First Street traffic to be made westbound May 23, 1976 (working day 357)
- 01.03 - Corridor description changes to 'no parking on First Street, north side from East to Church.' Corridor in effect starting May 23, 1976 (working day 357)
- 01.04 - voided 5-18-76.
- 01.05 - to be put into effect June 1, 1976 (working day 362).
- 01.06 - to be put into effect October 1, 1976 (working day 448).
- 01.07 - Kearsley, between Stevens and Clifford, was closed May 10, 1976 (working day 347).
- 01.08 - Kearsley, between Stevens and Liberty, will be closed June 1, 1976 (working day 362).
- 01.09 - Kearsley, between Liberty and I-475, to be closed June 14, 1976 (working day 371).
- 01.10 - Change East Street between Kearsley and Court from one way northbound to two way. To be implemented June 14, 1976 (working day 371).

Note: Corridors 01.07, 01.08, 01.09 and 01.10 are permanent revisions.

UM - B (Corridor 02.00)

Construction of new UGEN Building

Major corridor conditions to be implemented October 10, 1976 (working day 448).

- 02.02 - First Street traffic made one way westbound. To be implemented May 23, 1976 (working day 357).

UM - C (Corridor 03.00)

To be implemented in 1978.

FC - A - Harrison Street Bridge Work (Corridor 10.00)

Corridors 10.01, 10.02, 10.03, 10.04, 10.06 and 10.07 to be able to be implemented July 9, 1976 (working day 389).

Corridor 10.05 - First Street traffic made one way westbound permanently.  
To be implemented May 23, 1976 (working day 357).

FC-B (Corridor 11.00)

All corridors 11.01 through 11.10 to be in effect starting March 17, 1977 (working day 564).

BF-A (Corridor 20.00)

All corridors in the 20.00 sequence should be in effect by May 26, 1976 (working day 359).

20.01 - Horton and Selby made one way pair on April 12, 1976 (working day 327).

BF-E (Corridor 21.00)

To be implemented in 1977.

BF-B - Flint River Bridge Work (Corridor 22.00)

Probably will be put into effect July 21, 1976 (working day 397). This is a slippage of one month.

BF - C - Bridges and Service Roads between Court Street & Kearsley Park (Corridor 24.00)

Corridors in the 24.00 series will be delayed about two months from the current target of July 26, 1976 (working day 400). New starting target probably will be September 27, 1976 (working day 444).

BF - G (Corridor 25.00)

To be implemented in 1977.

BF - D - Broadway and Stever Bridge (Corridor 26.00)

To be implemented May 17, 1976 (working day 352)

Misc. (Corridor 60.00)

Note: This is a new corridor for conditions not specifically assigned to a given project.

60.01 - Remove all curb parking on Saginaw between Fifth Street and Flint River. To be implemented May 28, 1976 (working day 361). This will be a permanent corridor condition. (Note: Corridor 60.01 implementation was held May 21, 1976 (working day 359). No further word).

Considerable time at the meeting was devoted to discussing corridor conditions and how to help insure that conflicts will be minimized over the next few months.

As part of our ongoing management discussion we reviewed project topical areas and related them to the functional needs of each. This was a preliminary discussion to assist project managers to maintain effective control of their jobs. A further evaluation of this approach will be made and discussed at subsequent meetings.

In the afternoon I visited each of the project areas with Mr. Stan Parish. A brief report of the current status of the job follows.

River Beautification and Flood Control Project (FC)

This project is on schedule. It is estimated that site move-on will be by July 9, 1976 (working day 389). Currently a ground-breaking is planned for July 1, 1976 (working day 384).

Doyle Project (DP)

No major discussion held at this meeting.

St. John Project (SJ)

No major discussion held at this meeting.

U of M Flint Campus (UM)

Utility tunnel work in Kearsley is expected to start sometime early in June. Parking lot improvement work and construction of the Liberty Street extension is also expected to be initiated during June with the temporary Liberty Street bypass to be open by August 23, 1976 (working day 420).

Riverfront Center (RC)

No major monitoring was accomplished at this meeting.

Monitoring Report #14  
City of Flint Downtown  
Improvement Program  
Page five

RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

I-475 Expressway Extension (Buick Freeway) - (BF)

Corridor code 20.00 - Pierson Road Work

Work continues at Pierson Road with the remainder of corridor conditions in the 20.00 series still holding at May 26, 1976 (working day 359).

Corridor 21.00 - Pierson Road work subsequent to corridor 20.00 work

This phase will begin after Pierson Road has been reopened in September 1977.

Corridor 22.00 - Flint River Bridge

Start of this work is being held at July 21, 1976 (working day 397).

Corridor 24.00 - Seven Bridges and Service Roads

Start of corridor 24.00 still being held at July 26, 1976 (working day 400).

Again it should be pointed out that the service road construction is a critical part of this corridor.

Corridor 26.00 - Broadway and Stever Bridge

Reported to start May 17, 1976 (working day 352).

Our next monitoring will be on Wednesday, June 16, 1976. I shall provide Mr. Nester a suggested agenda which can be used as the outline for our monitoring session.

Ralph J. Stephenson, P.E.

RJS  
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To: Mr. Andrew Nester, P.E.  
City Engineer, Flint, Michigan

May 27, 1976

Appendix to Monitoring Report #14

City of Flint Downtown Improvement Program

Partial Preliminary Procedure List Established With City of Flint

Project Managers May 18, 1976

Those attending:      Greg McKenzie  
                         Doug Baehr  
                         George Ursuy  
                         Stan Parish  
                         Ed Custer  
                         Kathy Stoughton  
                         John Harpst

At this session we discussed and began setting preliminary project manager guidelines by which downtown improvement planning, monitoring and control would be exerted through networks and corridor schedules. The results of this discussion follow. Points are listed at random. Later they may be organized into better defined groupings. Note: the first six are derived from Monitoring Report #13, pages 3, 4 and 5.

- 1) Major contacts for all monitoring and control activities will be the project manager on each job. These are:

Buick Freeway	-	Andy Nester
St. John	-	Greg McKenzie
Doyle	-	Kathy Stoughton
Riverfront Center	-	Joe Figa
U of M Flint Campus	-	George Ursuy
River Beautification and Flood Control	-	George Ursuy



- 2) Regular written reports will be prepared by each project manager by the 10th of each month. These reports should be short management by exception discussions containing pertinent historical data (kept brief), current status of work and most importantly what is coming up in the next one month, three month and six month periods. It is emphasized that this report should be concerned mainly with problem identification, suggested solutions and other exceptions to the smoothly running job.

I should receive one copy of each project manager's report. Further distribution is to be decided by project managers and their associates. I shall use the project manager reports in conjunction with oral discussions of the job and on site monitoring to establish project status at each monitoring session.

- 3) Basic standards of performance will usually be network models for each project, and any translations felt helpful. Presently we are monitoring from project corridor schedules. These have been prepared from network plans for each of the three current in-work projects.
- 4) Monitoring will be accomplished in the field as well as in the office, and preferably in the company of project managers. It is an important process and must be given a high priority of attention at all levels. The need for accurate information is critical if effective monitoring and control procedures are to be maintained for this complex program.
- 5) Project managers will be generally responsible for obtaining from each agency detailed network models as they are prepared for each project. I shall review this matter at each monitoring to insure I have up-to-date, accurate network plans.
- 6) From the network models will be prepared summary diagrams showing the major interfaces between projects. Where such interfaces affect inner workings of a project, such interfacing will be isolated, and identified in conjunction with the project manager and the agencies affected.
- 7) Tentative corridor schedule dates will be set at least six months (and preferably, further) ahead of their implementation start. Responsibility for setting the dates and nature of each corridor implementation item is the project manager's in conjunction with me.

- 8) Corridor information will be reviewed at each monitoring session and the corridor schedules will be updated, if necessary, each month.
- 9) Identifying required revisions to corridor schedules is the project manager's responsibility. All corridor changes should be immediately conveyed to Mr. Nester in writing. Concurrently all other project managers should be notified by the originating project manager of the change. The originating project manager has the obligation to confirm with all other project managers that the revision is not in conflict with elements of other projects. Conflicts are to be resolved promptly among all parties involved.
- 10) All project managers should sign off on revisions to corridors and Mr. Nester informed of the sign offs promptly. He, then, will approve or disapprove the corridor revision and record it so the change can be made at the monthly updating.
- 11) Project managers will be responsible to see that all political, administrative, technical, public relations and field implementation steps have been taken to insure timely corridor starts, effective continuation and happy endings.
- 12) Emergency corridor situations should be reviewed immediately with Mr. Nester for appropriate action.
- 13) Mr. Nester will prepare each month a list by corridor number of all corridor conditions that will be started, continued or ended over the next two month period. This list is to be sent to all parties deemed appropriate by Mr. Nester and the project managers. In addition, Mr. John Harpst will receive a copy to provide input to and from the mayor's office.
- 14) Project managers will be responsible for notifying all implementing agencies and organizations, i.e. the mayor's office, State Highway Department, Corps of Engineers, consultants, private companies, authorities and others outside the city of Flint, of corridor situations, revisions and projections. Communication with other doing organizations related to each project manager's program will rest with the project manager.

July 2, 1976

Subject:     Monitoring Report #15  
  
          City of Flint Downtown Improvement Program  
  
          Flint, Michigan

Project:     75:56

Dates of Monitoring:   June 16, 1976 (working day 373 and  
                          June 24, 1976 (working day 379)

Actions taken:

- Continued detail planning of St. John phase one work
- Reviewed current status of Doyle project
- Conferred on U of M Flint campus utility tunnel and building relative to corridor schedules
- Made phone review of St. John current status with Halprin Associates

General Summary

The early projects in the downtown improvement program are now moving into the field with several currently underway and others planned to start soon. The U of M tunnel and utility building have been let and construction is underway now. The flood control project has been proposed upon a low bidder identified and work is expected to begin early in July. Several highway projects are in work and others will be put into the field over the coming period. Thus, it is becoming increasingly critical that careful attention be given all phases of the management and implementation of this very important Flint improvement program.

As part of our meeting on June 16, 1976 (working day 373) we discussed the appendix to Monitoring Report #14 concerning preliminary procedures for project managers. It was agreed by all project managers that these preliminary procedural items were satisfactory and that we will adopt them. I shall work closely with the project managers to assist them in preparing and distributing the necessary materials for the monitoring and control process.

It should be noted that there are several very important points in this procedure that should be given immediate attention. Included is point #2 dealing with regular written reports which are to be prepared by each project manager by the 10th of the month. Another important item is the need to acquire detailed networks for each project as they come on stream. Also, point #7 is critical - this deals with establishment of corridor schedule dates far enough ahead of their implementation start to evaluate the impact of the corridor.

As projects move into the field, the need for careful correlation between the managerial and technical aspects of each program is becoming apparent. The magnitude of technical detail which will be a part of each project management effort is such that the technical staff involved in the design process must be an integral part of the project team. It is absolutely essential that the technical information required for each program be identified, understood and acquired in timely fashion so as to prevent delays to the job caused by inadequate available data.

A good share of our discussion on the redevelopment programs dealt with identifying technical gaps in data essential to continued smooth progress. We shall further review the participation of technical personnel in the implementation process at further meetings on an as-required basis.

A brief review of each of the major projects currently in work is given below.

#### Corridor Schedules

Ongoing evaluation of the corridor schedules was a part of the monitorings on June 16 and June 24, 1976. Most corridor characteristics and schedules are currently being held and there are no apparent major difficulties at this time. It is to be noted that Stevens Street is to be closed for underground utility work on the week end of Saturday and Sunday, July 10, 1976 and July 11, 1976. It is hoped this closing can be minimally disruptive to regular Stevens Street traffic.

I would like to emphasize the need for all project managers to keep constantly in touch with corridor conditions that affect their particular project. It is only by being aware of what is coming up in the next 2 to 6 week period that adequate notice can be passed along to all those affected so smooth transitions in disruptive traffic conditions can be made.

It is to be noted that the Flint Journal recently published a very good special section on the project in which was contained a detailed review of traffic conditions that might be anticipated over the next several months.

#### River Beautification and Flood Control Project (FC)

This project continues on schedule and it is estimated that site move-on will be about July 9, 1976 (working day 389). A major ground breaking ceremony is planned for July 1, 1976 (working day 384).

Second phase work on the north shore of the Flint River is now being put into design. It is important that these documents are such that they can be proposed upon so conflicts with ongoing flood control construction will be minimized. This should be an early discussion subject at our monitoring sessions.

Doyle Project (DP)

Target date to put PASI-1 work in field - October 20, 1976 (working day 461)

Currently the Doyle project appears to be moving quite well with working drawings to start in the very near future. They were due to begin no later than July 6, 1976 (working day 386). It will be critical to insure that all information from Halprin Associates is available, particularly in respect to the relation of vertical and horizontal dimensions (vertical and horizontal controls) so that early engineering work can proceed without delay. The project manager is currently working on this correlation of information.

A rough sales perspectus is presently in work and anticipated to be completed by its target date of July 1, 1976 (working day 384). Currently work appears to be in good shape and the target of starting field work on October 20, 1976 (working day 461) appears realistic.

St. John Project (SJ)

Much of our work at the two monitorings covered by this report focused on the St. John project. Heavy efforts are being made to get working drawings into production. There have been some difficulties in obtaining adequate information that would allow all parties to begin their work. Conferences between the design team and the engineering groups, however, have resolved most of these.

Some of the items needed for the engineering groups to begin their work are:

- a correlation of vertical and horizontal control measurements
- agreement on the horizontal and vertical dimensions of the redesigned cul de sacs
- agreement on the redesign dimensions of right-of-way turning radii
- profile information on St. John and all lateral roads

Acquisition of this information is in work and it is expected that working drawings can proceed almost immediately. The schedule for St. John is extremely tight and I recommend that continuing attention be given so that all potential holdups are resolved immediately. A meeting will be held next Wednesday, June 30, 1976 (working day 383) to sign off on the preliminary working drawings. Final working drawings are expected to start almost immediately. On July 14, 1976 (working day 392) funding estimates will be reviewed for appropriateness.

As part of our work we once again went over the questions asked in Monitoring Report #12 dated April 21, 1976 and found on pages 5, 6 and 7. A review of each of these questions is given below.

1) Is replatting of St. John area desirable?

Answer) Yes, it has been decided to replat.

2) Can legal steps to replat any given area be initiated before all properties in that area have been acquired and vacated?

Answer) Apparently steps can be taken but the final submission of the plat cannot be done until the properties have been acquired.

3) During the replatting process can parcels of property be disposed of within the area being replatted?

Answer) No.

4) Must utility service be maintained to unoccupied but privately owned facilities that have not yet been acquired?

Answer) It is anticipated that all land will be acquired by the end of the year. Hopefully this will reduce the impact of having to maintain utility services to such facilities.

5) Can public area site improvement (PASI) work in an area proceed without the city having acquired unoccupied parcels?

There was no definitive answer to this question.

6) Can the area be replatted in sections over a period of time?

Answer) Yes.

Although some answers have been acquired relative to replatting there still is enough general concern about the subject that I suggest strong efforts be made to obtain explicit and detailed responses to all questions that still exist. We shall again review these at the next monitoring session.

There were also four additional questions on page 7 of Monitoring Report #12. These were discussed and the answers given below.

1) Which area is most critical to start marketing earliest - area 2, 3, 4 or the triangular area?

Answer) It was generally agreed that the area bounded by old St. John, Massachusetts, new St. John and Vermont (area 2) is the land portion to be marketed first.

7/15/76

- 2) Can we install PASI-AA work without owning all properties in any given area?

No answer available.

- 3) When will all right-of-way properties in areas 2, 3 and 4 be acquired?

No clear cut answer was available.

- 4) Do we replat?

yes. R.

Answer) Yes.

As has been emphasized many times, this matter of replatting is a serious potential problem. It should be given high priority attention on a continuing basis so it does not hold up the marketing process.

As part of our next meeting we also should review the number of vacant and occupied parcels yet to be acquired in areas 2, 3, 4 and the triangular section. Mr. McKenzie said that he would make every effort to have all data available for that meeting.

#### U of M Flint Campus (UM)

A contract has been let for utility tunnel work and construction of the utility building for the U of M Flint campus. Work is expected to start in the field momentarily. It will be important to closely tie together corridor conditions as they are impacted upon by construction of the utility facility. We shall make a major review of this at a monitoring to be held in the very near future. It is still anticipated that Stevens Street will be closed to traffic about October 1, 1976 (working day 448). This matter also will be reviewed in the near future.

Parking lot improvements will be awarded on June 18, 1976 (working day 375). The Liberty Street bypass work is included in this contract. It, of course, will be necessary to complete the work before Stevens Street can be closed to traffic this fall.

#### Riverfront Center (RC)

No major monitoring was accomplished at these meetings.

General

As part of our work on the St. John and Doyle projects, it was decided that a more intensive evaluation of the internal manpower required should be made. The network models for Doyle and St. John were used as a basis for preparing bar chart schedules of each task identified. The number of hours to be spent on each task was assigned and the totals per day were accumulated. This gave a reasonably accurate projection of the manpower required for preparation of working drawings and letting of contracts on the two jobs.

The projection indicates that careful scheduling of manpower is critical during the months of July and August. Peak manpower requirements will probably be reached sometime in the second week in July and provisions must be made now to insure that the demands of the job will be satisfied.

I left the manpower evaluation curves with Mr. Nester and he will do some additional evaluation of these. I suggest a similar evaluation be made of all projects that are to be worked upon by the in-house departments of the City of Flint.

We shall further review these manpower leveling graphs at subsequent monitoring meetings.

Ralph J. Stephenson, P.E.

RJS  
m

To: Mr. Andrew Nester, P.E.  
City Engineer, Flint, Michigan



July 8, 1976

Subject: Monitoring Report #16

City of Flint Downtown Improvement Program

Flint, Michigan

Project: 75:56

Date of Monitoring: July 1, 1976 (working day 384)

Actions taken:

- Reviewed project management system with department heads and project managers
- Evaluated current status of St. John project
- Reviewed U of M Flint campus projects

General Summary

This monitoring day was the ground breaking date for the new Flint Flood Control and River Beautification project. Part of our work today was spent in discussing this project and most importantly, reviewing the subsequent phase 2 of the river beautification for the north bank. Mr. Nester, Mr. Ursuy and I spent considerable time evaluating alternative techniques of releasing the phase two work for construction. We identified five distinct methods by which this work could be put into the field and Mr. Nester and Mr. Ursuy will make a detailed evaluation of each. I shall continue discussing this matter as they desire at subsequent meetings.

It is highly recommended that the phase two project be given careful attention so as to avoid conflicts and interferences with flood control work that will be starting shortly.

At our morning session Mr. Nester and I identified the various City of Flint capital improvement program projects. There are many of these that are ongoing and funded presently but more importantly, there are several that are planned to be implemented within the next five years. This again brings home the strong need to constantly evaluate the method by which these programs are managed, particularly during the funding and design stage. There was considerable discussion

with the project managers and Mr. Nester about project patterns and processes. Mr. Badgett, Mr. Zuchelli and Mr. King joined this discussion later in the morning. Our discussion was based upon the basic premise that a project essentially proceeds through the following stages:

- Stage A - The project is conceived.**
- Stage B - The project is programmed and preliminary funding methods are reviewed. By programmed we mean the concept is reduced to communicable language so that characteristics of the project can be more explicitly identified and firm work proceed.**
- Stage C - The project team continues setting project funding sufficient to establish the staff organization.**
- Stage D - Management identifies and staffs the project organization while continuing a study of the project funding.**
- Stage E - The project team completes all design work on the project.**
- Stage F - Once design work is complete, project funding is assured and firmed up.**
- Stage G - Project construction proceeds.**
- Stage H - The project is operated and maintained.**

The process through all eight stages sometimes can take as long as three to six years. Critical areas are normally found at what I call the hinge point where concepts and programs along with preliminary findings are used to make the transition into specific organizational assignments and the start of early design work. This bridging point normally occurs at the latter half of stage B, during stage C and the beginning of stage D. It is the critical point where the project moves from conceptual stage essentially into an implementation phase,

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

We talked briefly about the level or density of interest during these two major periods of a project - the conceptual and the implementive. It was generally agreed that there is what is known as project fatigue that sets in on the project manager or director who starts out the job and is forced to carry it through to its end. In light of this, some discussion was held regarding the possible assignment of a project director early in the job who would retain direct control of the project through the hinge point and then gradually relinquish day to day management to a project manager somewhere about the beginning of stage D. The project director would remain in overall charge but the project manager would be responsible for seeing that implementation did occur. It might be wise in light of the large number of projects and their sizes to review this concept in more depth at future meetings. I shall discuss it with those concerned.

On the St. John project, the DPW now has adequate information to begin their working drawings. These are expected to start immediately. There still is some fuzziness about land acquisition and the replatting process. However, Mr. King and Mr. McGregor are presently working hard on these areas and we should have firm answers on the process of replatting and completion of property acquisition in the near future. Again, I stress the need to obtain firm answers to the questions outlined in Monitoring Report #15 dated July 2, 1976, page four and page five.

At our next meeting, we agreed to concentrate on the University of Michigan and the Buick Freeway projects. This meeting will be held on July 15, 1976 (working day 393).

The agenda for the meeting is as follows:

- |                    |  |
|--------------------|--|
| 8:30 - 9:30 A. M.  | General review with Mr. Nester and Mr. Ursuy   |
| 9:30 - 11:30 A. M. | Monitoring and updating of corridors for Buick Freeway (Mr. Nester will have Highway Department staff needed available.) |
| 11:00 - 12:00 Noon | University of Michigan Flint Campus (Mr. Ursuy will ask Mr. Wilson to attend)  |
| 1:30 - 2:30 P. M.  | Continuation of University of Michigan Flint Campus review with Mr. Wilson and Mr. Ursuy                                 |

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

**2:30 - 3:30 P.M.      Monitoring of St. John**  
**3:30 - 4:30 P.M.      Monitoring of Doyle**  
**4:30 - 5:00 P.M.      Review of day's activities**

**This next session will be very important since there are many University of Michigan and Buick Freeway elements that should be discussed in detail. It would be appreciated if the personnel needed for these meetings would be contacted to attend.**

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

**RJS  
m**

**To: Mr. Andrew Nester, P.E.  
City Engineer, Flint, Michigan**

July 21, 1976

**Subject:** Monitoring Report #17

City of Flint Downtown Improvement Program

Flint, Michigan

**Project:** 75:56

**Date of Monitoring:** July 15, 1976 (working day 393)

**Actions taken:**

- Reviewed current status of each major project
- Updated corridor schedules
- Continued review of project management methods

**General Summary**

Our work today consisted of an intensive review of the major projects with particular emphasis on updating corridor information for the Buick Freeway. In addition, we discussed further, at a top management level, how to better manage current projects with present and projected project managerial arrangements.

It is to be emphasized continually that the size of projects coming onstream in the downtown and nearby areas will require a high caliber of management which will demand continuing education, training and improvement of present and new staff. This matter is of increasing concern as more and more of these programs actually move into implementation phases. I will continue to discuss this matter and advise as the various city departments request since good project management is an integral part of maintaining proper schedules and high quality performance.

In addition to our regular project reviews, we began detailed discussion about the Auto World facility which is now moving into active preliminary design. The project is presently in the site selection and programming stage. As it moves through these early steps, it will be necessary to tie in project boundary conditions with other programs underway in the city. Therefore, it was felt at this meeting that a detailed review of the Auto World status would be appropriate.

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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

In addition, we met and conferred with the State Highway Department representatives to bring the Buick Freeway corridor schedules up to date from the latest information available.

The next monitoring session is scheduled for the morning and early afternoon of Wednesday, July 28, 1976. I have provided Mr. Nester an agenda for the meeting and we will confer from 8:30 A.M. through to 2:45 P.M. Essentially the conference should concentrate on setting current status of utility work in each major project as it impacts upon the corridor schedules. Mr. Nester and Mr. Ursuy will arrange to have the necessary key utility executives assist us in this review.

A discussion of each of the major projects is given below.

River Beautification and Flood Control (FC)

Work on south bank and bridge construction is now in the mobilization phase and it is expected the contractor will move on the site shortly. Design documents for work at the north bank presently called project B will probably be ready shortly for proposals. The detailed techniques of soliciting proposals have not yet been established in total detail. However, a preliminary method has been discussed and tentatively approved by the project manager.

Project B work on the north bank will probably be divided into two parts - landscaping and structural. This is to provide a convenient division relative to administration of the total project. Of major importance is to insure that conflicts at the touch points between project A (south bank and bridge work) with project B (at north bank) are kept to an absolute minimum. This will be a challenging managerial task and should be given a high priority of attention.

We should do a corridor schedule for the north bank phase B work as soon as design documents are far enough along to allow this to be accomplished with accuracy.

Doyle Project (DP)

Target date to put PASI-1 work in field October 20, 1976 (working day 461)

Presently preparation of working drawings for PASI-1 work is in progress. However, there appears to be substantial concern that these will not be completed by the present target of August 10, 1976 (working day 411). It will be necessary to meet this date in order to begin construction by the present target of October 20, 1976 (working day 461). Of particular

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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

importance is to insure that utility working drawing preparation proceeds concurrently so there is a full package of design documents available for advertising and receipt of proposals. Again, the target for these is August 10, 1976 (working day 411).

Following preparation of working drawings, we have allowed a 20 working day period for obtaining federal, state, county and city approvals. Next, the advertising and receipt of proposals is given 15 working days, followed by another 15 working days for letting contracts.

This is a tight schedule and must be maintained rigorously if work is to be gotten underway this year. Note also that the city of Flint must still negotiate a utility contract for installation of temporary services and removal of power and gas lines.

A slow area in the Doyle project is approval of the rough sales prospectus. For this prospectus to be completed, the Michigan State Housing Development Authority (MSHDA) must prepare a cash flow computer printout. This apparently is not yet available. Also, the legal review of the sales prospectus is still to be done. The prospectus was expected to be approved no later than July 1, 1976 (working day 384), according to our Issue #2 network dated June 16, 1976. Presently, however, it appears that work is from 15 to 20 working days behind this target.

Preparation of the sales prospectus impacts upon advertising and selecting developers. It was hoped to have construction on private work begin by December 13, 1976 (working day 498). However, with the current lag, it does not appear that this is a feasible date to maintain.

We should review this matter in greater detail at our next session on Doyle.

St. John Project (SJ)

Working drawings for DPW work are just getting underway and it is expected that we will continue to maintain our target date of August 23, 1976 (working day 420) for completion of drawings. Most information has been provided and received from Halprin & Associates although there still are some miscellaneous dimensions required that should be made available immediately. Presently we are holding the target date for start of site work on October 14, 1976 (working day 457).

A major problem on St. John has been and to some extent continues to be consideration of replatting the area. Continued requests have been made for legal assistance in this matter but responses have not been forthcoming, probably due to a severe shortage of legal talent. However, it is now expected that additional help will soon be made available and the legal questions can be cleared in the near future.

Also, the schedule of land acquisition should be continually reviewed carefully since if work is expected to begin this fall we should make certain that no barriers to its beginning are encountered. The time to clear these away is as early as possible so that when work moves into the field it can proceed without interruption.

We will again monitor St. John at our next meeting in conjunction with a discussion of utility corridors that may be required for the project area.

#### U of M Flint Campus (UM)

Current construction under way on the U of M campus includes the classroom, office and theater complex, along with installation of the utility tunnel and construction of the utility building. This work is presently proceeding in reasonably good fashion.

In a detailed discussion with Mr. Wilson of the U of M Flint, he indicated it is still expected that if construction procedures are able to be worked out construction of the new University Center Building will begin on October 1, 1976 (working day 448) with completion scheduled for September 5, 1978 (working day 938). This schedule depends upon the contract being let in stages so foundation work can start prior to completion of working drawings. This matter is under current study at the University.

If a high degree of probability of meeting the target date of September 5, 1976 (working day 938) is desired, I strongly recommend that the University let staged contracts. If this is not done, construction probably will not be able to get underway until next March 1977 and this then imposes a very tight schedule on the total job, particularly on closing in the structure by the onset of cold weather.

At this meeting we also reviewed the impact of the various corridors upon the University of Michigan programs and updated as needed.



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CONSULTING ENGINEER

Apparently there is a potential difficulty with routing Stevens Street traffic onto the Liberty by-pass. This matter is presently being studied and the necessary legal opinions being obtained. The streets basically affected are First Street, Second Street and Liberty. Mr. Nester is working on this matter and will make every effort to resolve it quickly. It is still anticipated that Stevens Street will be closed to vehicular traffic on October 1, 1976 (working day 448). Legal steps are presently being taken to effect this closing schedule.

In summary, U of M Flint Campus work is moving fairly well. It will be necessary, however, to pay careful attention to the startup of the UCEN building to insure it gets a proper beginning at an optimum time of the year. This will be important to insure completion as planned.

Riverfront Center (RC)

No major monitoring was accomplished at this meeting.

Auto World (AW)

Mr. Ed Custer met with Mr. Nester, Mr. Ursuy and myself to bring us up to date and discuss the Auto World project. This is a very exciting facility that will present educational and historical exhibits. It is expected that the project will be located on a sizable site in or near the downtown area. For this reason, it has a sizable impact upon the boundary facilities with which it interfaces.

Presently the project is in the programming and early design development stages. There are many different organizations involved, including the master management group, along with an envelope designer, an architectural and site planner, a financial consultant, a marketing consultant, a civil engineering consultant and a traffic consultant. The city of Flint, through Ed Custer, is presently maintaining contact with the FACI management group relative to the impact the project will have upon the various planned city facilities.

Since the project is a critical element in the downtown plan, I recommend we give early attention to the boundary conditions and the necessary internal elements within the site that will be a responsibility of the city. Some of these include:

- land condemnation
- turnover of city properties
- maintenance of streets
- movement of traffic
- signalization of traffic
- police and fire protection
- parking facilities
- planting, if required
- utility corridors affected
- impact upon the 201 Facilities plan
- impact upon the master street plan
- impact upon construction of the 4th and 5th Avenue couplets
- collateral financing programs for improvements
- impact upon corridor schedules presently established for other major projects

These matters were discussed with Mr. Custer, Mr. Nester and Mr. Ursuy. It will be increasingly important that the project, being a significant part of the downtown development, is given a high degree of attention. We shall further discuss this project with Mr. Custer and those who wish to be involved from the project team at our ongoing sessions.

Buick Freeway (BF)

Most expressway discussion at this session centered around updating the Buick Freeway corridors. These will be reviewed in greater detail in the appendix to this report.

We also discussed with Highway Department representatives the current schedule of bridge construction for the entire program.

Present targets are as follows:

Corridor Code	Bridge Location	Construction Starts	Construction Complete
<u>Corridor 24.00</u>	Third Street	October 26, 1976 (working day 465)	August 1, 1977 (working day 659)
	Second Street	October 26, 1976 (working day 465)	August 1, 1977 (working day 659)

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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

Corridor Code	Bridge Location	Construction Starts	Construction Complete
<u>Corridor 25.00</u>	Eastbound Longway	October 26, 1976 (working day 465)	October 3, 1977 (working day 703)
	Eastbound Longway approaches	May 2, 1977 (working day 596)	October 3, 1977 (working day 703)
	Kearsley Street	August 1, 1977 (working day 659)	August 1, 1978 (working day 914)
	Westbound Longway	October 3, 1977 (working day 703)	October 2, 1978 (working day 957)
	Pedestrian	May 2, 1977 (working day 596)	November 30, '77 (working day 744)
	Service road construction	May 2, 1977 (working day 596)	November 30, '77 (working day 744)

These represent the critical dates from which the updated corridor schedule Issue #5 was prepared. Corridor revisions will be made to the master sheets and issued in the near future for ongoing use.

As part of our review of the Buick Freeway work, we discussed Highway Department preparation of networks for each project. There is currently no network model prepared for the service road and seven bridges construction, however, highway representatives said it would be made available in late August.

It also should be noted that the Longway approaches are very critical since they affect the use of the new bridge carrying eastbound Longway traffic.

Corridor Schedules

The current Issue #4 corridor schedules dated May 18, 1976 were reviewed in depth for all projects and revised to Issue #5 dated July 12, 1976 (working day 390). These will be updated and the master set printed for use. Since the corridor schedules have become quite complex, it was felt that a complete

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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

review of these in this monitoring would be of assistance. The corridor descriptions with their starting and completion dates are shown in the appendix to this Monitoring Report #17.

Ralph J. Stephenson, P.E.

RJS  
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To: Mr. Andrew Nester, P.E.  
City Engineer, Flint, Michigan

July 21, 1976

Appendix to Monitoring Report #17

City of Flint Downtown Improvement Program

Statement of Corridor Schedule Data Issue #5 dated July 12, 1976

Corridor Code	Description	Starting Date	Completion Date
<u>UM-A</u>			
Corridor 01.00	<u>Construction of new University of Michigan Utility Tunnel</u>		
01.01	Void		
01.02	First Street traffic made one way westbound	In effect	
01.03	No parking on First Street north side from East to Church	In effect	
01.04	Void		
01.05	Maintain full width traffic on Stevens (except when tunnel construction requires restricted traffic)	In effect	
01.06	Maintain full width traffic on Liberty (for by-pass use)	Oct. 1, 1976 (w/d 448)	Nov. 11, 1977 (w/d 744)
01.07	Close Kearsley between Stevens and Clifford permanently	In effect	
01.08	Close Kearsley between Stevens and Liberty permanently	In effect	
01.09	Close Kearsley between Liberty and I-475 (East Street) permanently	Presently closed with barricade	
01.10	Change East Street between Kearsley and Court from one way northbound to two way permanently.	In effect	

Corridor Code	Description	Starting Date	Completion Date
<u>UM-B</u>			
<u>Corridor 02.00</u>	<u>Construction of new UCEN Building</u>		
02.01	Northbound Stevens diverted at Second eastbound to Liberty and northbound on Liberty to East Blvd.  Southbound Stevens diverted to northbound or southbound East Blvd. to Liberty, southbound on Liberty to First and then westbound on First to Stevens	Oct. 1, 1976 (w/d 448)	Nov. 30, 1977 (w/d 744)
02.02	First Street traffic made one way westbound	In effect	
02.03	Void		
02.04	Void		
02.05	Provide traffic control devices at UM lot entry on Liberty Street extension	To be done as lot is constructed	
<u>UM-C</u>			
<u>Corridor 03.00</u>	<u>Permanent after completion of new UM UCEN Building</u>		
03.01	Saginaw Street bridge reopened	Reopened on March 17, 1978 (w/d 819)	
03.02	Harrison Street bridge reopened	Reopened on March 17, 1977 (w/d 564)	
03.03	East Blvd. vacated from Stevens to Harrison	Vacated Sept. 5, 1978 (w/d 938)	
03.04	East Blvd. vacated from Red Feather to Stevens	Note: to be reviewed	
03.05	Stevens Street bridge turned over to U of M Flint	To be reviewed	

Corridor Code	Description	Starting Date	Completion Date
<u>FC-A</u>			
<u>Corridor 10.00</u>	<u>Harrison Street Bridge Work</u>		
10.01	Harrison Street bridge closed to traffic	July 9, 1976 (w/d 389)	Mar. 17, 1977 (w/d 564)
10.02	Saginaw Street and bridge remain open	July 9, 1976 (w/d 389)	Mar. 17, 1977 (w/d 564)
10.03	Stevens Street and bridge remain open	July 9, 1976 (w/d 389)	Mar. 17, 1977 (w/d 564)
10.04	Northbound Harrison traffic diverted to east and west on Boulevard Drive and Water	July 9, 1976 (w/d 389)	Mar. 17, 1977 (w/d 564)
10.05	First Street traffic made one way westbound permanently	In effect	Permanent
10.06	One Consumers gas line on Harrison Street bridge kept open at all times, two must be kept open in winter	July 9, 1976 (w/d 389)	Mar. 17, 1977 (w/d 564)
10.07	Consider parking alternatives with MTA	July 9, 1976 (w/d 389)	Mar. 17, 1977 (w/d 564)
<u>FC-B</u>			
<u>Corridor 11.00</u>	<u>Saginaw Street Bridge Work</u>		
11.01	New Harrison Street bridge open to traffic	Mar. 17, 1977 (w/d 564)	Permanent
11.02	Saginaw Street bridge closed to traffic	Mar. 17, 1977 (w/d 564)	Mar. 17, 1978 (w/d 819)
11.03	Southbound Saginaw and Detroit Street traffic diverted west on First Avenue to Garland	Mar. 17, 1977 (w/d 564)	Mar. 17, 1978 (w/d 819)
11.04	Northbound Saginaw traffic diverted east on Union, Second, Fourth and Fifth to Harrison	Mar. 17, 1977 (w/d 564)	Mar. 17, 1978 (w/d 819)
11.05	Telephone and traffic cable in Saginaw Street supported or rerouted temporarily	Mar. 17, 1977 (w/d 564)	Mar. 17, 1978 (w/d 819)

Corridor Code	Description	Starting Date	Completion Date
<u>FC-B</u>			
<u>Corridor 11.00</u>	<u>Saginaw Street Bridge Work (continued)</u>		
11.06	Water Street closed permanently	Mar. 17, 1977 (w/d 564)	Permanent
11.07	Saginaw Street closed to thru traffic at Union	Mar. 17, 1977 (w/d 564)	Mar. 17, 1978 (w/d 819)
11.08	Saginaw Street closed to construction traffic from Union to Water	Mar. 17, 1977 (w/d 564)	Mar. 17, 1978 (w/d 819)
11.09	Consider parking alternatives with MTA	Mar. 17, 1977 (w/d 564)	Mar. 17, 1978 (w/d 819)
11.10	Remove parking from both sides of Harrison from Court Street to Flint River permanently	Mar. 17, 1977 (w/d 564)	Permanently
<u>BF-A</u>			
<u>Corridor 20.00</u>	<u>I-475 Pierson Road Work</u>		
20.01	Horton and Selby made one way pair with Horton northbound, Selby southbound	In effect	Sept. 22, 1977 (w/d 696)
20.02	Pierson Road closed between Dort and Horton	In effect	Sept. 22, 1977 (w/d 696)
20.03	Local traffic allowed between Dort and Thetford and Horton and Premier	In effect	Sept. 22, 1977 (w/d 696)
20.04	Stewart Avenue remains open as a detour route across C & O tracks	In effect	Sept. 22, 1977 (w/d 696)
20.05	Dort Road restricted for about two months at Pierson Road	In effect	Sept. 22, 1977 (w/d 696)
(Note: Above end dates could be earlier)			



Corridor Code	Description	Starting Date	Completion Date
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BF-E

Corridor 21.00 Continuation of I-475 Pierson Road Work, Stage 2

21.01	Continue Horton and Selby one way pair with Horton northbound and Selby southbound	Sept. 22, 1977 (w/d 696)	Permanent
21.02	Pierson Road open	Sept. 22, 1977 (w/d 696)	Permanent
21.03	Stewart Avenue not required for detour traffic	Sept. 22, 1977 (w/d 696)	Permanent

BF-B

Corridor 22.00 Flint River Bridge

22.01	Maple and Campeau permanently closed between West Blvd. Drive and St. Johns	Sept. 20, 1976 (w/d 439)	Permanent
22.02	Riverside Drive closed during construction of 54" sanitary sewer between Lewis Street and Lyman	Sept. 20, 1976 (w/d 439)	Oct. 1, 1976 (w/d 448)
22.03	Belle Street closed during relocation	Sept. 20, 1976 (w/d 439)	Oct. 20, 1976 (w/d 461)
22.04	Garfield and West Blvd. Drive closed during construction of sanitary and storm sewers between St. John and Dakota and during remainder of project	Sept. 20, 1976 (w/d 439)	Dec. 30, 1977 (w/d 765)

BF-C

Corridor 24.00 Seven bridges and all service roads between Court Street and Kearsley Park

24.01	Second and Third Street closed between Liberty and East for bridge construction	Oct. 26, 1976 (w/d 465)	Aug. 1, 1977 (w/d 659)
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Corridor Code	Description	Starting Date	Completion Date
<u>BF-C</u>			
Corridor 24.00	Seven bridges and all service roads between Court Street and Kearsley Park (continued)		
24.02	Liberty Street closed permanently south of Second Street	Oct. 26, 1976 (w/d 465)	Permanent
24.03	Lewis Street disrupted intermittently between Avon and Kearsley Park Drive	Oct. 26, 1976 (w/d 465)	Aug. 1, 1977 (w/d 659)
24.04	East Street closed permanently between Second and Kearsley	Aug. 1, 1977 (w/d 659)	Permanent
24.05	First Street closed permanently between Liberty and East	Aug. 1, 1977 (w/d 659)	Permanent
24.06	Crapo kept open across I-475	Oct. 26, 1976 (w/d 465)	Nov. 30, 1977 (w/d 744)
24.07	Void		
24.08	Longway kept open across I-475	Oct. 26, 1976 (w/d 465)	Oct. 3, 1977 (w/d 703)
24.09	Poplar Street kept open across I-475	Oct. 26, 1976 (w/d 465)	Aug. 1, 1978 (w/d 914)
24.10	Close Roosevelt, Cleveland, Benson and Washington permanently between Lewis and northbound service road	May 2, 1977 (w/d 596)	Permanent
24.11	Close Fourth Street permanently between Liberty and East	Aug. 1, 1977 (w/d 659)	Permanent
24.12	Close Kearsley Park Drive permanently between Lingle and Lewis	May 2, 1977 (w/d 596)	Permanent
24.13	Lewis Street closed permanently between Kearsley and Avon Note: New service road replaces Lewis on November 30, 1977 (w/d 744)	Aug. 1, 1977 (w/d 659)	Permanent
24.14	Kearsley closed between East and Thompson	Aug. 1, 1977 (w/d 659)	Aug. 1, 1978 (w/d 914)
24.15	East Street remains open from Court to Kearsley (critical)	Oct. 26, 1976 (w/d 465)	Aug. 1, 1977 (w/d 659)

Corridor Code	Description	Starting Date	Completion Date
<u>BF-G</u>			
Corridor 25.00	Continuation of seven bridges and all service roads between Court Street and Kearsley Park		
25.01	Keep Second and Third Streets open between Liberty and East	Aug. 1, 1977 (w/d 659)	Permanent
25.02	Close Liberty Street permanently south of Second	See corridor 24.02	
25.03	Lewis Street to be disrupted intermittently between Avon and Kearsley Park Drive	Aug. 1, 1977 (w/d 659)	Oct. 2, 1978 (w/d 957)
25.04	East Street remains closed between Second and Kearsley	See corridor 24.04	
25.05	First Street remains closed between Liberty and East	See corridor 24.05	
25.06	Close Avon permanently between Lewis and northbound service road for pedestrian bridge construction	May 2, 1977 (w/d 596)	Permanent
25.07	Kearsley closed across I-475	(same as corridor 24.14)	
25.08	Crapo closed permanently between Lewis and northbound service road	Nov. 30, 1977 (w/d 744)	Permanent
25.09	New eastbound Longway Bridge open to traffic across I-475	Oct. 3, 1977 (w/d 703)	Permanent
25.10	Existing Longway Blvd. closed between Lewis and Walnut	Oct. 3, 1977 (w/d 703)	Oct. 2, 1978 (w/d 957)
25.11	Longway westbound traffic diverted to Walnut, Poplar and Lewis	Oct. 3, 1977 (w/d 703)	Oct. 2, 1978 (w/d 957)
25.12	Roosevelt, Cleveland, Benson and Washington remain closed permanently between Lewis Street and northbound service road	Oct. 3, 1977 (w/d 703)	Permanent
25.13	Fourth Street remains closed permanently between Liberty and East	Oct. 3, 1977 (w/d 703)	Permanent
25.14	Kearaley Park Drive remains closed permanently between Lingle and Lewis	Oct. 3, 1977 (w/d 703)	Permanent

Corridor Code	Description	Starting Date	Completion Date
<u>BF-D</u>			
<u>Corridor 26.00</u>	<u>Broadway and Stever Bridge</u>		
26.01	Local alleys between Lyman and Lewis closed permanently to traffic	In effect	
<u>Miscellaneous</u>			
<u>Corridor 60.00</u>	<u>Not specifically assigned to a project or other corridor area</u>		
60.01	Remove all curb parking between Fifth Street and Flint River on Saginaw Street	Deferred	
60.02	Make Clifford two way between First and Kearsley; make Kearsley two way between Clifford and Harrison; remove all parking on Clifford and Kearsley in above areas permanently	Aug. 2, 1976 (w/d 405)	Permanent

August 13, 1976

Subject: Monitoring Report #18

City of Flint Downtown Improvement Program

Flint, Michigan

Project: 75:56

Date of Monitoring: July 28, 1976 (working day 402)

Actions taken:

- Reviewed current status of each major project
- Discussed impact of utility corridors on all projects

General Summary

The major purpose of this monitoring was to bring into focus the relation of utility work to be done for each project and the corridors presently defined. Thus, most of the day was spent in discussing the scope of presently considered work and its definition in the current corridor schedules. Overall, it was found that most of the utility corridors discussed are incorporated as integral parts of project contract documents and that further definition in the corridor schedules as they now stand is not necessary in all cases. We shall continue our evaluation of the utility impact upon corridor schedules at frequent intervals during future monitoring session.

Our conferences today also pointed up the strong need for continuous followup and close contact with all agencies involved in preparation of contract documents, particularly at present for Doyle and St. John. To be noted is that there has been some confusion about the definition of various drawing and design stages. It was decided at this session that those drawings and specifications that are to be issued for soliciting proposals and constructing the work will be called contract documents as opposed to those drawings and specifications that are schematic or preliminary in nature.

A discussion of each of the major projects is given below.

River Beautification and Flood Control (FC) Phase 1

Mr. Ursuy reports that he has met with the contractor and it is the present intent to work the project from Grand Traverse Street east. Harrison Street bridge work will be done concurrently. It was noted at the meeting that we must remember there is a 60" sanitary sewer to be relocated and a 24" water line to be modified and relocated. Mr. Wilkins pointed out that there also is a fire cable in the Harrison Street bridge that must be accommodated during the construction period. Mr. Don Harris is the contact with the fire department and Mr. Wilkins said that he will follow up on this matter and keep Mr. Ursuy informed.

As of July 28, 1976 (working day 402) no closing had been set yet for Harrison Street across the bridge. Discussions about deactivating the Harrison Street bridge brought out that Consumers must have a letter regarding deactivation of any street lights that are to be taken out of service. Mr. Ursuy agreed that he will act as the liaison between the Corps of Engineers, the DPW and Consumers Power in the matter of street light deactivation. As this item was discussed, it was apparent that a pre-construction meeting with all utility company staff involved, the Corps of Engineers and the contractor would be helpful in resolving any problems that might currently exist. Mr. Ursuy said that he would arrange such a meeting.

To be noted is that if any additional corridor definitions come out of this pre-construction meeting, Mr. Ursuy will make note and identify them for inclusion in the formal corridor schedule.

It should also be mentioned that the river beautification and flood control programs, both phase 1 and 2 on the south and north sides of the river respectively, may impact heavily upon the Riverfront Center. Thus, corridor conditions in 11.00 should be reviewed with the Riverfront Center project team at an early date. We shall do this at our next monitoring session.

Phase 2 river beautification at the north bank is moving out of the design stage and apparently contract documents are in preparation. Consumers Power has asked that service and load information be submitted to them early for this project. I suggest such information also be provided to the Michigan Bell Telephone Company.

In our corridor schedules we have been showing 10.07, consider parking alternatives with MTA. This matter has not been discussed in detail previously but it would be wise to again review to determine its appropriateness and what alternatives might be required when the bridges are temporarily out of commission.

Doyle Project (DP)

Target date to put PASI-1 work in field October 20, 1976 (working day 461)

Extensive discussions were held about the work that actually would be put into the construction process by mid-October. Most of those at the meeting agreed this date will be maintained for start of removal work on the site.

A tentative reworking of dates was also discussed and the timetable below represents the consensus of those at the session. This, it should be pointed out, is not a final target schedule and should be reviewed again at our next monitoring.

- LHA complete contract document package - September 15, 1976  
(working day 436)
- DPW complete package of contract documents - October 6, 1976  
(working day 451)
- Let contracts for DPW/LHA package - December 16, 1976  
(working day 501)
- Start phone, gas and power underground  
installation at all areas - April 1, 1977  
(working day 575)
- Start paving - May 2, 1977  
(working day 596)
- Start private development work - March 15, 1977  
(working day 562)

Note: This should be checked to determine whether it is a satisfactory point for starting construction of the first housing group.

- One housing cluster ready for occupancy - September 2, 1977  
(working day 683)

It was further decided that a decision on the high pressure gas main located in Louisa would be provided no later than August 2, 1976 (working day 405). This decision will come from LHA.

It should be remembered that utility installation decisions that are legal in nature must be reviewed at company headquarters at Jackson, Michigan. This might, in minor legal matters, take as much as three weeks to resolve. Therefore, timely decision on utility matters are of the essence. Michigan Bell Telephone also said they need a letter of intent to do their work on the project.

At our next monitoring, I suggest we make a brief review of the utility situation in Doyle to assure that all points have been covered.

St. John Project (SJ)

We first reviewed the questions asked regarding replatting of St. John. These questions have apparently now been answered to the satisfaction of the project staff and are reviewed below. Reference is made to the questions on page 4 of Monitoring Report #15. Answers now available to the six questions are as follows:

- 1) Is replatting of St. John area desirable?

Answer is YES

- 2) Can legal steps to replat any given area be initiated before all properties in that area have been acquired and vacated?

Answer is YES

- 3) During the replatting process can parcels of property be disposed of within the area being replatted?

Answer is YES

- 4) Must utility service be maintained to unoccupied but privately owned facilities that have not yet been acquired?

Answer is NO



- 5) Can public area site improvement (PSAI) work in an area proceed without the city having acquired unoccupied parcels?

Answer is YES

- 6) Can the area be replatted in sections over a period of time?

Answer is YES

This apparently resolves the outstanding platting questions on St. John.

Next, we reviewed utility status for St. John with the utility companies. There are considerable difficulties in the St. John area relating to maintenance of power, gas and phone service. These matters were discussed in great detail and since have been again reviewed at subsequent meetings to our last minitoring session. A detailed evaluation will not be given here but at our next monitoring we should go over disposition of the various utility problems to insure they have been properly accommodated.

Of major concern on the St. John program is the apparent difficulty being encountered in defining the information necessary to complete preparation of contract documents. Much talk revolved around the problem particularly about the relationships between the utility companies, the DPW and the consulting firms. Several subsequent meetings and technical sessions have been held which apparently have resulted in an agreement that contract documents will be completed as close to August 23, 1976 (working day 420) as possible.

It also has been agreed that portions of this project will be proposed upon this fall and some site work, wherever possible, initiated at as early a date as possible. It is critical to insure that the utility companies, particularly, receive all data that they require to properly prepare their working documents.

A summary of the current status of the St. John contract document phase is contained in Mr. Greg McKenzie's memo to me of August 2, 1976 (working day 405). We shall assume this is the current target criteria for the program. Naturally since timetables are subject to minor change, we shall make an ongoing review at each regular meeting.

U of M Flint Campus (UM)

No major discussion held at this monitoring.

Riverfront Center (RC)

No major discussion held at this monitoring.

Auto World (AW)

A brief description of this project was given to those attending. Its purpose was to alert all concerned that the Auto World project will have a definite impact upon the surrounding utility patterns and to encourage the utility companies to begin thinking about how their work will interact with construction of Auto World. We should continue this discussion at subsequent meetings as additional data on the Auto World program is made available.

Buick Freeway (BF)

A major discussion was centered on corridors 24 and 25, construction of seven bridges and all service roads between Court and Kearsley Park. There are sizable numbers of utility situations that must be accommodated within these corridors and apparently most are taken care of in the Buick Freeway contract documents. Several special items were brought up including the following:

- A 30" water main must be relocated in Kearsley to East Street, East to First Street and First west to Harrison. Apparently this relocation must take place prior to starting the Kearsley Street bridge in August 1977. The matter is presently being followed by the State Highway Department in conjunction with the DPW.
- At present there is a DPW construction maintenance department located in the Koertz Building. This building must be vacated and demolished in part by May 2, 1977 (working day 596) to permit full service road and approach construction to proceed. The matter should be checked with the real estate department to insure such a vacation is possible.

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City of Flint Downtown  
Improvement Program  
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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

- It was noted that work in corridor 20.00, I-475 Pierson Road work is proceeding well and that the trestle is now in operation.

Miscellaneous

During the discussion of miscellaneous corridor work, it was suggested that an additional corridor be added in the 60.00 series.

		<u>Starting Date</u>	<u>Completion Date</u>
Corridor 60.03	Construction 24" water main in Hamilton from Olive Avenue west to the Flint River	July 28, '76 (w/d 402)	Dec. 1, '76 (w/d 490)

Corridor 60.03 construction apparently causes some minor traffic difficulties at Lewis. This matter is to be reviewed with the traffic department for resolution.

The next monitoring session is to be held Friday, August 19, 1976 in Flint. I have been in touch with Mr. Nester and he has arranged the agenda for that full day's work.

Ralph J. Stephenson, P.E.

RJS  
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To: Mr. Andrew Nester, P.E.  
City Engineer, Flint, Michigan

August 25, 1976

Subject: Monitoring Report #19  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 75:56

Date of Monitoring: August 19, 1976 (working day 418)

Actions taken:

- Reviewed current status of each major project

General Summary

Several downtown programs are nearing the start of actual implementation and soon we will be making strong efforts to monitor field progress, as well as administrative and design progress. This makes it imperative that networks for field activities be available in enough detail to identify the status of current progress. Presently it is of importance to have networks for all of the Buick Freeway projects that are in work, as well as for the U of M utility tunnel and the flood control project. We discussed the need for these network diagrams at our session and it appears they will be forthcoming complete or in part sometime in the near future.

As part of our work today, we discussed project interfacing between direct and dependent goals. Direct goals are targets which can be achieved by the project manager somewhat independent of external influences. Dependent goals are those for whose achievement the project manager depends upon outside parties. The interfacing or intersection of these two situations on a project normally is one that requires great management skill.

An example of a dependent/direct goal intersection might be where an activity of the department of community development depends upon information that must be provided by Michigan Bell Telephone. The intersection here requires managing the transfer of information. There are also internal intersections of this type - for instance, where the DPW must obtain C&F council approval for a project.

We have generally assumed that there are three levels of intersections between direct goals of the City of Flint and dependent goals. Level one are intersections with those outside of the City of Flint. Level two are intersections with major divisions within the City of Flint. Level three are those that

may occur internally within a division or department. Our concern in most of our work with the downtown projects is with level one and level two DIG (direct goal) / DEG (dependent goal) situations. We will, from time to time, refer to these kinds of DIG/DEG situations. The reference will be taken to mean an interface situation that must be resolved between direct goal situations and dependent goal situations.

Next we went through each project in some detail. A brief discussion of each of these is given below.

River Beautification and Flood Control (FC) Phase 1

(Corridors 10.00 and 11.00)

No major work has started in the field although Mr. Ursuy said that Harrison Street is now planned to be closed on September 7, 1976 (working day 430). This fact should be noted by those concerned with the public relations areas of the city and after its confirmation, should be given reasonably wide circulation.

There are still some problems regarding utilities that must be resolved but these are well in hand at present and no major difficulties are anticipated.

Contract B work for the north side of the river is now being reviewed by the Corps of Engineers and it is hoped a contract can be let within the next two months. Funding is presently being firmed up. Mr. Ursuy mentioned that there could be a direct/dependent goal interface with a new hotel development expected at the Holiday Inn site. It was recommended this matter be watched carefully over the next few weeks to see if such a problem does evolve. Mr. Ursuy will follow the developments in this matter.

A brief discussion was held about the length of time that the Harrison Street bridge would be out of service. The contractor has indicated he would like to begin his work as noted above, right after Labor Day and be able to reopen the bridge by the end of the year. This is an improvement in schedule of some three and one half months and would, of course, be very desirable. We shall check on this matter in more detail at subsequent monitoring sessions and report on its feasibility.

The deactivation of street lighting at the bridge has been under study and is apparently not a major current problem.

We did talk briefly about the buses to be used for shuttling passengers between south and north sides of the river during construction of the Saginaw Street bridge. The State Highway Department has urged that action be taken on this matter as soon as possible. Mr. Ursuy is to look into the status of this with the transit authority.

Doyle Project (DP)

Target date to put PAST-1 work in field - revised to Nov. 10, 1976 (w/d 476)

A detailed review of the current status of the design on Doyle indicates that present goals are for the DPW and LHA to complete their contract document package concurrently by September 15, 1976 (working day 436). This could be of considerable assistance in compressing the time to letting of contracts reported in Monitoring Report #18 dated August 13, 1976. With the present schedule it appears that contracts can be let and work proceed in the field as early as November 10, 1976 (working day 476).

The high pressure gas main situation mentioned in the previous report is in Jackson for consideration.

The Michigan Bell Telephone representative at the meeting said he would send a letter to the project manager setting removal costs and temporary service costs. This will require some qualification of salvage costs since these do vary from time to time. The letter should be forthcoming within three weeks.

Consumers Power has the removal and relocation contract being studied at their home office in Jackson. It is very important that the City of Flint provide all billing authority needed to utility companies so that when work is ready to proceed, they may move without delay.

The next council meeting is to be held on September 13, 1976 and it was considered wise to have all utility interfaces with the project complete and available by then for review. This means that we must have utility material available by the end of August to get it on the September 13, 1976 agenda.

The Michigan Bell Telephone representative stressed that we should meet with Flint Cable TV since they do have lines on most of the telephone poles. There was some concern expressed that this matter was critical to the design work and it should be followed up immediately.

The sales prospectus is still in work and anticipated to be complete by August 31, 1976 (working day 426). At this time selection of a developer will proceed. Most of the Doyle interfaces between direct and dependent goal achievement are now inside the City of Flint and concern council approvals of utility, DPW and LHA contracts and resolution of traffic conflicts by the DPW at North Avenue and Fifth Street. This last point could be relatively important and will be looked at immediately by Mr. Bashr of the Traffic Department.

St. John Project (SJ)

St. John design work is beginning to even out and it is expected now that the DPW working drawings will be completed by September 15, 1976 (working day 436). Presently street grades are being set on the Boulevard and cross streets and profiles are being prepared of all streets. These will be done by Gould Engineering and sent to LHA and DPW as soon as they are completed. Both DPW and LHA will produce their contract documents from the material provided to them by Gould Engineering. Thus, presently it appears that LHA and DPW will finish their contract documents concurrently.

Following completion of DPW work, Consumers and Michigan Bell will begin preparation of their contract documents, readying them for issuance later this year.

Mr. McKenzie has put together a short projection timetable that presently is being followed on the project. This timetable is not duplicated here since it anticipates as noted above, that all contract documents from LHA and DPW will be completed by September 15, 1976 (working day 436).

The critical element in St. John is that the grant be protected. When the contract is let, presumably by about November 5, 1976 (working day 473), the grant will be protected.

We continued our discussion of St. John property acquisition and again, this matter should be watched very carefully since the potential for field difficulty is considerable if all properties are not acquired. For instance, there are presently four properties in the St. John right-of-way that have not yet been acquired. This may require restrictive language in the contract documents.

Also, the utility companies, particularly Michigan Bell, are still concerned about vacation of various areas, particularly that from Stewart to Massachusetts Street. It is felt that this probably will take about one year to vacate from the day Michigan Bell has a letter of billing authority from the City of Flint.

Overall, it is still the intent to move in and start site work on November 5, 1976 (working day 473).

U of M Flint Campus (UM)

(Corridors 01.00, 02.00)

Work on the parking lot and bypass is presently moving reasonably well. There has been considerable discussion about the use of the bypass by trucks and apparently at present this use will not be allowed. Alternative methods of routing the traffic were examined in detail and during the discussion it evolved that possibly the University of Michigan could defer

requiring the Stevens Street right-of-way until February 1977. This would be of great help in maintaining the north/south passageway now in heavy industrial use. Therefore, it was decided at our session that barring unforeseen difficulties, the date for closing Stevens to traffic at the campus will be revised to February 1, 1977 (working day 532).

The decision was influenced by the fact that the University desires to have a full set of working documents on the new UGEN building before soliciting proposals. This hopefully will give them a better and more predictable financial situation.

There are still some details to be worked out on the understanding with the City of Flint to resolve payment for current and proposed utility relocation. Mr. Ursuy will carry through on this to get a contract written between the various parties, primarily University of Michigan, Consumers and the City of Flint.

The classroom and office and theater complex is being brought to completion with limited occupancy due to start in early October. Mr. Wilson reports that occupation intensity will increase as the fall season moves on.

The UGEN building will now be proposed on in February 1977 with construction to get underway in early spring. It should be noted that site preparation at Stevens Street will take about two months after approval by city council. This matter should be cleared so that no delays will be encountered in the clearance of the street once it is vacated. There is presently a review being made of the scope of the City of Flint's work in the abandoned Stevens Street. Mr. Ursuy will follow through on the letter of agreement.

Some discussion was held regarding the present Sears warehouse at the southwest corner of Harrison and Water Streets. Apparently this structure is to be demolished as soon as possible. Mr. Ursuy is following this.

There was some talk as to whether it would be possible to make First Street a two way thoroughfare while service roads are being constructed. The two way section would extend between Liberty and to the east. The traffic department will take this under advisement.

Also of concern to the university is the bridge at Longway. This matter is being reviewed by Mr. Nester.

#### Riverfront Center (RC)

No major discussion was held at this meeting.

#### Auto World (AW)

No major discussion was held at this meeting.



Buick Freeway (BF)

I-475 Pierson Road work is proceeding well and is currently on schedule. Flint River bridge work (corridor 22.00) is still scheduled to be put into the field on September 20, 1976 (working day 439). Construction of the service roads and seven bridges between Court Street and Kearsley Park has encountered a temporary setback and it is expected now that advertising for bids will take place on September 15, 1976 (working day 436). Receiving bids is scheduled for October 20, 1976 (working day 461). The contract should be let and construction started no later than November 29, 1976 (working day 488). This is a delay over our present corridor 24.00 work of about one month. It was suggested by the Highway Department that we hold the target completion dates shown on the present corridor schedules (Issue #5).

There is the possibility of a new corridor being introduced. The intersection of Lewis and Avon Streets will be closed by construction work from November 29, 1976 (working day 488) until completion of the service roads on November 30, 1977 (working day 744). This matter will be reviewed and probably incorporated in the next issue of the corridors.

Representatives of the Highway Department also discussed the letting of freeway contracts from Pierson Road north to Carpenter. It is expected that they will receive bids on this work in January of 1977 and start construction of the six bridges and service roads by March 1977. We will review later as to whether these should be incorporated into a formal corridor schedule.

General

Our next conference is to be held on Tuesday, August 31, 1976. I recommend we now carry planning of Doyle and St. John into the construction phase subsequent to letting of initial contracts. This matter should be reviewed in some detail and I would suggest that we address ourselves to the diagramming of this work now. It also would be wise to make an in-depth review of the Auto World and the Riverfront Center during this session so as to properly interface phase B of the flood control work with other construction that may be considered within the next two years for downtown. I shall be in touch with Mr. Nester regarding the agenda.

Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Andrew Nester, P.E.  
City Engineer, Flint, Michigan

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

September 4, 1976

Subject:     Monitoring Report #20  
  
              City of Flint Downtown Improvement Program  
  
              Flint, Michigan

Project:     75:56

Date of Monitoring: August 31, 1976 (working day 426)

Actions taken:

- Rediagrammed activities to start of construction on Doyle and St. John

The major purpose of this meeting was to replan, where necessary, the work to be done from August 31, 1976 (working day 426) on through to where contracts could be let for PASI (Public Area Site Improvements) for the Doyle and St. John projects. The resulting documents were Issue #1 dated August 31, 1976 for sheets 4B and 5B. These supercede respectively sheets 4A and 5A of the previous issues.

A brief review of each project follows:

Doyle Project (DP)

(Monitored from Issue #1, sheet 4B, dated August 31, 1976)

Presently DPW and LHA contract documents are to be completed by September 16, 1976 (working day 437). To accomplish this, it will be important to resolve the new right-of-way radii of curvature. Once this is done, legal descriptions of the public and private sectors can be prepared and following this, contract documents completed.

Also critical to completion of contract documents is preparation of legal descriptions for the new rights-of-way. These right-of-way legal descriptions can then be used to introduce the new street patterns into the street system for the City of Flint.

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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

Concurrently with the work described above, processing of the official vacation order of rights-of-way should be carried out through the City of Flint agencies. Also, the Benaway property should be acquired and Board of Education approval obtained for demolishing the gymnasium at the school on the site.

In relation to utilities, it will be essential to prepare, approve and execute contracts with Michigan Bell Telephone, Consumers Power and Cable TV for demolition within the project areas.

Our present network plan anticipated that beginning on September 16, 1976 (working day 437) the contract documents from LHA and the DPW will be assembled by the DPW and a unit PASI proposal package prepared. This proposal package will include site demolition, paving, sewer, water, utility line abandonment, public area grading, and construction of pedestrian walks and miscellaneous structures. The scope defined above may increase or decrease slightly but essentially the items described are major parts of the package.

Once the PASI package has been assembled, it will be transmitted to Consumers Power and Michigan Bell so they can immediately begin work on their contract documents for new services to the site.

The above work pattern, although seemingly simple, is very complex and will require a high degree of top management and technical attention over the coming weeks.

Once the proposal package has been assembled, it can be advertised and proposals received for PASI work. These proposals are presently expected no later than November 8, 1976 (working day 474). Following receipt of the proposals, the contract can be let for PASI work. It is hoped to have this proposal let no later than November 30, 1976 (working day 489).

Presently we have shown the City of Flint processing of right-of-way vacation, the acquisition of the Benaway property and the obtaining of Board of Education approval for gym demolition as a restraint on letting the contract. It would be wise to maintain these restraints since they will provide a discipline to insure effective processing of these actions.

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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

St. John Project (SJ)

(Monitored from Issue #1, sheet 5B, dated August 31, 1976)

The St. John project through letting a contract for PASI work is somewhat similar to that of the Doyle program. A major difference is in that upon substantial completion of contract documents, carefully worded, restrictive language should be written into the specifications to accommodate special problems where parcels of land have not yet been brought under city ownership. In my opinion, this is one of the most critical areas of this entire program since it will affect the progress and sequencing of construction in the area. This is particularly so since the construction period of PASI work of necessity will be brief, limited probably to between March and November of 1977.

Currently the DPW and LHA are completing preparation of contract documents. These are expected to be available for review by September 16, 1976 (working day 437). At that time the DPW will prepare the unit PASI proposal package and ready it for advertising.

Subsequent to assembly of the package we have allowed one week for EDA and State Health Department approvals on the work. During this period funding will be confirmed. This work should all be complete no later than October 25, 1976 (working day 464).

Advertising and receipt of proposals should take 22 working days and proposals will be available by November 24, 1976 (working day 486). A contract is expected to be let for PASI work in St. John no later than December 16, 1976 (working day 501).

There are some additional activities that should be carried out as the contract documents are processed, proposals received and work let. One of the more critical of these is to award a contract for replatting the property, to prepare the platting documents and then to process the plat through the appropriate governmental agencies. This is a long process and should be started as quickly as possible.

As with Doyle, it will be important to prepare and execute removal contracts with Michigan Bell Telephone, Consumers Power and Cable TV. Planning commission and other city departmental approvals must also be obtained on vacation of existing rights-of-way.

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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

Once the contract documents have been assembled by the DPW for proposal, they can also be released to Michigan Bell and Consumers Power for preparation of the PASI design work these two utilities must accomplish relative to new installations. It is presently expected that utility installation work by Michigan Bell and Consumers will begin next spring.

It should be noted that a considerable amount of work, primarily in demolition and installation of underground utilities can proceed over the colder months.

Summary

The two projects, Doyle and St. John, are now approaching a very critical implementation phase. It is hoped that we will have a full proposal package ready for advertising on Doyle no later than October 18, 1976 (working day 459) and on St. John no later than October 25, 1976 (working day 464). This will allow both to be put into work before the end of the year, provided the very important concurrent activities on each are carried out in good form.

In passing, it should be noted that there is a strong need for a continuing high level of day to day technical project management during this very importance entrance into the implementation phase of the project. We have discussed this matter in some depth with the various parties involved at the city level and I urge that constructive and strengthening steps be taken to insure that the implementation phase is properly carried out. I have made recommendations to the city executives concerned and these are presently under consideration.

Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Andrew Nester, P.E.  
City Engineer, Flint, Michigan

October 15, 1976

Subject: Monitoring Report #21

City of Flint Downtown Improvement Program

Flint, Michigan

Project: 75:56

Date of Monitoring: October 6, 1976 (working day 451)

Actions taken:

- Monitored and reviewed job situation on Doyle and St. John
- Briefly reviewed U of M Flint and flood control programs

A brief review of each project follows:

Doyle Project (DP)

(Monitored from Issue #1, sheet 4B, dated August 31, 1976)

The project has run into some serious delays in completing working drawings and presently the projected lag over the previous Issue #1 date is about 24 working days or one month. It is presently expected that advertising and receipt of proposals can be completed by December 13, 1976 (working day 498). This delay was caused in part by problems with light fixtures that are to be used on the site. There is some concern that they are not able to be serviced by Consumers Power and therefore, alternate designs, as well as alternate methods of servicing the fixtures, are presently being considered. This, of course, delays assembly of the proposal package by the DPW. It was originally intended that this assembly would begin no later than September 16, 1976 (working day 437). Because of the delay it is now expected to begin about October 20, 1976 (working day 461). However, there is now some question as to whether staff will be available for this work since several conflicts on other high priority projects have appeared in relation to the public works bill and the facilities plan. This matter will be considered by the managers of the department.

The Michigan Bell Telephone, Consumers Power and Cable Television removal contracts have been processed and are now being reviewed by the appropriate parties. There may be a delay in their execution until December which could

mean that removal of utilities will begin considerably later than had been hoped. This probably will not seriously affect actual construction work at the site, however.

There are some other items that should be given attention. One of these is the preparation of legal descriptions for the new rights of way. It is presently anticipated these will be done by October 15, 1976 (working day 458). There has been some delay in letting a contract to do this work and it has, of course, delayed preparation of the descriptions.

Descriptions will also be needed of the public and private areas which will be done concurrently with the right of way work.

Another problem that has surfaced is that the planning commission has not approved the site plan because of the problem of vacating Cole. This is a matter that has presented difficulties throughout the life of the project and must be resolved since it deals basically with a difference of opinion regarding Cole Boulevard on the part of the Michigan State Housing Development Authority (MSHDA) and some sectors of the Flint city government. It is a matter that should be able to be resolved, however, with patient and understanding discussion.

Two other critical property matters deal with acquisition of the Benaway property which presently is scheduled for a court hearing in February and granting of permission by the Flint Board of Education to demolish a school. On the latter, a meeting has been set up with the Board to obtain this approval. It should not prove a major delay.

All of these items - planning commission approval, property acquisition and demolition - should be resolved prior to letting a contract. Presently it is anticipated, as noted above, that this work contract could be let by December 13, 1976 (working day 498). This places a tight timetable on the items since they are each very critical.

We shall continue making detail reviews of the project at subsequent meetings with every effort being expended in identifying both current and potential problems. At our next session on October 19, 1976, we plan to begin diagramming of actual construction activities on the site. It is still hoped to have a group of housing units available for occupancy next fall, although this is beginning to appear less and less probable.

It should be noted that the proposal package will include demolition, paving, sewer, water, abandonment of utility lines, grading public areas, demolishing the gym, constructing pedestrian walks, constructing the entrance arch and also constructing park areas. The last item was left off in the list given in the previous monitoring report.

St. John Project (SJ)

(Monitored from Issue #1, sheet 5B, dated August 31, 1976)

The St. John project is running into serious problems relative to completion of contract documents. It was anticipated in Issue #1 that these documents would be completed no later than September 16, 1976 (working day 437). Now it appears they will not be completed until about October 20, 1976 (working day 461). This is a lag of about 24 working days. It does not appear that this lag can be picked up and so the present target for receipt of proposals for PASI work is December 30, 1976 (working day 510).

There are some points that must be reviewed relative to current work. First of all, the restrictive language for the specification should be prepared as soon as possible. This deals with the need to work around properties not yet acquired. The DPW has identified land that must be owned for PASI work to proceed and writing the restrictive language and the specs could proceed at any time.

Another item presently in work is processing a contract to replat the property. There have been delays to this and it may be as much as 4 weeks before a contract can be let. This should not affect preparation of contract documents but it will be a critical item later on as work moves into the field.

Michigan Bell and Consumers Power utility removal agreements are in preparation and should be accepted soon. There will be no cable TV removal in the area.

In respect to the site plan and right of way vacation, Mr. McKenzie plans to submit plans for approval to the commission on October 18, 1976 (working day 459). It is expected a public hearing will be held on November 9, 1976 (working day 475) which will complete the process necessary to release the work for construction once proposals have been received. Most of the major potential delays to the job have been or are being cleared and the December 30, 1976 (working day 510) target date now appears reasonable.

As with Doyle, at our next session on October 19, 1976, we should review the construction activities that will be initiated by the release of work on St. John.



Flood Control and River Beautification (FC)

At this monitoring session we briefly reviewed the current status of the flood control project with Mr. Ursuy of CDC and Captain Williams of the Corps of Engineers. Captain Williams promised it will be made available to the city for monitoring purposes.

The project presently lags by about 22 working days over targets in Issue #1 dated 15 July 1976. However, there has been a considerable shortening in time of expected work on the Harrison Street bridge. The Issue #1 network of the contractor showed it being complete by November 29, 1976 (working day 488). With the one month lag, this will probably bring completion close to January 3, 1977 (working day 511). It is expected Saginaw Street bridge work will get underway in the spring and hopefully be completed by December 9, 1977 (working day 751). If these earlier dates can be met, it will be a great help to getting the desirable downtown area traffic patterns restored.

There have been some difficulties on the phase two work at the north bank. Contract documents are presently expected to be complete by November 1, 1976 (working day 469) with funding to be completed by December 1, 1976 (working day 490). Construction of the features at the north bank should be in work by March 1, 1977 (working day 552).

At our meeting there was a discussion about maintaining the proper water levels on the Flint River. This will be important to all of the construction projects up and down the river and should be reviewed in detail at each of our monitoring sessions. If there are any problems with water levels, adequate notice should be given to the affected agencies so that they can appropriately plan their work.

University of Michigan Flint Campus (UM)

There was a brief discussion about progress on the University of Michigan campus work and this construction is presently moving reasonably well in accordance with our schedules. It is anticipated that Stevens Street will be left open to traffic until early next spring when construction of the UCEN building is now scheduled to begin.

At an afternoon session of physical plant representatives from various colleges throughout Michigan, a brief presentation was made by Mr. Ursuy and me at the invitation of Mr. Wilson regarding the cooperative effort between the City of Flint, other agencies, and the University of Michigan Flint Campus in building their new downtown facility. It was an interesting

meeting and in it we covered the essential ingredients of the monitoring and corridor concepts along with the planning concepts for the areas surrounding the University of Michigan.

General Summary

Overall, the projects in design, primarily Doyle and St. John, are still struggling toward getting a proposal package of contract documents completed. However, it appears now that by the end of the year both projects should be able to start in the field, barring further delays by factors outside of the project team control. Those jobs that are in work including the flood control and University of Michigan programs are moving reasonably well. We shall plan to monitor progress on these at each monitoring session.

No information in detail was available on the highway work for the Buick Freeway. However, from casual conversation it appears that most of this work is presently in good shape.

I shall plan to spend a full day in Flint with the project teams on Tuesday, October 19, 1976 and on Tuesday, October 26, 1976. I have forwarded an agenda for October 19, 1976 to Mr. Nester for his review and action.

Ralph J. Stephenson, P.E.

RJS  
m

To: Mr. Andrew Nester, P.E.  
City Engineer, Flint, Michigan

October 21, 1976

Subject:        Monitoring Report #22  
  
                 City of Flint Downtown Improvement Program  
  
                 Flint, Michigan

Project:        75:56

Date of Monitoring: October 19, 1976 (working day 460)

Actions taken:

- Monitored and reviewed Doyle and St. John Projects
- Briefly inspected field work on flood control and I-475 work

A brief review of each project follows.

Doyle Project (DP)

(Monitored from Issue #1, sheet 4B, dated August 31, 1976)

LHA contract documents are expected to be in the DCD's hands by October 21, 1976 (working day 462). At that time the DPW will begin assembling the proposal package for FASI-1 work. It is still the intent to prepare this proposal package and have it ready November 19, 1976 (working day 480) for advertising and receipt of proposals. Proposals are expected back on December 13, 1976 (working day 498) with a contract to be let by January 5, 1977 (working day 513). This schedule may be a bit optimistic since it now has been moved into the end of December which, of course, is a holiday season and difficulties in approvals may be encountered.

The major problem that has surfaced on the project presently deals with the Cole Boulevard vacation. There appears to be a reluctance on the part of the city planning commission to approve the site plan and right-of-way vacation due to concern over the vacation of Cole Boulevard through a portion of the project. The present stance of the Michigan State Housing Development Authority (MSHDA) is that this vacation may be a necessary part of the total project approval. Thus, there is a problem to be resolved,

essentially to get the plan approved so work can proceed on letting contracts. The problem is to provide adequate data and strong enough backup to allow all decision-makers to identify the point at which work can start irrespective of the Cole Boulevard disposition. It is necessary that we get a plan approved by the planning commission, by the city council and by MSHDA.

It was decided in a staff conference that, although much expert study and work has been done on various elements of the program, we still need additional objective expert advice in the matters of traffic, marketing and scheduling. The reason for this is that each impacts heavily upon the Cole Boulevard problem.

Several problem solutions were explored and were discussed in detail with the mayor and the project team. It was decided that a traffic consultant would be engaged to do an objective mathematical model study of the road system problem, and that he would take into consideration the impact of traffic in respect to Cole, both now and when service roads of the Buick Freeway were in operation.

In addition, a detailed review of the existing marketing studies will be made to again evaluate the impact of Cole being closed, open or modified. Also, where appropriate, a scheduling evaluation will be made to determine the impact of further delays, both financially and in respect to construction processes upon the project.

The evaluations described will proceed concurrently with preparing the proposal package, advertising and hopefully will be resolved by the time a contract is ready to be let for the work. It was decided that the matter of approvals should be resolved prior to letting the work.

The mayor also decided it would be appropriate to again restudy MSHDA's requests for revisions to properties abutting the Doyle project, particularly north and south of the 600' wide extension to the Flint River. The concern there is that there are several going businesses and buildings that represent positive contributions to the Flint economy. Their continued existence is critical and important to Flint at this time.

Generally the feeling at the present time is that a decision on closing Cole Boulevard to traffic in any event should await completion of service drives for the Buick Freeway so that a true empirical evaluation can be had of any impacts that might be caused by its closing. However, all agreed that immediate discussions would be initiated with MSHDA conveying to them our concerns and discussing agreements that would allow plan approvals to be moved through the city departments.

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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

Miss Stoughton as project manager will begin this now. It is anticipated that at our next monitoring session on October 26, 1976 (working day 465) that a representative of MSHDA will attend so that some of the very serious considerations that have arisen on this project may be conveyed directly and discussed at that session.

This matter is of the utmost importance and heavy efforts have to be made immediately to resolve the situation.

St. John Project (SJ)

(Monitored from Issue #1, sheet 5B, dated August 31, 1976)

At this session Mr. Nester, Mr. Wilkins, Mr. McKenzie and representatives of the traffic department reviewed the current status of the St. John project in some detail. We have encountered additional difficulties in completing working drawings and presently the date on that completion has slipped further, to November 2, 1976 (working day 470). The work involved in contract document preparation was greater than had been anticipated but work is now proceeding full tilt.

An added item discussed is the desirability of acquiring full legal descriptions of all rights-of-way in the project area. This activity is to be contracted for immediately and the descriptions should be in preparation within one or two working days. We expect to have these legal descriptions complete within 5 to 10 working days, probably by November 2, 1976 (working day 470).

It is estimated that as much as ten working days will be required to prepare the proposal package, acquire the necessary EDA and State Health Department approvals, print the contract documents and issue them for advertising. It should be pointed out that concurrent with completion of the contract documents and preparing the proposal package that the restrictive language in the specifications must be prepared. An extensive discussion of the problems connected with this matter was held and it will be essential that the work to be excluded or done later, primarily demolition work in rights-of-way that cannot be acquired until all properties on the rights-of-way have been acquired, be clearly defined. A method of letting the contract is an integral part of this restrictive language since there are several alternatives available.

Replanning of the project has not yet been started since there has been considerable difficulty in letting a contract for the extensive work required. However, it is presently the intent to have this contract negotiated no later than two weeks from today, by November 2, 1976 (working day 470).

Platting is a long process and it should be put into work as soon as possible. Also, it would be wise to further confirm, on a continuing basis, that replatting does not affect start of contract work on PASI-1.

A review of the dates agreed upon at this meeting is as follows:

- Contract documents complete by November 2, 1976 (working day 470)
- Proposal package and approvals complete and obtained by November 16, 1976 (working day 480)
- Advertise by November 16, 1976 (working day 480)
- Receive proposals by December 17, 1976 (working day 502) or earlier
- Let contract by January 11, 1977 (working day 517) or earlier.

#### Riverfront Center (RC)

During this session we met with Mr. Figa to review the current status of the riverfront center. There has been a slowing of activity on the project and reviews are being made of tenants that might be involved in the program. Presently tenant alternatives are being investigated. Work and planning will continue on the state office building.

A brief discussion was held of the traffic implications relative to the riverfront center. In light of past experience on downtown projects, it was recommended that a detailed evaluation of the traffic impact be considered. Items included in this consideration should be:

- Turning movements
- Origin / destination studies
- Street capacities, existing and needed
- One way pairings
- Impact of surrounding projects upon traffic patterns at the riverfront center and vice versa

Mr. Figa agreed that this would be an appropriate review to make and he will discuss it with the traffic department at an early date. He added that Mr. Custer who is presently working with the State Highway Department on the Auto World traffic planning could assist in the riverfront center.

We will plan to spend a half day on diagramming front end work for the riverfront center at one of our November sessions. I shall establish this meeting in conjunction with Mr. Figa shortly.

#### Flood Control and River Beautification (FC)

Mr. Nester and I made a brief review of current progress on the flood control program. Major excavation work is proceeding west of the Saginaw Street bridge and replacement of the Harrison Street approaches is currently in work.

A request has been made to Captain Williams of the Corps of Engineers for the current network being used on the project. Mr. Ursuy said that he would again ask for a copy of this network for our use from Captain Williams. It would be of help to have a copy of this available so as to be able to more accurately gage prevailing progress on the work.

#### River Beautification Phase 2 (North Bank)

Mr. Ursuy met with us briefly on the phase 2 work on the Flint River beautification. He requested that at our next session we prepare a network diagram of the contract letting process for this project. Apparently the job is ready to go and it would be desirable to have a well defined plan of action to determine when field work could start.

#### Buick Freeway (BF)

Mr. Nester and I made a brief tour of the lower Buick Freeway projects presently in work. These include the bridge over the Flint River and the Broadway/Steever bridge. Both are proceeding well in the field although a comparison was not made to the current highway department networks pending our next corridor review.

#### Suggested Agenda for Next Monitoring Session

The next monitoring session will be on Tuesday, October 26, 1976, beginning at 8:30 A.M. The agenda for the day tentatively set is as follows:

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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

8:30 - 12 Noon	Doyle Project
1:30 - 4:00 P.M.	Flint River Beautification Phase Two (North Bank)
4:00 - 5:00 P.M.	Review and update corridors as time allows.

Ralph J. Stephenson, P.E.

RJS  
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To: Mr. Andrew Nester, P.E.  
City Engineer, Flint, Michigan



November 5, 1976

Subject:       Monitoring Report #23  
  
                  City of Flint Downtown Improvement Program  
  
                  Flint, Michigan

Project:       75:56

Date of Monitoring: October 26, 1976 (working day 465)

Actions taken:

- Evaluated Buick Freeway work
- Monitored Doyle project
- Prepared network for stage two river beautification  
          front end work

A brief review of each project follows.

Doyle Project (DP)

(Monitored from Issue #1, sheet 4B, dated August 31, 1976)

Work on contract documents is proceeding and will continue to the point where advertising for proposals can proceed. Prior to advertising, however, it would be wise to resolve the several problems that have presented themselves over the last few weeks. One of the major of these is satisfying or modifying the several restraints resulting from early conferences between the city of Flint and MSHDA. There are 12 points still to be agreed upon that were established early in 1976. At this monitoring Miss Amy Nolan of MSHDA discussed the matters from a knowledgeable project management stance with us. Essentially the result was that a high level meeting between Mr. Badgett and executives of MSHDA will be held in the near future to discuss methods by which the Doyle project can be launched into advertising.

It appears presently that most of the MSHDA points can be resolved with intelligent and understanding discussion. As with any project of this size and nature, there are bound to be difficulties in the approval processes.

The large number of dependent/direct goal interfaces make it impossible to avoid such situations. Major external and internal dependent goal areas for city of Flint technical staff revolve around MSHDA decisions, and approvals and support from the Planning Commission, City Council and municipal executives respectively.

Overall the Doyle session was constructive and should result in clarifying many of the basic issues. Mr. Badgett intends to work actively on this matter over the next few weeks and his participation should aid materially in resolving the difficulties.

To assist in bringing a better technical understanding of the Cole Boulevard situation, Mr. Stan Cool, traffic consultant, attended our meetings. He has been given the assignment of evaluating effects of closing Cole Boulevard both with and without the Buick Freeway service drives upon traffic circulation in and around the Doyle project. Alternatives to be explored include keeping Cole open, closing it at present project boundaries, closing it at extended project boundaries or modifying the street to handle limited traffic flow.

There also is to be a re-evaluation of the marketing impact of traffic on the project and a restudy of the requirements for land use to the north and south of Doyle

So far as the impact of construction delays on costs at Doyle, it is clear that any hold whatsoever imposed on the job can be expected to result in from 1/2% to 1% increases in construction cost per month. This increase rate could slow over the next two years but nevertheless it can be safely assumed that construction costs will continue to rise. Thus, any delays in Doyle can be expected to cost additional amounts of money.

There also is a further serious problem of credibility. The project is presently at a point where it could move very rapidly into the field. We must be certain that all our work has been done and considered so when outside agencies such as developers and contractors are involved, they are reasonably assured that the project will move ahead without delays or imposition of excessive dependent goal patterns. This is critical from the standpoint of maintaining the good faith of the project with the total community.

Another element that emerged from our discussion is the pivotal nature of the Hamilton Street bridge. This facility apparently is a major link to the Buick Freeway service drive from the west side of the river. The matter is currently being reviewed by Mr. Nester and the DPW.

In closing the conference, we made a very extensive review of the discussion points raised by MSHDA and the city of Flint. Those of the most serious nature were discussed in depth by Mr. Badgett, Miss Nolan and Miss Stoughton and will be the basis of the ongoing conferences to be held with MSHDA.

St. John Project (SJ)

No major discussions were held on St. John at this meeting.

Flood Control and River Beautification (FC)

No major review was held of the stage one work. However, Captain Williams was at a portion of the session and agreed to provide an updated network diagram and printout for our use within the next week. It will be very helpful to have this information.

University of Michigan Flint Campus (UM)

No major discussion held at this session.

Buick Freeway (BF)

Mr. Ed Upson of the State Highway Department participated in these sessions with Mr. Nester and me. Apparently, according to Mr. Upson, most I-475 work is currently close to or on schedule. We concentrated much discussion time on service road construction at the south end of the extension. It was decided that we will hold all dates in the current corridors, the most critical being the date of opening of service roads from Court Street to Kearsley Park. The date set for these in Issue #5 of the corridor schedules dated August 14, 1976 is November 30, 1977 (working day 744). This date is to be held. We shall make ongoing reviews of project progress over the coming weeks.

North Bank River Beautification (Phase 2)

As part of our afternoon session we prepared a network plan for contract award for phase two of the river beautification program. This is a very complex process and presently it appears the DPW will be able to award by about June 10, 1977 (working day 624). It is a very late date and strong efforts are going to be made to compress the front end time required to allow an earlier letting date.

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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

At the present time LHA is completing their design analysis and will submit it sometime within the next 2 weeks. This design analysis will then be reviewed by the Corps of Engineers, needed revisions made to the contract documents and the documents will then be issued for receipt of proposals.

When proposals are received, they will be reviewed, resolutions prepared for council approval and an award made.

Also, to be done is a re-evaluation of the phase one scope of work to determine what costs will be shifted from the phase one to phase two work. It will be critical to interface the schedules of the contractors on these projects carefully and I shall discuss this matter in more depth with Mr. Ursuy, Mr. Wilkins, Mr. Nester and Captain Williams at an early date.

Results of our discussion were summarized on the river beautification phase two network, Issue #1, dated October 26, 1976. This drawing was printed and issued to all concerned for review and study. We shall monitor from this network at future sessions.

Next Monitoring

The next monitoring will be on Thursday, November 11, 1976 at the DPW conference room. Mr. Nester has prepared and distributed a detailed agenda for that meeting.

Ralph J. Stephenson, P.E.

RJS  
m

To: Mr. Andrew Nester, P.E.  
City Engineer, Flint, Michigan

November 15, 1976

Subject:       Monitoring Report #24  
  
                  City of Flint Downtown Improvement Program  
  
                  Flint, Michigan

Project:       75:56

Date of Monitoring: November 11, 1976 (working day 477)

Actions taken:

- Monitored Doyle, St. John and River Beautification - phases 1 and 2
- Reviewed current status of Auto World and Riverfront Center
- Discussed engineering priority assignments for Doyle and St. John

A brief review of each project follows.

Doyle Project (DP)

(Monitored from Issue #1 dated August 31, 1976, sheet 4B)

Miss Stoughton was not at this session so the review was made with Mr. Richard King, along with the DPW engineering staff.

Working drawings from LHA are still not complete with the latest review set presently being in the hands of the DPW. A brief inspection of these drawings by the DPW staff indicates that there are several elements that must be checked and added to the documents.

Measuring the current status of the Doyle project against early start/early finish targets in the Issue #1 network dated August 31, 1976, sheet 4B, the preparation of LHA working drawings is currently 40 working days behind those targets. This is a serious continuing slippage and is particularly critical if, as appears presently, the MSHDA problems can be worked out in the very near future.

Assembly of the proposal package by the DPW was supposed to have begun no later than September 16, 1976 (working day 437). Assembly probably will take anywhere between 10 to 20 working days to accomplish and must be done before we can advertise and receive proposals for the PASI-1 work. The above measurement is strictly against the Issue #1 network as originally issued.

Mr. King said that on November 5, 1976 (working day 473) he, Mr. Badgett and Miss Stoughton had met with staff members of MSHDA in Lansing and that they had resolved language on most of the restrictive points that had been the subject of discussion at our last several meetings. However, one of the points still remaining to be resolved is that of the acquisition of one of the business buildings just to the north of the Doyle site. Presently this matter is being studied, along with the rewriting of the MSHDA understanding.

In addition, the prospectus to the various interested developers has seen wide circulation with proposals due November 12, 1976 (working day 478). It is hoped several good proposals will be received so a proper evaluation can be made. The timetable for development is as follows:

Proposals due - November 12, 1976 (working day 478)

Oral presentation to be made - November 29, 1976 (working day 488)  
through December 3, 1976 (working  
day 492)

Designation of developer - December 10, 1976 (working day 497)

Start construction of units - April 15, 1977 (working day 585)

I recommend that this timetable be adhered to since the project is now moving into a stage where it will be absolutely critical to maintain a high level of credibility both with the public and the developers. Thus, it is imperative that the MSHDA agreement be put into final form and that a top priority work assignment be made to completing the LHA working drawings and assembling the proposal package.

At our next session on Wednesday, December 1, 1976 (working day 490), we should make a detailed review of the entire Doyle project and assess the probability of getting PASI work into the field within the presently prescribed targets.

#### St. John Project (SJ)

A major review was made at this monitoring of the current status of St. John. Briefly the project is presently restrained or delayed by seven major elements.

- 1) Preparation of restrictive language for the specifications
- 2) Completion of DPW contract documents
- 3) Completion of LHA contract documents
- 4) Letting a contract to replat
- 5) Consummation of a Consumers Power removal contract
- 6) Consummation of a Michigan Bell Telephone removal contract
- 7) Acquisition of all right-of-way land so a public hearing can be held

The net effect of these various delays upon the project, according to a re-evaluation, is a delay of approximately 34 working days over the target established in the Issue #1 network dated August 31, 1976 (working day 426), sheet 5B. This date was set at December 16, 1976 (working day 501). Using the present information available, the current date to let a contract for PASI work would be February 4, 1977 (working day 535). This continues to be a major slippage and even now there is some concern that this goal may not be met. The problem is very complex, but a detailed analysis of why the delay has occurred, indicates that most of the factors are solvable internally within the DCD and the DPW staffs. Some of these impact upon outside agencies and are dependent upon them (dependent goal areas) but most can be accomplished by assignment of a high priority of attention on the part of both groups to the project. It was decided at this session that this would be done.

A brief discussion was held regarding the removal contract for utilities. Apparently the wording of the agreements is still under consideration and I suggest an immediate effort be made to resolve this. There does not appear to be any problem except giving it the internal attention by DCD that it requires. Mr. McKenzie will check into this immediately. (Note: the same comments for utility removals also apply to the Doyle project.)

Another element causing some problem and may restrain advertising for proposals is the city of Flint processing of right-of-way vacations. This cannot be completed until a public hearing has been held. Mr. McKenzie reports that a public hearing cannot be conducted until all properties in rights-of-way have been acquired. This is potentially

a very serious matter and must be given immediate attention by the project staff and the real estate department. Mr. McKenzie will follow on this and report on it at our next session.

It should also be mentioned, although it is somewhat less of a delay factor that a contract has not yet been let to replat the area. The reasons for this were somewhat obscure. This has been pending for several weeks now and if the property is to be replatted in timely fashion, the contract award should be made as soon as possible.

#### Flood Control and River Beautification (FC)

Work continues on the flood control and river beautification project, although a detailed monitoring was not made at this session. Mr. Ursuy has received a limited number of network plans and printouts and was unable to give me a copy at this session. I would very much appreciate having these documents so that we can better evaluate work progress in our monitoring meetings. Also, it would be helpful if we could have a copy of the base run which was the original network showing the actual starting date of the project. Mr. Wilkins will check into this.

#### University of Michigan Flint Campus (UM)

At this session we met with representatives of the university and discussed utility tunnel construction at Stevens Street. It was decided after an extensive discussion that Stevens Street would not be totally closed down at any time until next March 1977. Instead, every effort would be made to provide as much traffic width as possible on a continuous basis through construction of the utility tunnel. This means a study has to be made of the method of routing the traffic, the method of protecting the excavation and the construction limits within which the roadway must be placed. There was considerable discussion about routing northbound and southbound traffic on two routes, namely Liberty Street and the temporary Stevens Street loop. This matter will be evaluated on Friday, November 12, 1976 (working day 478) and a decision made immediately.

It will be necessary to resolve this matter now since the contractor will be ready to build the utility tunnel within a matter of days. The weather is now turning cold and it would be in the best interests of everybody to proceed with construction at Stevens Street as quickly as possible.



Other work on the campus program is moving as per our present scheduling, with the UCEN project due to begin as planned in early spring.

Buick Freeway (BF)

No formal monitoring was held of the Buick Freeway project at this session. However, in a review of the current status of the freeway with the DCD staff, it was brought out that most target dates established for the projects within the scope of our monitoring are presently being held.

North Bank River Beautification (Phase 2)

(Monitored from Issue #1 dated October 26, 1976 - working day 465 - sheet 7)

LHA is presently completing their design analysis and are planning to submit it for DPW and Corps of Engineer review on November 17, 1976 (working day 481). Mr. Ursuy said that he is holding to the schedule set in the Issue #1 network on sheet 7 and has published a list of the target dates by which each of the activities must be complete.

Auto World (AW)

A brief review of the Auto World project was made with Mr. Custer. He mentioned that the present intent is to make a summary report in late December to the FACI group. There still is some doubt about final site selection and this matter is to be resolved within the next few weeks.

I suggested to Mr. Custer that we begin preparing a laundry list of the elements necessary for the project that are not affected by site considerations and that impact upon the work in public areas. It was decided this could be done in conjunction with the Riverfront Center since the two projects are somewhat related physically. We shall plan to work on both Riverfront Center and Auto World laundry lists at our next session on December 1, 1976.

Riverfront Center (RC)

A brief review was made of the current status of the project with Mr. Joe Figa. There has been little progress over the past few weeks and the project is presently in abeyance although it shows every sign of moving ahead in the near future. I suggested to Mr. Figa as noted above, that we prepare a mutual list of factors that impact upon public areas so that as the project evolves we will be better equipped to do more detailed planning of the work program. He agreed and suggested it should be done in conjunction, as noted above, with Mr. Custer and the Auto World program.

Summary

Our next review session is scheduled for December 1, 1976 (working day 490). The agenda for that session is as follows:

8:30 - 10:30 A.M.	Monitor Doyle
10:30 - 12:00 Noon	Monitor St. John
1:30 - 4:30 P.M.	Prepare preliminary project sequencing for Riverfront Center and Auto World with Ed Custer and Joe Figa

Mr. Nester said that he would issue the agenda to the appropriate parties for this session.

Ralph J. Stephenson, P.E.

RJS  
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To: Mr. Andrew Nester, P.E.  
City Engineer, Flint, Michigan

December 16, 1976

Subject:       Monitoring Report #25  
  
                  City of Flint Downtown Improvement Program  
  
                  Flint, Michigan

Project:       75:56

Dates of Monitoring: December 1, 1976 (working day 490) and  
                          December 7, 1976 (working day 494)

Actions taken:

- Monitored Doyle, St. John, River Beautification phases 1 and 2,  
          Riverfront Center and Buick Freeway
- Reviewed Doyle program in depth

A brief discussion of each project follows.

Doyle Project (DP)

(Monitored from Issue #1 dated August 31, 1976, sheet 4B and new  
sheet #8, Issue #1, dated December 7, 1976)

At the December 1, 1976 (working day 490) meeting we reviewed all  
elements of the Doyle project in detail. These are discussed below  
at random.

- The Consumers Power, Michigan Bell Telephone and Cable TV  
          utility removal contracts should be ready for final action within  
          8 weeks. This will allow removal work to start as early as  
          January 27, 1977 (working day 529). However, this work will  
          probably be delayed until March or April when better weather  
          is expected. Because of the rather complex nature of the  
          Consumers Power relocation, it may be wise to consider  
          preparing a network plan of this work at that time.
- An interim traffic plan for Doyle as it is moving through  
          construction has not been prepared. We discussed various  
          traffic problems that might be encountered and apparently  
          there are no major interim difficulties with the possible  
          exception of a few local intersections where traffic flow is  
          diverted. Mr. Doug Baehr said that the traffic department  
          would prepare a map of the interim traffic plan.

- Mr. Stan Cool's report on traffic densities relative to the closing of Cole Blvd. were made available to the group on December 7, 1976 (working day 494). This report will see relatively wide distribution and will be used as a guideline in making decisions regarding Cole Blvd. It is recommended that everyone connected with the technical aspects of the project become familiar with the material contained in this report.
- The Hamilton Street bridge renovation has become a more critical element of the traffic pattern than had been originally anticipated. The problem is generated by needing access to Buick Freeway service roads so that north/south traffic which would normally use Cole Blvd. can get to the service roads.

It is recommended by the technical groups involved in this planning effort that early attention be given to rehabilitation of the Hamilton Street bridge. This matter should be discussed in depth at subsequent meetings and a course of action decided upon.

- With respect to properties within the Doyle area, the Benaway property is still in limbo and there has been no action on this matter for the past few weeks. The gym property is being conveyed with the deed in work.
- Discussions with MSHDA now indicate that their overall approval revolves around two points - the closing of Cole Blvd. which apparently now can be deferred until the I-475 service roads are complete, usable and accessible and a relocation of Englehardt Plumbing. Both of these will probably be difficult matters to resolve but they now provide a good focus for completing negotiations with the Michigan State Housing Development Authority.
- The problem of light fixtures to be used in the various areas has been resolved and a decision was made to proceed with standard light fixtures on the contract documents, while providing alternates for the special fixtures. This was decided at our meeting on December 1, 1976 (working day 490).

- Developers are presently being screened and it is anticipated a selection will be made the week of December 20, 1976 (working day 503). At this time the work of several firms is being personally inspected by a selection team and the choice will be made based upon several factors. Meanwhile a financial analysis is being made of the developers under consideration with that report due in December 17, 1976 (working day 502).

Concurrently with the selection of a developer, it is encouraged that the problems with Michigan State Housing Development Authority be resolved totally and an agreement reached that can be used as a basis for proceeding immediately into the work necessary to get the development sector into design and construction.

- As part of our work at the December 7, 1976 (working day 494) meeting, we again prepared a network model of the Doyle work remaining up to the contractor moving on the site for PASI work. This is shown on Issue #1 dated December 7, 1976, sheet 8. Copies have been provided to all concerned.

It appears a contract could be awarded for construction by March 1, 1977 (working day 552). A similar analysis of the St. John project on the same drawing indicates that a comparable point might be reached on St. John by February 23, 1977 (working day 548). It was decided at our session on December 7, 1976 that if the two programs, Doyle and St. John, are brought to the point of advertising for proposals with no more than 10 days difference in the advertising date that they would be issued as a package with the contractor being allowed to propose on either the Doyle project (DP) alone, the St. John project (SJ) alone, or the Doyle and St. John projects together. Thus, there could be a DP proposal only, an SJ proposal only or a combined DP/SJ proposal. This may pose some minor problems in the proposal evaluation and a method should be worked out early to insure that the selection process is clearly understood and fair to all parties.

- The present schedule is that the Doyle project will be taken to the Planning Commission at their Tuesday meeting - December 14, 1976 (working day 499). I suggest a well studied presentation be made by the DCD and the DPW and that every

effort be made to identify all potential problems, as well as the strengths and opportunities inherent in the project during the presentation. This may be a very critical meeting and should be given top level attention.

- As a result of our meeting on December 7, 1976 (working day 494) several questions were discussed with LHA and partially resolved. A discussion of each of these points is given below at random.
  - a) Revised Doyle documents will be mailed from LHA office December 15, 1976 (working day 500). They should be in Flint Friday, December 17, 1976 (working day 502).
  - b) The original tracings will be sent by LHA. They will have been sealed by the appropriate parties.
  - c) No quantity survey has been prepared for unit pricing. This will require that the PASI work be let on a group of fixed sum prices. The DPW will work out the method of soliciting proposals.
  - d) The specs will be mailed at the same time as the tracings and will be in opaque, reproducible form.
  - e) The LHA contract ends with the completion of the contract documents. Any work that they do during the proposing and construction period is in addition to their present contract. The DPW, in conjunction with DCD, will review methods of carrying out work such as checking of shop drawings, issuance of bulletins and change orders, punching out the project, turnover and on-site inspection to the satisfaction of each department and make arrangements to have this work accomplished.
  - f) Minor changes suggested by the DPW have been considered and should cause no delay. These include: revision of the concrete strip at the entrance and a revision to the island configuration.
  - g) According to Mr. Hall of LHA, all handicapped laws have been taken into account in revisions to the documents.

- h) LHA agrees that if a simultaneous letting of the St. John and Doyle projects is made that it should allow the contractors an option to propose on either one or the other or both.
- i) The LHA sheet size will be 36-1/2" wide by 50" long. This will probably require that the duplication of these sheets be by an outside organization. It has been decided this would be the best way to proceed.

As we were talking to Mr. Hall on the telephone, the revisions requested by DPW to the working drawings arrived in the LHA office.

St. John Project (SJ)

(Monitored from new sheet #8, Issue #1, dated December 7, 1976)

As of December 7, 1976 (working day 494) LHA is returning the contract documents to the DPW for PASI work. On receipt the Water Department and DPW will complete their working drawings, restrictive language for specifications will be completed and typing of specifications will proceed. Once the Water Department working drawings are printed, they will be hand carried to the Health Department for approval. The contract package, upon assembly, will be walked through EDA for their approval. This all is expected to be completed by December 28, 1976 (working day 508) at which point, advertising could possibly proceed.

It is, however, recognized that over the holidays there is considerable difficulty in doing this kind of work at the various agencies and it is entirely possible that approvals will not be completely obtained until shortly after the 1st of the year. Nevertheless, our present target is being maintained at December 28, 1976 (working day 508) for advertising.

As noted earlier, Doyle and St. John are presently moving on nearly parallel paths. If the two are brought to the point of advertising for proposals with no more than 10 days difference, they will be issued as a package to the interested contractors.

Concurrent with the above work, approval of utility removal contracts will be completed with Consumers Power and Michigan Bell Telephone.

If St. John proceeds independently of Doyle, it is expected that the contractor could move on the site by March 9, 1977 (working day 558).

Flood Control and River Beautification (FC) Stage 1

Apparently work at the Harrison Street bridge has been delayed by the exceptionally cold weather experienced in November and early December. Thus, it is now expected to re-open the Harrison Street bridge sometime in February rather than in late December, as previously hoped. This is still slightly ahead of our projected schedule of March 17, 1977 (working day 564). However, it will be important not to allow any more slippage than absolutely necessary to continue to meet the target dates.

We shall plan to monitor the project in more detail at subsequent meetings, particularly on areas of the work to the west of the Harrison Street bridge. Presently this work appears to be well within the current targets.

Flood Control and River Beautification (FC) Stage 2

(Monitored from Issue #1 dated October 26, 1976, sheet 7)

This project is still in the design stage and is moving well in accordance with our present targets. The design analysis has been completed by the Corps of Engineers and LHA is currently identifying cost revisions due to the design analysis. Mr. Ursuy gave LHA the go ahead on December 7, 1976 (working day 494) to prepare the final contract documents. It is expected these can be issued for advertising by March 3, 1977 (working day 554) or earlier. Preparation of contract documents is from 20 to 25 working days ahead of our Issue #1 schedule sheet 7.

University of Michigan Flint Campus (UM)

Mr. Ursuy and I met with members of the project team, as well as representatives of the university. Generally the campus program is moving relatively well with utility tunnel work and utility building work currently meeting targets.



Present plans for the UCEN Building are now to begin construction on May 2, 1977 (working day 596). This is a deferment of construction start for about two months and will possibly allow Stevens Street to remain open to north/south traffic for an additional period of time. This matter will be followed with Mr. Ursuy and the university.

Representatives of the university have applied for three major additional projects under the public works act and if approval is received, these will be tied into the total planning program for the campus. They include, according to university executives, a new parking structure, additional site development, and improvements to the plant service building. Construction could start as early as March or April 1977. It is not expected that the building of these facilities will conflict with any of the present work or present proposed traffic routings.

#### Riverfront Center (RC)

At the December 1, 1976 meeting, Mr. Figa, Mr. Custer and I prepared a diagram of the front end and design work for those facilities most likely to go ahead within the Riverfront Center in the near future. There are several elements of the Riverfront Center, including the state office building (SO), the hotel (H), the convention center (C) and the state office ramp (SR).

Our basic work at the session involved planning acquisition of the site by the city of Flint and consequent release to the state of Michigan. We also reviewed the bond issues necessary, the leasing negotiations required for the ramp and preparation of working drawings and specifications (contract documents) for the office building and the ramp.

As part of our work, we also assigned tentative durations to the various items. It appears from our very early figures that office building construction could start about October 18, 1978 (working day 969) with the ramp starting construction about December 27, 1978 (working day 1017). It is to be remembered that these are very early start of construction estimates and are subject to many undefined influences including real estate, bond sale, land transfer, rental agreements and a multitude of others. However, we now do have a summary diagram to follow and we shall monitor the work over the next few months in accordance with this preliminary network model.

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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

Auto World (AW)

No review was made of this project at these sessions. However, we should prepare a front end and design network of the Auto World in the near future.

Buick Freeway (BF)

At the December 1, 1976 meeting we reviewed the current status of the Flint River crossing, Pierson Road work and service drive work from Court Street north with representatives of the State Highway Department. Presently the Flint River crossing work and the Pierson Road work are in good shape and meeting targets between early and late starts and finishes.

There has been some delay though in the service drive work. A contract was awarded November 26, 1975 (working day 087) which was a lag of about 16 working days over the original target. This may delay slightly some of the work although no major problem is anticipated from the late award. However, it may be necessary to redesign some culvert work which could be a long process. This is under study and will be followed carefully. As of our meeting date, it is the intent to hold November 1977 as the target for opening service drives to traffic. It is requested of the Highway Department that this opening date be made critical in the network since it is a very important date for many other projects abutting the Buick Freeway improvements. It was agreed by the Highway Department that they would make this a critical date on their construction plan.

Corridor 24.00 (BF-C) applied to this work and the starting date for the corridor shown on Issue #5 dated August 14, 1976 is October 26, 1976 (working day 465). This information will be updated at the next issue of the corridor but we will presently hold the completion of service road work at November 30, 1977 (working day 744).

General

The next monitoring will be set for late December - probably Wednesday, December 29, 1976. I shall be in touch with Mr. Nester to set the agenda for this session.

Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Andrew Nester, P.E.  
City Engineer, Flint, Michigan