

January 27, 1977

Subject: Monitoring Report #26  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 75156

Date of Monitoring: January 20, 1977 (working day 524)

Actions taken:

- Reviewed all major downtown projects with project managers and others

A brief discussion of each project follows.

Doyle Project (DP)

Doyle working documents are about ready for printing and it is expected that both Doyle and St. John will be able to go out for reproduction within one week. There is still some discussion about changes to be made and methods of reproducing the documents. However, most of the major problems have been resolved on both Doyle and St. John and the projects are about ready to be put into the proposal process for PASI work.

The Michigan State Housing Development Authority is still maintaining the position that Cole Blvd. must be closed in order for them to guarantee financing. The general feeling now is that Cole Blvd. can be closed at Doyle when service roads for the extended I-475 Buick Freeway are completed. Presently the schedule calls for their completion by November 30, 1977 (working day 744). They are on schedule and the Highway Department feels that they will be able to make this date.

The other problem bottleneck is improvement of the Hamilton Street bridge so it can handle the heavy traffic load from the completed service drives across the Flint River. Mr. Nester is working on this matter. He feels the work on the bridge can be let and completed in about nine months.

This points up the urgency of both completing the service roads in timely fashion and concurrently improving the Hamilton Street bridge.

The decision was made tentatively at our meeting that we would proceed full tilt as presently established to issue both St. John and Doyle concurrently for proposing on PASI work. It was decided that these will be in two packages and that contractors can propose either on one, the other, or on both. This will allow a selection to be made on the most economical method to proceed with letting the contracts.

Utility removal contracts are still pending and it would be wise to concentrate heavily on these so that no delays will be encountered by virtue of late starts on utility demolition.

Developers have been screened and a firm selected to do the private development work. They have indicated they are anxious to get underway and apparently there is no major deterrent to their work starting unless the financing guarantee by MSHDA proves a road block. We did not discuss the matter in depth at the conference but it should be looked at in detail shortly.

The city council has reviewed and approved going ahead with Doyle.

#### St. John Project (SJ)

Currently the intent is to issue the St. John and Doyle contract documents concurrently. Most of the work has been completed although there is still an EDA approval needed which Mr. McKenzie intends to obtain next week. Most major barriers to initiating the advertising for proposals have been removed.

It should be understood that even though the Doyle and St. John projects are going to be proposed upon concurrently that the two jobs should be maintained on a separate basis and records kept independently for each.

#### Flood Control and River Beautification (FC) Stage 1

Work at the Harrison Street bridge has moved slowly and it is now expected the bridge can be reopened on the projected schedule date of March 17, 1977 (working day 564). This should not cause any serious dislocation of our plan since it was the date upon which traffic had been assumed to be able to be resumed across the river. However, it should be cautioned again that the target completion for the Saginaw Street bridge must still be maintained at March 17, 1978 (working day 819).

Mr. Mike O'Brien of the Corps of Engineers attended the meeting in the place of Captain Williams. Mr. O'Brien gave me a copy of the current network model updated as of 31st December 1976. I shall use this to monitor the project in relation to the total downtown program.

Generally, overall work on the flood control and river beautification programs is moving relatively well at the present time. A major problem over the past three months has been the bitter cold weather and excessive precipitation. Both have tended to slow work, although most overview schedules are being maintained.

Flood Control and River Beautification (FC) Stage 2

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

Mr. Ursuy and I reviewed the current job status and the project is approximately 15 to 20 working days ahead of our target dates. It is hoped a contract can be let in late May. Mr. Ursuy indicated he would like to begin construction by May 15, 1977 (working day 605) although this presently appears a bit optimistic. The project is in good shape relative to design and release.

University of Michigan Flint Campus (UM)

Since the University of Michigan occupies a very critical location relative to all other downtown programs we spent considerable time with Mr. Wilson of the university reviewing the current status of his programs. The classroom, office building and theater are being occupied on a gradual basis. The UCEW building is expected to be released for proposals by late spring and probably will be in construction shortly after that. This project is funded.

The classroom and lab building design work is funded with design studies soon to get underway.

The library design is funded although there is no present accurate projection as to when work will proceed.

We reviewed the continuing effect of University of Michigan projects upon downtown development and our discussions indicated that there are two major areas of impact. The first is on project activity which deals with early development work and actual construction. The second is on operations and concerns ongoing requirements of the interrelations between the two programs. Presently it appears that a demand for continuing city project management will only be felt during the project and construction phases. During the operational phases, probably relations can be maintained on an as needed basis by the university and the city. This matter should be given further consideration at subsequent meetings to insure adequate representation of the city and other parties is maintained in matters that affect downtown development.

The matter is of special importance at the boundaries of each project - the campus, the river beautification, the Doyle and the St. John, as well as the projected government center at the riverfront. In all cases the perimeter of each does have a very important interfacing point with other programs and must be given ongoing attention if proper development is to occur.

The utility tunnel and power house are presently well in work and probably the university will put this into operation this fall. It imposes no major restraints on adjoining areas.

#### Riverfront Center (RC)

A major discussion of the riverfront center was not conducted at this session but it was reviewed in summary fashion to isolate the component parts of the riverfront center. In broad terms, the riverfront center can be broken into two basic parts - the private sector and the state development sector.

There is no current word on when the private area will proceed. However, there are strong assurances that the state portion of the government center at the riverfront will proceed sometime in the not too distant future. Bonding apparently is up for consideration soon and its release will unlock much of the work for the building.

#### Auto World (AW)

No review was made of this project at these sessions.

#### Buick Freeway (BF)

We discussed in depth construction of service roads for the extension of the Buick Freeway. Mr. Upson of the Highway Department suggested that we consider the present target for service roads remain at November 30, 1977 (working day 744).

However, there are some potential problems, particularly with the Gilkey Creek crossing. The difficulty is that there is a question as to whether the present culvert design carrying Gilkey Creek under the expressway and service roads has a capacity acceptable to the Department of Natural Resources.

Mr. Upson feels this matter can be resolved so there will be little, if any, delay to putting service roads in work by late fall.

Other Buick Freeway work including the Pierson Road grade separation and the Flint River crossing are in excellent shape and currently meeting target schedules.

#### General Summary

The entire session was devoted to an overview of the downtown development and all programs that might have an impact upon it. We spent considerable time reviewing what projects would be coming on line over the next few years that would be critical to downtown development. At our next few

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meetings we shall continue to discuss these and try to bring them into focus as has been done with the other major areas of improvement.

I set the next several meetings with Mr. Nester and he will prepare detailed agendas for these prior to each session. Those dates currently being held for Flint full day sessions include:

Tuesday, February 1, 1977

Tuesday, February 15, 1977

Wednesday, March 2, 1977

Thursday, March 17, 1977

These are tentative and should be held as guidelines for the general spacing of our future meetings.

At this session there was also some general discussion about the project control system being used to monitor time expended on the various programs. Mr. Nester mentioned we would be well advised to look into this matter in some detail since project health depends not only upon the substance of the study and implementation but also on effective control and management of the project resources assigned. Therefore, at a relatively early session we shall devote some time to a review of this matter. I shall discuss it with Mr. Nester at our next session.

Ralph J. Stephenson, P.E.

RJS  
m

To: Mr. Andrew Nester, P.E.

February 4, 1977

Subject: Monitoring Report #27

City of Flint, Downtown Improvement Program

Flint, Michigan

Project: 75:56

Date of Monitoring: February 1, 1977 (working day 532)

Actions taken:

- Reviewed Doyle, St. John and River Beautification II  
with project managers

A brief review of each project follows:

Doyle and St. John Projects (DP and SJ)

Doyle contract documents are ready for duplication and should be advertised sometime this week. St. John documents have been delayed due to holdups in preparing the joint specification for both projects together. Considerable discussion regarding this holdup was conducted at the session and a clarification made. Presently the intent is to issue the Doyle and St. John projects together for proposing and to receive bids on Doyle alone, St. John alone or both Doyle and St. John together. If both are proposed upon, the contractor will be expected to submit a price for doing each one singly and a price for doing them both together. The latter cost figure will be broken for the two projects due to the difference in bookkeeping systems required on the jobs.

A discussion was held as to when the breakout of the two projects on a double project price must be made. It was generally agreed it should be contained in the proposal submission.

It appears that specifications can be ready, along with the working drawings, for next Monday or Tuesday, February 7 or 8, 1977 (working days 536, 537). Mr. McKenzie will take these immediately to Chicago where the EDA will be able to complete their review in one day. This should allow advertising sometime the latter part of next week.

Considerable discussion ensued regarding the method of managing the two projects during the construction stages. A detailed review was made of EDA requirements for St. John and it was decided tentatively that both DCD and DPW as representatives of the city must be involved in the entire process. I recommend that both departments make a careful review of the EDA requirements to insure that the contract documents conform.

Using this discussion as a springboard, we next went through the management structure for the Doyle and St. John jobs. The flow of money, as well as the flow of paper, was generally outlined for each on flip charts, left with the respective project managers - Mr. McKenzie for St. John and Ms. Stoughton for Doyle. They will review these functional flow charts and make whatever comments and revisions are necessary. Once an agreeable arrangement has been established, they will then prepare the charts in final form and issue them to the concerned parties.

The arrangement generally agreed upon between DCD and the DPW is that the DCD would retain the DPW to be their consultant and construction administrator during implementation phases. It is to be cautioned here that the scope of work should be thoroughly spelled out and where possible, contain items that are to be done as well as items that are excluded. Of course, the estimated fees to be charged by the DPW should be a part of this memorandum and it should in essence clearly identify the essential ingredients of the agreement. All present agreed that this will be done and accomplished over the next two weeks by the respective project managers, in conjunction with the department heads and project managers.

At our next session on February 15, 1977 (working day 542) we will spend the entire morning putting together a network plan for implementation of the Doyle project. This will then be used as a model for the St. John project which will follow a similar pattern of implementation.

#### River Beautification, Phase 2

The other major focus of our work today was on the north bank river beautification, phase two. Actions were taken to review the current status, to rediagram work remaining up to start of construction and to make a functional analysis of the flow of money and paper work through the job once it is put into the field.

A critical item covered in this discussion with Mr. Ursuy and the project team was a discussion of restraints on start of various parts of the work. We identified five distinct sections of the project - these are:

- Hamilton dam area (HD)
- Flume area (FA)
- Water wall area (WW)
- Grand fountain area (GF)
- Ramp areas at Grand Traverse Avenue (RA)

Next, the question asked was - What activities in phase one work on the river beautification program will release each of these phase two areas for construction? The following restraints were identified.

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|--|----------|----------|
| - Hamilton dam area work restrained by -   |          |          |
| - complete phase one work on the Hamilton dam (optional)   | 10/20/77 | 10/20/77 |
| - install sheeting and backfill at riverfront  | 9/12/77  | 9/12/77  |
| - Flume area work restrained by -  |          |          |
| - relocation or removal of testing labs and field offices for phase one work   | 8/22/77  | 9/22/77  |
| - install sheeting and backfill at riverfront  | 9/12/77  | 9/12/77  |
| - construct and backfill stair #103 <i>(may be revised)</i>  | 3/10/77  | 3/11/77  |
| <p>Note: In the flume area as well as in all other areas, it will be critical when identifying work to be removed from the phase one contract that existing grades be identified. This will be needed by the phase two contractor to properly figure the amount of earth work required. Mr. Wilkens and Mr. Nester will review this in detail.</p> |          |          |
| - Water wall area work restrained by -   |          |          |
| - install sheeting and backfill at riverfront  | 9/12/77  | 9/12/77  |
| - construct and backfill stairs #104 and #105 <i>(may be revised)</i>  | 3/10/77  | 3/11/77  |
| <p>Note: See item on existing grades in flume area</p>   |          |          |
| - Grand fountain area work restrained by -   |          |          |
| - install sheeting and backfill at riverfront  | 7/19/77  | 8/24/77  |
| - construct and backfill stairs <i>(as 106 may be revised)</i>   | 12/23/77 | 12/23/77 |
| - Ramp at Grand Traverse Avenue restrained by -  |          |          |
| - install sheeting and backfill at riverfront  | 10/20/77 | 7/7/78   |
| - backfill and compact sub-base at wall to rough grade   | 10/20/77 | 7/7/77   |

These restraints are relatively straightforward and can be identified by reference to stage one plans of work. Some efforts were made to identify specific dates during our session. However, the current network must be updated to reflect more realistic dates. The project has fallen somewhat behind the original plan of work and it is the intent to update the network within the next few days. Captain Williams will provide us with this information. He also will provide us with a copy of the network logic plan.



The city has scheduled a meeting with the Corps of Engineers on Thursday, February 10, 1977 (working day 539) to review restraints on phase two operations in depth with the Corps of Engineers. Once the various restraints have been identified and quantified, we will then prepare a summary network plan of the riverfront beautification phase two field work. Presently it is the intent to advertise for proposals by March 9, 1977 (working day 558). It is expected that a contract can be awarded by July 11, 1977 (working day 644) with work to begin almost immediately. Mr. Ursuy is hopeful this schedule of activities can be improved but it appears it is a realistic plan of attack.

There are several very critical items to be accomplished while proposals are being received. Most important is to revise the phase one contract documents and receive a proposal on the revisions. A method of processing the credits on the work removed from the phase one contract will then be established prior to the award of contract work for phase two.

At our next session on February 15, 1977 (working day 542) we should plan to spend the afternoon continuing planning for river beautification work in phase two. Mr. Vyvyan will prepare an agenda for the meeting and issue to all concerned.

#### General Summary

At this session we discussed Doyle, St. John and River Beautification, phase two, projects in great detail. We also prepared flow charts of money and paper through the projects since they represent very complex administrative jobs. All project managers will continue this analysis over the next two weeks to allow a further review at the session on February 15, 1977.

Meanwhile, EDA approval of the St. John project will be obtained by Mr. McKenzie and by our next session, both Doyle and St. John should be advertised. River Beautification, phase two work will be pursued and by our next session we should be able to set more definitive guidelines for its administration throughout the construction phase.

Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Andrew Nester, P.E.

Mr. George Ursuy, Community Development Dept.

February 18, 1977

Subject: Monitoring Report #28

City of Flint - Downtown Improvement Program

Flint, Michigan

Project: 75:56

Date of Monitoring: February 15, 1977 (working day 542)

Actions taken:

- Reviewed Doyle, St. John and River Beautification II Progress with project managers
- Rediagrammed Doyle project to start of construction
- Re-evaluated network for phase two construction of River Beautification program to construction

A brief review of each project follows:

Doyle and St. John Projects (DP and SJ)

The contract documents for both jobs are substantially complete with only minor typing left on St. John. However, neither project has been advertised yet and this represents a further delay over the anticipated contract letting date and start of construction. Mr. McKenzie expects to go to Chicago on Thursday or Friday, February 17 or 18 (working days 544, 545) for EDA approval and it is anticipated that both Doyle and St. John can be advertised no later than February 28, 1977 (working day 551) and possibly earlier. There is heavy pressure to get these documents out and there appear to be few, if any, bottle-necks remaining.

A new network was prepared for the Doyle program and it is shown on Issue #1 for February 15, 1977, sheet 8A. This sheet was printed and copies sent to Mr. Nester and Ms. Stoughton.

It should be noted on the Doyle project that there are several items to be accomplished along with publication of contract documents to start construction. Two very important items are vacation of the Benaway and Golden structures and their demolition. Vacation of these properties is also critical to start of Consumers Power and Michigan Bell Telephone work.

Also to be resolved is the Consumers Power right-of-way at the old Doyle School. This, too, will restrain move-in of Consumers Power to demolish and relocate electrical distribution work.

The Michigan Bell Telephone removal agreement is not yet negotiated and both it and Consumers Power contracts are to be submitted to council for approval and execution. In addition, the Board of Education and the council must approve a right-of-way conveyance agreement so the Board of Education right-of-way conveyance can be executed freeing demolition of the existing gym. These items are all shown on the network, sheet 8A, Issue #1, dated February 15, 1977 (working day 542).

Ongoing delays to advertising for proposals have now shifted the start of construction projected date to May 23, 1977 (working day 611). This is presuming the contractor, once he moves on the site, can start work immediately. There may be some long lead time deliveries but some work could begin then.

A brief review was next made of the working drawings and specifications. Indications are that there are many items that may be slightly longer than average in procurement lead times. We shall go over these in more detail at a later date so that a better projection of completion for PASI work can be made. The desirable time goal would be to have most public area site improvement work complete by occupancy of the first housing unit. Hopefully this can be accomplished by middle or late fall although it is doubtful that all site improvements will be complete at that time.

No further discussion of the St. John project was conducted at our session although the same reasoning for letting contracts on St. John for public area site improvements will be followed.

We also had considerable discussion about the management of the Doyle and St. John projects in the field. The DCD staff has prepared a preliminary work agreement under which the services of a construction administrator would be provided. The DPW is presently cooperating with the DCD in preparing the language of this agreement. At future sessions on St. John and Doyle, we should make detailed staff requirement projects for the construction stage. This will be done in conjunction with the responsible project directors and engineers in charge.

#### River Beautification Phase II

Mr. Ursay, Capt. Williams and Ray Vyvyan reviewed in depth the phase II interfacing problems with phase I of the river beautification. As noted in Monitoring Report #27, the project is broken into five distinct sections:

- Hamilton Dam (HD)
- Flume area (FA)
- Water wall area (WW)
- Grand fountain area (GF)
- Ramp areas at Grand Traverse Avenue (RA)

The interfaces discussed in Monitoring Report #27 are still considered valid and have been officially reviewed with the Corps of Engineers. A detailed analysis was made with the help of Capt. Williams of the dates by which restraining work of phase I would be completed so phase II work in these five areas could begin.

It currently appears that Hamilton dam work could start as early as September 12, 1977 (working day 688); the flume area will be restrained until August 22, 1978 (working day 929), primarily due to the location there of major field headquarters for phase I work; water wall area work could begin as early as September 12, 1977 (working day 688); grand fountain work will be free to begin as early as July 19, 1977 (working day 650), provided the stair 106 work is able to proceed independently of other work in that area; ramp area work could start as early as October 20, 1977 (working day 716).

These are tentative dates subject to a more detailed review than was possible in the session today. The above dates were taken from the current network being used by the contractor to manage phase I field operations.

Almost important part of our session dealt with evaluating methods by which the phase II contract could be let. A brief statement of the seven methods considered is given below. It should be noted that these should be considered possible solutions and certainly must be reviewed and evaluated in greater depth on an ongoing basis.

- Method A - Delay start of phase II work until phase I is complete. (Generally this solution was considered unacceptable.)
- Method B - Owner to set compulsory dates for completion of phase I stages by a work modification.
- Method C - Contractor to set compulsory dates for completion of phase I stages by a work modification.

It should be noted that in both methods, B and C, it is assumed that joint discussions between the Corps of Engineers, the City of Flint and the phase I contractor will be an integral part of each. Also, it should be noted that liquidated damages may or may not be incorporated.

- Method D - Place no formal date of start on phase II construction except a general statement (not contractually binding) as to when it appears the phase II contractor can start work at each area. This implies a consensus by the Corps of Engineers, the City of Flint and the phase I contractor as to what points are suitable for the phase II contractor to begin his operations.

- Method E - Include a phase II contract requirement that the successful contractor will work with the phase I contractor to set phase II starting dates. The phase I contractor to be required to do so by a contract modification. In this method, the proposed schedule would be prepared by a joint effort of the two contractors and of course, must be acceptable to the Corps of Engineers and the City of Flint.
- Method F - Award the phase II contract to the phase I contractor.
- Method G - Assign the phase II contract, once let, to the phase I contractor for a fee; phase I contractor then to administer the total river beautification project as a single construction program. This would place the responsibility for setting target dates upon the two contractors jointly.

The above represent extremes in contract approaches since the session was primarily designed to explore all methods by which some sensible assurance on phase II start could be given the parties involved. This is important to all concerned since it is desired to get as much phase II work done concurrently with phase I construction as possible. It is further recognized that there will be some delay beyond the end of phase I construction during which phase II work is being completed. Every effort, however, will be exerted to minimize this time lag.

We also reviewed once again network sheet 7A, Issue #1, dated February 1, 1977 (working day 532) for phase II front end work. It appears that there are now more changes to the contract documents than originally projected. The delays although requiring considerable extra time are in items with some float time. The total impact presently appears to be a delay of 3 to 5 working days in award of a contract. The current date for contract award is being held at July 14, 1977 (working day 647). Mr. Ureay pointed out that it is imperative this date be improved and during the next few days methods will be evaluated as to how the entire schedule can be compressed. This will require the joint cooperation of all parties.

It should be noted that the teams working on this job from the DCD, the DPW, the Corps of Engineers and the architect/engineer's office have been cooperating well and every effort is being made by all parties to get the program into work as quickly as possible.

I shall plan to monitor the progress of work on this project carefully over the next several monitoring sessions to insure that whatever can be done to compress the plan of operations is being accomplished.

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CONSULTING ENGINEER

General Summary

This session was focused primarily upon Doyle and river beautification, phase II work, although St. John was also discussed in light of the Doyle experience. Doyle and St. John advertising has now been delayed again with the present expectations that it will be out for proposals on or before February 28, 1977 (working day 551). The present target date for river beautification phase II work to be out for proposals is April 5, 1977 (working day 577). It can be seen that these three projects will be moving concurrently in the proposal time stream. Thus, it will be critical to marshal all forces needed to properly manage these by the City of Flint. This matter is in discussion and will be reviewed and evaluated over the next few weeks.

Ralph J. Stephenson, P.E.

RJS  
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To: Mr. Andrew Nester, P.E.

March 12, 1977

Subject: Monitoring Report #29

City of Flint Downtown Improvement Program

Flint, Michigan

Project: 75:56

Dates of Monitoring: February 25, 1977 (working day 550) and  
March 8, 1977 (working day 557)

Actions taken:

- Continued detail review of Doyle, St. John and River Beautification II Projects with project managers and the department heads
- Discussed contract administration of Doyle and St. John in depth

The main subject of discussion at these two sessions was contract administration of Doyle, St. John and River Beautification, Phase II. It has been felt advisable by all parties to make a detailed evaluation of the method by which projects are to be implemented through interaction of city agencies, outside consultants and contractors. The reason for the evaluation is that these three projects represent a continuation of programs already initiated where management techniques differ slightly from those traditionally used. Thus, both the DCD and the DPW wanted to clearly define the methods by which they will be involved in the programs so that a clear picture of the scope of work and responsibilities, as well as the authority of each, is made visible to all concerned.

Due to differences in the geographic range of advertising required by EDA for the St. John project and those anticipated for Doyle, it was decided subsequent to the EDA review in Chicago that the two projects would be advertised separately although presently there is some expectation that certain contractors will propose on the two projects as running concurrently. However, we are proceeding on the basis that each job will be run independently. Of course, accounting and administrative work for the two is different enough so that records will have to be kept and the jobs administered on a separate basis.

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Since the programs have been initiated and implemented, to date, using a project manager system in which responsibility for directing and implementing the design phase has been placed upon well identified individuals at both the DCD and DPW levels, it is felt desirable by the DCD that the project management system be continued into the construction phase. Extensive discussion of this particular matter brought out that the DPW anticipates assigning a full time inspector on Doyle and a full time inspector on St. John who will remain on the jobs permanently for their full length.

A project engineer for each will also be assigned from the DPW. These persons will be responsible at the office and administrative level to handle the flow of paper, payment requests, payments and other technical and administrative matters. It is understood that the project engineers will consider the programs must be given adequate attention by them to effectively administer the necessary activities to implement both Doyle and St. John. Assignment of the project managers is being discussed and specific individuals will be given these posts.

This system corresponds roughly to the project manager technique employed both in DPW and DCD during the design period. In the DCD the project manager will essentially remain as such and work closely with the project engineer to carry out the programs.

Presently the DPW is preparing detailed estimates of the cost of this work and these should be available shortly.

In addition, we have had extensive discussion about an inter-departmental agreement between the DCD and the DPW for all three of the programs - St. John, Doyle and Phase II River Beautification. These conferences have been to review the proposed agreements section by section. There apparently is now emerging a clear understanding of the respective responsibilities of all parties involved.

At our March 8th session some of the legal ramifications of the inter-departmental agreement were reviewed and these are also being considered by the DPW, DCD and the legal department. The essence of this agreement, it was agreed by all concerned, must be that it is primarily to identify work responsibilities and authority of the respective organizations.



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The definition of agreement work scope has been somewhat complicated by the method in which the DPW must fulfill its charter obligation to participate in all matters of public health, welfare and safety that are initiated and carried out by the city. In these there are certain responsibilities inherent in the work which demand a constant level of technical attention.

Mr. Badgett has expressed it very well in saying that in both the DCD and the DPW a project team must be pulled together that exerts its efforts in a responsible manner with full authority on the project. He further prefers that direct identification of those responsible and in charge be made rather than diffusing such management responsibilities through any department. Essentially, he has, as noted above, expressed a strong desire for the project manager and project engineer system to be used where there will be provided day-in and day-out attention by a constant group.

We also discussed the estimate of work requirements and the DPW is now re-evaluating their initial estimates and will be discussing these with the DCD staff shortly. Generally after these extensive discussions, the consensus is that a project management and project engineer alignment will be utilized by the DPW in their work.

On the River Beautification Program, Phase II, a local engineering consultant will be retained by the DPW to assist and carry out their construction administration responsibilities. This matter has been reviewed with the DCD project manager and there is agreement presently on the technique to be utilized.

At our March 8th meeting, I brought up four legal matters in respect to the inter-departmental agreement that were considered by the legal department and preliminary answers given. It probably will not be necessary to further analyze these four points in greater depth since most of them are being taken care of in preparation of the inter-departmental memoranda.

The end results of the discussions are that the memoranda will reflect a meeting of the minds relative to how the work should be done and as such, should be helpful in identifying assigned responsibilities and authority.

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It was pointed out by the DPW staff that ultimately their participation is required on the project in an approval and acceptance position. Therefore, it appears logical to assume that with adequate staffing and attention they could carry out the duties of construction administration along with this responsibility. It was further stated that a principal in the department, Mr. Nester and/or Mr. Vyvyan would, of course, exert executive direction and attention to the project engineer and project inspector activity. However, day to day work will be the responsibility of the project engineer and the project inspector.

The method to be used in administering the projects will be decided upon within the next week. Meanwhile, both Doyle and St. John have been advertised and at long last, these programs are out in the market place for active work to begin sometime in the very near future. Considerable progress was made in our two days of discussion and many viewpoints were aired that were essential to clarify the respective roles of the two city departments. It was a healthy discussion and I am certain will reflect itself in a more effective and efficient project operation.

At the close of our March 8th meeting we briefly reviewed the various corridor elements and it appears that most of the Buick Freeway work and the University of Michigan campus work is close enough to being on schedule, with minor exceptions, that a full blown review of these projects can be deferred until our next session.

A field inspection, however, of the Harrison Street bridge work indicates that this crossing will probably not be reopened to traffic by our target of March 17, 1977 (working day 564). I was unable to consult with Capt. Williams of the Corps of Engineers at this meeting but we should review the matter of when it will be opened with him at an early date. Apparently the delay has been caused by the extensive cold weather encountered during the winter and consequent delays to operations which depend upon moderate weather.

At our next session we should also plan to make a full evaluation of the current status of the River Beautification, stage I, with the Corps staff and the project manager.

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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

The afternoon of March 8th I made a full inspection of the entire project area of Doyle, St. John, the Buick Freeway, the Flint River and the University of Michigan. Extensive work is presently underway on expressway service roads, and construction of the new utility building at the University of Michigan campus is moving fairly well. It appears that Stevens Street will be closed completely to traffic sometime late this month. U of M UCEN building work is still due to begin within the next few months.

The next monitoring will be the afternoon of Thursday, March 17, 1977. Mr. Nester will prepare an agenda for the afternoon session which will include a review of the U of M projects, the Buick Freeway and River Beautification.

It should be noted that on February 25, 1977 Mr. Wilson of the University of Michigan and I appeared on a program entitled Flint Update which is maintaining contact with progress of the Flint Downtown Developmental Program. This provides a very good review of all projects and their current status and progress. I strongly recommend that all those connected with this exciting downtown program listen and where possible, participate in the program as it proceeds over the next several weeks.

Ralph J. Stephenson, P.E.

RJS  
m

To: Mr. Andrew Nester, P.E.

April 14, 1977

Subject: Monitoring Report #30

City of Flint Downtown Improvement Program

Flint, Michigan

Project: 75:56

Dates of Monitoring: March 17, 1977 (working day 564)  
and April 7, 1977 (working day 579)

Actions taken:

- Continued detailed review and planning for Doyle, St. John and River Beautification II projects with project managers
- Began detailed restudy of all corridors
- Prepared network for front end activities on Doyle private development work
- Focused on traffic considerations relative to the next one and two year programs

At our March 17, 1977 (working day 564) meeting we made a general review of the progress of Doyle and St. John so far as the proposal process was concerned. Both jobs were out for proposals and apparently in good shape. Our major discussions at the March 17, 1977 (working day 564) meeting revolved around how the jobs were to be administered and how to proceed once proposals were in hand. Subsequent discussion indicated the DPW will be the project engineers and will administer the construction of the jobs.

At our meeting on April 7, 1977 (working day 579) all proposals had been received for the Doyle and St. John projects, and contractor selection was in work. As a part of both monitoring sessions we made detailed reviews of corridors for all projects where such definitions have been made. It is the intent at the next session on Thursday,

April 28, 1977 to make a full updating of all corridor work adding in those that will be generated from Doyle and St. John.

Overall, from both sessions, it appears that work on the Buick Freeway is close to schedule and maintaining dates as have been discussed in previous sessions.

In the downtown area proper, the University of Michigan programs are moving relatively well with construction due to begin on the UCEN building sometime in June 1977. Stevens Street has been closed to traffic, the by-pass route is working well and current construction on the utility building is well along.

The Harrison Street bridge remodeling is encountering some difficulties and the target dates for completion have been revised several times. As of our meeting April 7, 1977 (working day 579) the date for reopening Harrison Street was set at April 25, 1977 (working day 591). Upon reopening the Harrison Street bridge, the Saginaw Street bridge will be closed and work will start there immediately. It should be pointed out that this work is now about five weeks behind the late targets projected and considerable effort is going to have to be exerted to complete the Saginaw Street bridge by our present target of March 1978.

The north bank river beautification program is now getting heavy attention and has been released for proposals. Proposals are due back April 29, 1977 (working day 595) and it is hoped that a contract can be let by the end of June 1977. The project is moving well in line with our revised Issue #1 network dated February 1977, sheet 7A. Mr. Ursuy hopes he will be able to assist in getting the proposals reviewed, approved and through council expeditiously.

There was some discussion at our sessions about the terminology in the corridor studies. It was emphasized again that the corridor statements should be made as explicit as possible. When we update these on April 28, 1977 (working day 594) all participating should be prepared to present detailed descriptions of the various utility, pedestrian and vehicular corridors they wish to bring into effect.

An interesting corridor situation is emerging from the development as it moves on toward implementation. The pedestrian circulation patterns, particularly between the University of Michigan campus and the downtown business areas will probably intensify as more of the

facilities are brought on line. Therefore, it was suggested that we begin concentrating on how an interchange of pedestrian traffic can best be accomplished between the commercial and business area of the city and the University of Michigan. This matter will come up for additional discussions shortly. It is particularly significant since when the Riverfront Center program moves ahead, it will impose additional pedestrian traffic loads on the area and these must be accommodated safely and pleasantly within the total developmental program. Also, there is strong discussion presently of a new pedestrian way in the downtown area along some of the major thoroughfares. These, too, will have considerable effect on how we plan future corridor and circulation work. This matter would be an appropriate one to review at our next session.

There have been some minor problems with releasing funds from the city for remaining municipal work within the University of Michigan campus. However, the matter is being followed by the project staff in conjunction with the city administration. It does have some importance in that deferment of such work might make it more expensive since probably construction costs and other charges will be rising over the next few months. I recommend expedient action on this matter.

Most of our afternoon session on April 7, 1977 (working day 579) concerned planning of front end work with the private developer on Doyle. Participating in the meeting were the city project staff, along with Mr. Edward Kleiman of Oxford Developers. Mr. Kleiman is in charge of the project to construct the housing units in Doyle. He very courteously assisted us in assembling Issue #1 of the network model for Oxford front end operations, sheet 11. This network was distributed to the city of Flint DCD and DPW staffs and also given to Mr. Kleiman. In it we reviewed the plan of operations from April 8, 1977 (working day 580) on through to the point where construction of individual units could start. It appears that a target start of construction date will be September 14, 1977 (working day 690). The plan of work is tight and will take much expediting and good, close cooperation on the part of all concerned.

We made assumptions for approvals by the Michigan State Housing Development Authority (MSHDA) and I suggest that every attempt be made to manage the program so that these durations are met by MSHDA.

This means providing them adequate information in timely fashion so their decisions can be made promptly.

Critical elements of the network include approval of the revised unit mix, preparation of design development and schematics, preparation of preliminary documents and receipt of site plan approval from the city of Flint. This last item is especially important since it could be a very complex process. It would help considerably if the site plan review could be started as soon as possible by the city. In the network it is shown occurring after MSHDA review of the preliminary drawings. However, some initial ground work could be laid before that point. Site plan approval apparently is needed for MSHDA to issue their mortgage commitment. Presently plans are to have all work completed so MSHDA can begin processing mortgage commitment no later than July 22, 1977 (working day 653). This will allow the mortgage closing, land taking and building permit all to be completed by the current target of September 14, 1977 (working day 690). Mr. Kleiman reports that probably Oxford will work on housing units through the winter, if necessary.

Considerable discussion took place at our session regarding the interfacing between the PASI work and Oxford. It was suggested that the PASI work (Public Area Site Improvement) concentrate first on all areas where housing is to be placed. Then to shift to those areas that are desirable but not essential for release so housing work can begin.

We did not have an opportunity to discuss the next meeting agenda in detail. However, it is the intent at our next session on April 28, 1977 (working day 594) to concentrate particularly in the morning on redoing all corridors. This includes the river beautification #1, river beautification #2, University of Michigan, Buick Freeway, Doyle, St. John, Auto World and the Riverfront Center, both governmental and private areas. I will leave arrangement of the agenda in Mr. Nester's hands.

It would be wise to have as many parties present for each of the sectors of the corridor update as possible and most particularly, representatives of the Traffic Department should be invited. Also, I suggest that a representative of MTA be present and whoever else would be interested in corridors to be put in effect in the next three years. This will be a very important meeting and the input received should be as broad as possible, covering as many elements of the downtown and adjoining communities as are available for the session.

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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

Mr. Nester will distribute the proposed agenda to all concerned.

Ralph J. Stephenson, P.E.

RJS  
m

To: Mr. Andrew Nester, P.E.



May 5, 1977

Subject: Monitoring Report #31

City of Flint Downtown Improvement Program

Flint, Michigan

Project: 75:56

Date of Monitoring: April 28, 1977 (working day 594)

Actions taken:

- Made detail review of all corridors and updated corridor studies to Issue #6
- Reviewed current status of River Beautification, Phase 2, Doyle, St. John, U of M projects, Buick Freeway and Flood Control Program, Stage 1

General Summary

This session revolved around an in depth review of all corridor conditions, along with a detailed discussion with project managers, project engineers and contractors regarding PASI work on St. John and Doyle.

The session began with a complete review of all corridors. Changes and revisions resulting will be incorporated into Issue #6 of the corridor sheets dated April 28, 1977 and issued to those concerned. Since there is a sizable amount of work involved in this updating, a review of each corridor is given in narrative fashion and appended to this report.

In general, progress on corridor implementation is from good to excellent and although there are some slight slippages, adherence to the basic plans of action contained in the corridor studies is good.

A brief review of the current status of each project is given below.

Doyle Project (DP)

Selection of a Doyle PASI contractor has been made and the contract is to be brought to council for approval shortly. It is hoped to be able to get PASI work into the field by May 23, 1977 (working day 611). This was the target date established in our latest network issue, sheet 8A, dated February 1977.

There still are some relatively serious problems to work out on the Doyle project. These deal fundamentally with the status of four parcels of property within the project - the Golden apartments, the old Doyle school, the Benaway property and the Sunshine Bible property. It appears that the Golden property will be vacated totally by July 1, 1977 (working day 639) provided legal problems are settled regarding the condemnation. The Sunshine Bible property will be vacated by July 1, 1977 (working day 639). The Benaway property is expected to be cleared by May 16, 1977 (working day 606), again pending legal problems that may have unpredictable impacts.

Regarding Board of Education vacation of the right-of-way, conveyance agreements are presently being reviewed by the Board of Education after which the Flint City Council will review and hopefully approve the conveyance. The conveyance then has to be executed and the structure demolished before work can proceed on that section of the project.

These four areas are very serious and should be monitored carefully over the next few meetings. It is recommended they be cleared rapidly so PASI work can proceed without interruption in the sequence that is best for all concerned.

It is planned to move field construction from the southeast corner of the project to the west and north. At our meeting on June 3, 1977 it was decided to ask the private developer, the PASI builder and the PASI team to the planning session together so work can be mutually agreed upon so far as sequence is concerned. This is a very important element of the job and enough notice should be given so all parties can be there. Naturally representatives of the DPW and DCD should also attend this session.

St. John Project (SJ)

In the afternoon we met with the contractors involved in the PASI work for St. John. Generally this project will be worked from south to north, beginning by about May 23, 1977 (working day 611). There still are about 22 occupied lots in the St. John area and these may pose some local interference problems. However, the DCD feels that all will be vacated by July 1, 1977 (working day 639). Acquisition and vacation of all properties in the area is critical to ongoing progress.

PASI contractors are planning to move onto the job site as quickly as possible and would like to have all areas cleared. There appears to be a good spirit of cooperation among the parties and careful attention should be given over the next month to getting work under-way in a planned, timely and orderly sequence.

Flood Control and River Beautification (FC, stage 1)

The Harrison Street bridge is to be reopened today, April 28, 1977 (working day 594) - approximately 30 working days later than the original target date of March 17, 1977 (working day 564). Delays were caused by a variety of reasons, the prime of which was the exceptionally bad winter weather.

Saginaw Street was closed to traffic at the bridge also on April 28, 1977 (working day 594) and work will begin immediately on this crossing. The decision has been made to hold the completion date for Saginaw Street bridge work to as close to March 17, 1978 (working day 819) as is feasible. This matter will be reviewed on an ongoing basis as work proceeds.

Flood Control and River Beautification (FC, stage 2)

Proposals for this work are due soon and construction probably will be able to start within the next month to month and a half. The job was not discussed in detail at this session.

University of Michigan Flint Campus (UM)

A brief review was made of the interfacing with the downtown and the University of Michigan since most of the external influences from U of M work have now been resolved. Stevens Street has been closed to traffic, work on the utility building is well along, the Liberty Street bypass is operating well and the next major step in the University of Michigan work is construction of the new UCEN building. This work is out for proposals presently; proposals are due back to the University of Michigan by May 24, 1977 (working day 612) and it is hoped to let a contract by June 1, 1977 (working day 617). If things move well, the project could be in the field by June 15, 1977 (working day 631). The U of M would like construction to be completed by January 1979 (working day 1020). Thus, this work is now at a point where it can be better planned and tied into the surrounding areas.

It should be pointed out here that with the higher density of occupation at the University of Michigan campus and increasing facilities coming on line that it is more and more important to consider the pedestrian corridor and access routes that should be maintained into downtown areas and adjoining areas across the river. In light of this, the future of East Blvd. and the Stevens Street bridge will be discussed in more detail with appropriate parties over the next 3 or 4 months.

There was some summary discussion about these elements at our meeting today but resolution of how they are to be handled must be carefully considered and reviewed in depth by the University of Michigan, the Department of Community Development and the Department of Public Works.

Riverfront Center (RC)

No major discussion was held regarding this project although the impact on development around the Riverfront Center was briefly reviewed.

Auto World (AW)

No major review was made of this project at this session.

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RALPH J. STEPHENS  
CONSULTING ENGINEER

Buick Freeway (BF)

Most Buick Freeway projects appear to be in excellent shape and holding tightly to current schedules. Hopefully service roads will be available in late November and it is expected to start actual expressway construction at the south end in the spring of 1978.

\* \* \* \* \*

As part of our total planning considerations and updating of corridors, it was decided we should now extend the corridor concept and add those that will be a part of our planning over the next several months. In light of that we have added several corridors. These are given below, along with the numbers assigned.

- |       |  |  |
|-------|--|--|
| 4.00  | University of Michigan Flint Campus classroom and lab building |  |
| 12.00 | River Beautification #2  |  |
| 30.00 | Doyle  |  |
| 40.00 | Stewart Avenue   | 3/31/78 Incorporated into Corridor 27. Don't they relocate |
| 41.00 | St. John   | ←  |
| 50.00 | Citizens Bank development                                      | ← Put in corridor #17                                      |
| 51.00 | Riverfront Center  |  |
| 52.00 | Saginaw <u>Mall</u>  | ← Contact City Center City Plaza.                          |
| 53.00 | Auto World   |  |
| 54.00 | Pedestrian Circulation in Downtown Region                      |  |
| 61.00 | Mott College - Court Street campus                             |  |
| 62.00 | Sanitary sewer relief program                                  |  |

RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

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- 63.00 Fourth and Fifth Avenue cuplets
- 64.00 Hurley Hospital expansion
- 65.00 Hamilton Street bridge

Over the next several months we will generate corridor statements for each of these new elements.

Our next monitoring session is to be on Tuesday, May 10, 1977. I have prepared and forwarded to Mr. Nester and Mr. Vyvyan a suggested agenda for that day.

Ralph J. Stephenson, P.E.

RJS  
m

To: Mr. Andrew W. Nester, P.E.

May 5, 1977

Appendix to Monitoring Report #31

Corridor Report as of April 28, 1977 (working day 594)

This report is from the monitoring of April 28, 1977 (working day 594) and briefly summarizes the current status of corridors, along with projections as to what revisions are to be made in Issue #6. The monitoring is from Issue #5 corridors dated August 14, 1976.

<u>Corridor 01.00</u>	<u>Permanent from start of constructing new U of M Utility Tunnel</u>
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All complete

<u>Corridor 02.00</u>	<u>Construction of new UCEN Building (Stevens closed permanently)</u>
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All complete except for 02.05. There is ongoing discussion about installing a signal at the parking lot access from Liberty Street. It was generally agreed that the need for such a signal has diminished somewhat. The problem will, however, be again reviewed to see what conditions are at this entrance and exit.

<u>Corridor 03.00</u>	<u>Permanent after completion of new U of M UCEN Building</u>
-----------------------	---

- |       |  |  |
|-------|--|--|
| 03.01 | Saginaw Street bridge reopened -               | presently planned for March 17, 1978 (W/D 819)   |
| 03.02 | Harrison Street bridge reopened -              | was opened April 28, 1977 (W/D 594)  |
| 03.03 | East Blvd. vacated from Stevens to Harrison    | area was closed permanently as of April 28, 1977 (W/D 594)   |
| 03.04 | East Blvd. vacated from Red Feather to Stevens | There is some question as to whether this street has been conveyed to the U of M or not. It will be checked further. |

03.05	<b>Stevens Street bridge turned over - to U of M Flint</b>	<b>This matter is to be further discussed by the city of Flint and the University of Michigan.</b>
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**Complete.**



Corridor 11.00      Saginaw Street bridge work

- 11.01      New Harrison Street bridge open to traffic - complete
- 11.02      Saginaw Street bridge closed to traffic - complete
- 11.03      Southbound Saginaw and Detroit Street  
                 traffic diverted west on First  
                 Avenue to Garland - complete
- 11.04      Northbound Saginaw traffic diverted east  
                 on Union, Second, Fourth and  
                 Fifth to Harrison - complete
- 11.05      Telephone and traffic cable in Saginaw  
                 Street supported or rerouted  
                 temporarily - will be done as part  
   of construction on  
   Saginaw Street bridge.
- 11.06      Water Street closed permanently - complete
- 11.07      Saginaw Street closed to through traffic  
                 at Union - will be done
- 11.08      Saginaw Street closed to construction  
                 traffic from Union to Water - will be done
- 11.09      Consider parking alternatives with MTA - no longer a consideration
- 11.10      Remove parking from both sides of  
                 Harrison from Court Street to  
                 Flint River permanently, east  
                 side parking will be removed first.  
                 If conditions warrant, west side parking  
                 will then be removed.

Note:      All 11.00 corridors will start on or shortly after  
                 April 28, 1977 (working day 594)

Corridor 20.00      I-475 Pierson Road work

All 20.00 series corridors are complete.

Corridor 21.00      I-475 Pierson Road work subsequent to opening of Pierson

- 21.01 Horton and Selby one way pair with Horton northbound and Selby southbound, - it is planned to keep this in effect although there are some review discussions being conducted.
- 21.02 Pierson open - opening of Pierson is being held at September 22, 1977 (W/D 696)
- 21.03 Stewart Avenue not required for detour traffic - in effect

**Corridor 22.00      Flint River Bridge**

- 22.01      Maple and Campeau permanently closed  
             between West Blvd. Drive and St. John - in effect
- 22.02      Riverside Drive closed during construction  
             of 54" sanitary sewer between Lewis  
             Street and Lyman                                  - sewer complete
- 22.03      Bell Street closed during relocation - open  
             to local residents
- 22.04      Garfield and West Blvd. Drive closed  
             during construction of sanitary  
             storm sewers between St. John and  
             Dakota, and during remainder of  
             project , the sewer is complete.

Corridor 24.00      Seven Bridges and all Service Roads  
between Court Street and Kearsley Park  
(Second and Third Street Bridge construction)

**Note:** The Second and Third Street bridges are presently due to be completed by August 1, 1977 (W/D 659). The eastbound Longway bridge is planned to be complete by October 3, 1977 (working day 703) with the eastbound Longway approaches to be completed at the same date. It should be noted

Corridor 24.00 (continued)

that to complete the approaches to the east-bound Longway that the DPW must remove a section of their building in that area. This is a critical decision.

- |       |   |
|-------|---|
| 24.01 | Complete  |
| 24.02 | Complete  |
| 24.03 | Complete  |
| 24.04 | East Street closed permanently between<br>Second and Kearsley in effect August 1, 1977<br>(W/D 659)                         |
| 24.05 | Complete  |
| 24.06 | Crapo open  |
| 24.07 | Void  |
| 24.08 | In operation  |
| 24.09 | In operation  |
| 24.10 | Cleveland and Benson have been kept open<br>to local traffic. All others are closed.  |
| 24.11 | Close Forest Street permanently between Liberty<br>and East - being held for a start on<br>August 1, 1977 (working day 689) |
| 24.12 | Close Kearsley Park Drive permanently<br>between Lingle and Lewis - to be closed May 2,<br>1977 (W/D 596)                   |
| 24.13 | Closed  |
| 24.14 | Closed  |
| 24.15 | East Street remains open from Court to<br>Kearsley (Kearsley revised to<br>Second Street) - in effect                       |

25.01	Keep Second and Third Streets open between Liberty and East	- to begin August 1, 1977 (W/D 659)
25.02	Close Liberty Street permanently south of Second	- done
25.03	Lewis Street to be disrupted intermittently between Avon and Kearsley Park Drive	- to begin August 1, 1977 (W/D 659)
25.04	East Street remains closed between Second and Kearsley	
25.05	First Street remains closed between Liberty and East	- in effect
25.06	Close Avon permanently between Lewis and northbound service road for pedestrian bridge construction	- closed
25.07	Kearsley closed across I-475	- to start August 1, 1977 (W/D 689)
25.08	Crapo closed permanently between Lewis and northbound service road	- to be in effect Nov. 30, 1977 (W/D 744)
25.09	New eastbound Longway bridge open to traffic across I-475	- to be opened October 3, 1977 (W/D 703)
25.10	Existing Longway Blvd. closed between Lewis and Walnut	- to be in effect October 3, 1977 (W/D 703)

Corridor 25.00 (continued)

- 25.11 Longway westbound traffic diverted to  
Walnut, Poplar and Lewis - to be in effect October 3,  
1977 (W/D 703)
- 25.12 In effect except for Cleveland and Benson which  
are open to local traffic
- 25.13 Fourth Street remains closed permanently  
between Liberty and East - will be in effect  
August 1, 1977  
(W/D 655)
- 25.14 Kearsley Park Drive remains closed permanently  
between Lingle and Lewis - will be in effect as a  
result of corridor 24.13

Corridor 26.00      Broadway and Stever Bridge

- 26.01 Closed

Some footnotes are appropriate to the above corridor discussion.

- Corridor 21.03 regarding Stewart Avenue - it may be  
that grade separation construction at the railroad  
may start as early as August 1977.
- Corridor 24.00 - the DPW building, as noted above,  
must be cleared before the eastbound Longway  
approach construction can go into effect.
- U of M Corridors - the geometrics of the intersection  
between Kearsley and I-475 at the University of  
Michigan are to be studied.
- Leith Street Bridge - this work will probably be included  
in the St. John corridor; the bridge may be started  
as early as June 1, 1977 (working day 617) and be  
completed by December 30, 1977 (working day 765).
- I-475 bridge over Massachusetts will be started in April of  
1978 with completion by the end of December 1978.

- I-475 bridge over Stewart (no traffic disruption to Stewart)  
Construction to begin April 1978 and be complete by  
the end of December 1978.
- Bridges over the service approaches at Dort Highway includ-  
ing service roads between Dort and Stewart. Con-  
struction is to start by April 1978 and be usable by  
December 30, 1978.  
Note: These will be made Corridor 27.00.
- Corridors for the Doyle and St. John projects were defined.  
However, the corridor descriptions were left with  
the DCD for reproduction. Therefore, a description  
of these is not contained in this report. The  
description will appear in the next monitoring document.
- Kearsley Street bridge construction will start August 1, 1977  
(working day 659) and be complete by August 1, 1978  
(W/D 914).
- Westbound Longway bridge construction will begin October 3,  
1977 (working day 703) and be complete October 2, 1978  
(W/D 957)
- Pedestrian bridge construction will begin May 2, 1977 (W/D 596)  
and be complete by November 30, 1977 (working day 744).
- Service roads in Corridor 25.00 are still targeted for completion  
November 30, 1977 (working day 744).

Ralph J. Stephenson, P.E.

RJS  
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To: Mr. Andrew Nester, P.E.

May 16, 1977

Subject:       Monitoring Report #32  
  
                  City of Flint Downtown Improvement Program  
  
                  Flint, Michigan

Project:       75:56

Date of Monitoring: May 10, 1977 (working day 602)

Actions taken:

- Reviewed Doyle project
- Reviewed River Beautification #1 and #2 projects
- Reviewed St. John project
- Reviewed Auto World and Riverfront Center briefly

General Summary

Most of our work at this monitoring consisted of continuing to isolate difficult Doyle areas and attempting to resolve the present road blocks to start of PASI and private development work. It appears we should be able to move into PASI work by June 1, 1977 (working day 617). A more detailed discussion of this is given below.

Private development work has run into a snag, primarily in preparation of preliminary and working documents for the housing units. It does not appear now that the private work can begin on the job site until December 1977 and it may be that actual work will be deferred until spring of 1978 because of the difficulty in starting construction during cold weather. This matter will be reviewed in more depth at our session on June 3, 1977 (working day 619). River Beautification work, phase 1, is about 40 working days behind the current network diagram according to Captain Williams. Captain Williams added there are many areas that could be worked on concurrently and this lag could be reduced considerably with some replanning of the sequences. River Beautification, phase 2, has encountered budget problems and attempts are being made to bring costs of the project in line with estimates so work can proceed yet this summer on the project. There are some severe difficulties here,

however, and a strong, continuous and cooperative effort is going to have to be made immediately to insure an early work start.

The Auto World project is somewhat in limbo so far as the DCD is concerned. Much current activity is being accomplished privately. It is to be re-emphasized here that the project is a very significant program and has a strong relation at and within the boundaries of the site with work that must be done on the road and utility systems. I again urge that every effort be made to identify the planning needs of the area at an early date so proper accommodation of these can be made at the boundaries of the project.

The Riverfront Center program is being restudied and no progress is discernible.

A brief review of each project is given below in more detail.

#### Doyle Project (DP)

Approval of the public area site improvement work contract is to be brought before the city council on May 23, 1977 (working day 611). This approval has been held temporarily pending additional fund commitments for the program from outside sources. However, it is expected that the PASI contract will be approved on May 23, 1977 (working day 611) with minimal difficulty. The contractor has agreed to hold his price firm beyond the present committed date and until the morning of May 24, 1977 (working day 612). A letter to that effect is being forwarded to the appropriate parties.

Acquisition and vacation of four critical properties within the Doyle area was discussed in detail at this session. The Benaway home has been vacated and demolition is either in work or will start shortly. The Sunshine Bible property is to be vacated June 1, 1977 (working day 617). Action is expected on the Board of Education conveyance agreement this evening, May 10, 1977 (working day 602) and that particular problem should be quickly resolved.

There has been a continuing series of snags on acquisition of the Golden properties, however, and virtually no movement in respect to acquiring this parcel. At our monitoring we were fortunate to be able to consult with Mr. Joseph, the attorney working on the program for the city. He is immediately instituting strong efforts to clear this matter within the next few days. In respect to the planning of the area surrounding the



Golden properties, alternate plans are being prepared along with an evaluation as to their impact upon the cost of PASI work.

It is to be emphasized here that any delay to the start of PASI work and its sequencing through in continuous fashion may force the project into winter weather and cause serious schedule and price dislocations that have not been considered in the present costing of the job. For this and many other reasons, acquisition of the Golden property is an increasingly critical matter and its importance to the overall job cannot be under-emphasized.

A more detailed evaluation of this matter should be available at our next session on June 3, 1977 (working day 613) when we are to plan in more depth the interrelationship between the various groups of activities on the job including the PASI contractor, the private developer, the utility companies, the traffic department and all other agencies affected.

Another item of importance is to firm up, if necessary, a conditional agreement with the private developer. Presently there is full intent of moving ahead aggressively on the project but there have been some delays to the projected start of construction of units on the site. This is primarily due to a desire to restudy the elderly housing plan and to the need for longer times in preparation of working drawings for final review than allowed. It is the intent to submit final working drawings by September 9, 1977 (working day 687) which is about a month behind our anticipated schedule. A mortgage commitment should be obtained by October 25, 1977 (working day 719), about two months behind our current target.

This slippage is unfortunate since it delays start of construction on into winter with the possibility of not being able to start private work even until next spring. We are going to do some extensive procedure planning on June 3, 1977 (working day 619) to see if we can pull our start of private work back to the current target of September 14, 1977 (working day 690).

#### St. John Project (SJ)

It still is intended that all properties will be vacant - ready for demolition - or demolished by early July 1977 except parcel 18 - 7 on Idaho. This property may pose some additional acquisition problems due to relocation needs but it is not anticipated that it should delay PASI work. There

St. John Project (SJ) (continued)

also is one vacant parcel that will be taken to court as a civil case. 6/3/77  
St. J.  
L.H.D.  
It is expected to be tried in July 1977. Other than these, the way seems clear to proceed with dispatch upon construction of the St. John PASI work.

The contract for PASI work was approved last night by city council and already the flow of shop drawings and other submittals has started. It would be appropriate at this time to again review St. John relative to how Consumers Power and Michigan Bell Telephone work ties into PASI work. There is some concern about this and it should be a topic of discussion at an early meeting.

Intensive marketing of the properties is also starting although Mr. McKenzie reports that the formal techniques and procedures for marketing are not yet clearly identified. It would be wise to spell out in more detail procedures to be followed in soliciting and acquiring occupants for the St. John Industrial Park since this is a critical element of the project.

Overall, the current status of the job indicates that PASI work will start in the field May 23, 1977 (working day 611), and proceed rapidly with few, if any, impediments. We will continue detailed evaluation of work progress at our next monitoring session.

Flood Control and River Beautification (FC, stage 1)

Work has begun on the Saginaw Street bridge and currently Captain Williams says they will maintain a target of March 17, 1978 (working day 819) for reopening the Saginaw Street bridge to traffic. There is some possibility this date may be difficult to achieve but it will be kept as the target. Presently the plan of work for stage 1 is being reviewed and updated.

As noted above, the job is about 40 working days behind the current network plan but Captain Williams feels time could be picked up if additional concurrent activities were put into work in the field. He will review this matter with the contractors involved.

A credit proposal for work to be deleted from phase one has been received and is being evaluated. The credit was not as great as had

Flood Control and River Beautification (FC, stage 1) (continued)

been anticipated and this is posing some problems to completing negotiations for phase 2 work. It is not expected to be a major holdup to the work, however. To start phase 2 work, it will be necessary, according to Mr. Ursuy, to obtain a letter agreement on the credit from the Flint city council.

Flood Control and River Beautification (FC, phase 2)

Proposals for the work have been received and costs have come in higher than anticipated. A detailed review is being made of the cost items that may have caused the apparent over-run and an effort will be made to bring costs back into the line required for start of construction.

If additional funds are found available and work can proceed as originally planned, the target date for start of construction will now be about August 9, 1977 (working day 665), approximately 13 working days later than anticipated.

If there is a need to redesign any elements of the project to bring the cost into better alignment, then a greater delay can be anticipated which might prove quite serious relative to both the construction schedule and the total cost of the project. It should be kept in mind there is a constant increase in construction costs and also, an improvement is expected in the construction activity picture which conceivably could increase prices if delays to the start of work are encountered. I recommended strongly to the project manager that every effort be made to locate the additional funding necessary so the project can proceed within the present cost structure. This matter is being evaluated in depth now by Mr. Ursuy and the DPW.

University of Michigan Flint Campus (UM)

It is still expected the project can be put into the field within the next month or so. Proposals are expected in mid-May and it is hoped that a quick decision can be made so work can start immediately.

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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

#### Riverfront Center (RC)

The Riverfront Center is currently being conceptually restudied and no current word is available on its status.

#### Auto World (AW)

The summary report to FOCI has not yet been submitted by the design team. Mr. Custer feels it is now extremely doubtful that a 1978 starting date is feasible although no authentic word is currently available on status.

We discussed in some detail the additional interfaces that will be necessary around the border of the project relative to the city; some of these are railroad penetration to the site, the Fourth and Fifth Street couplet, the Mason - Church connector and the Church and Grand Traverse couplet. It was suggested as much information about the program be put together as possible so some of the more serious impacts upon surrounding areas which are in design or proposed can be more accurately evaluated.

#### Hurley Hospital Expansion (HH)

It was suggested by the monitoring group that we spend some time reviewing the impact of Hurley Hospital expansion upon the entire downtown program, primarily corridor elements. Mr. Vyvyan will set up a meeting as early as possible.

#### General

Before completing our work today, Mr. Vyvyan and I discussed the agenda for the next session on June 3, 1977 (working day 619). He will put this in final form and send to the appropriate parties.

Ralph J. Stephenson, P.E.

RJS  
m

Tot. Mr. Andrew W. Nester, P.E.

June 8, 1977

Subject:       Monitoring Report #33  
  
                  City of Flint Downtown Improvement Program  
  
                  Flint, Michigan

Project:       75:56

Date of Monitoring: June 3, 1977 (working day 619)

Actions taken:

- Reviewed Doyle project and diagrammed early construction work
- Reviewed St. John project
- Reviewed River beautification 1 and 2 projects
- Reviewed Hurley Hospital expansion plans
- Reviewed U of M projects

General Summary

The major work at this meeting was to diagram early construction operations for PASI work in Doyle. The contractors, along with city agencies affected, were represented and considerable work was done in identifying critical early work necessary for a smooth construction flow.

It appears that the major development area, that section enclosed by the boundary road within the project and entitled area A, could be ready for private developer work on or before the first part of December 1977. It is expected that actual construction can begin about June 27, 1977 (working day 635).

The St. John project has not yet started and is awaiting approval of contracts and preparation of miscellaneous forms. River beautification work is moving well on phase one. However, phase two work is stalled pending a decision on extra funding. University of Michigan work is moving well with the UCEN building contract to be let, probably by the end of June.

A brief review of each project is given below.

Doyle Project (DP)

There still are some major difficulties in initiating construction on public area site improvements (PASI work) for Doyle. One of big problems continues to be acquisition and demolition of existing facilities on the site. The Benaway house is now vacant and will be demolished as soon as the demolition contractor can be brought back on the job. The Golden property is expected to be vacated within a month and will be demolished shortly after. The bar presently in operation within the area will be vacated within two weeks and demolition work will start immediately. The Sunshine Shop will probably be vacated within the next 5 weeks, after which the building will be demolished.

So far as the existing gym building is concerned, board of education approval still is needed on the right-of-way conveyance, after which city council will take action, a contract will be let for demolition work and the structure can be torn down. This area will be important to clear for construction of the east/west link between the western boundary of the site and the interior perimeter road.

The overall impact of properties now occupied on the site is that they restrain Michigan Bell Telephone and Consumers Power from mobilizing and moving in to start effective and continuous work. It does not appear that the utility companies will be able to plan their site move-on until about July 12, 1977 (working day 645) and they expect to start active demolition and abandonment of the existing gas, power and line system by August 2, 1977 (working day 660). Anything that can be done to improve this set of dates will aid the project and allow construction of PASI work to proceed much more expeditiously.

Demolition of area A streets and sidewalks could begin as early as June 27, 1977 (working day 635). This apparently fits in well with Oxford Development's plan. They were represented at the meeting and indicated that timing of the site work is fine for them.

At upcoming sessions of our monitoring we expect to continue preparing summary network diagrams of the Doyle project. The meeting today was good and allowed each individual and group to isolate and identify where they were to participate in the construction program. Copies of the diagram on sheets 12 and 13, Issue #1, dated June 3, 1977 of early Doyle construction have been distributed to those concerned. If anyone would like additional copies, they are available. Please contact Miss Kathy Stoughton at the DCD for additional copies.

St. John Project (SJ)

A contract has still not been let on St. John due to some minor delays relative to execution of contracts and completion of forms necessary for EDA approval. However, it is anticipated that EDA approval will be gained this next week and that construction should be able to start by July 6, 1977 (working day 641).

As with Doyle, problems are anticipated for the beginning of Consumers Power/Michigan Bell Telephone work since contracts have yet not been awarded for this set of operations. However, it is not expected to have as serious an impact at St. John as in Doyle since it is felt by those concerned that utility removals and relocations will not interfere with early PASI work. It is expected that utility work could begin on the site by August 9, 1977 (working day 695).

The above information was obtained from a small summary network that we did while discussing the project. This was not done on a printable sheet and therefore, if any additional detail is required, please contact Mr. Greg McKenzie.

At our next session we will prepare a more detail network diagram of the early PASI work similar to that done for Doyle at this session. It is hoped that we can get the full participation of all concerned.

Flood Control and River Beautification (FC, stage 1)

Some pickup in time has occurred on the phase one work. However, Captain Williams does not feel it will be possible to meet the target of March 17, 1978 (working day 819) to reopen the Saginaw Street bridge. It is not feasible at this point to determine the appropriate date to use as the goal but we will discuss the matter in more detail at subsequent meetings. There is still some hope we will be able to continue performing on an improved basis on the phase one work.

Flood Control and River Beautification (FC, phase 2)

Nothing has been done on this phase of work since our last session. The problem at present is finding adequate additional funds for cost increases experienced in the proposal periods. Mr. Ursuy, Captain Williams, Mr. Vyvyan and I discussed procedures to be followed and it was agreed that it would be best for all concerned if a firm letter of intent to credit was issued by the city council to the Corps of Engineers so work could be

expedited as soon as it was decided to move ahead with the project. Mr. Ursuy will study this matter in more detail and make a decision at the earliest possible time. The decision tree which we prepared to assist in making a decision was put on the blackboard in the room and copied by those concerned. Mr. Ursuy has more information on the alternatives available.

#### Hurley Hospital Expansion (HU)

Mr. Richard McCormick of the hospital very kindly came to our session and made a detailed review of the hospital's plans over the next few years and particularly how they impacted upon corridor designs around the hospital location. It appears the major expansion projects within Hurley Hospital will impact most heavily upon Sixth Avenue where a facility is expected to be built across the present right-of-way. This area has already been officially vacated although the street is still in use. The north and south corridors will not be seriously affected although it is anticipated over the years that additional loading, particularly at turning areas where change in direction, as well as signalization will be required, will become increasingly heavy and difficult to handle. Probably the proposed north/south and east/west street couples will also be affected by increased expansion at the hospital area. We should continue reviewing plans to insure that the external influences by the Hurley project are kept in view and within the controlled planning concept we have been using for the other projects.

I strongly recommend that we spend a monitoring session soon in taking an over-view of the entire area bounded by Hurley Hospital on the northwest, St. John on the northeast, Mott Community College on the southeast and Riverfront Center on the southwest. It would be wise to look at an area about 1/2 mile outside these four points and all within that boundary to see how each of the projects is impacting upon the others. My concern here is that we are concentrating on project work within definitive project boundaries and, although not ignoring, tending to minimize the impact of each project upon the other, particularly in relationship to services provided by public and quasi public agencies.

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

A construction contract for the UCEN building is expected to be let by the end of June and work should be underway there shortly. Work at the utility building is apparently on schedule and most University of Michigan interfacing operations with downtown programs are in good shape.



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There still are some problems, particularly at the river boundaries of the site and some difficulties in getting the area totally clean. However, these are being resolved on a day to day basis and do not pose serious difficulties at the present time. It would be wise to discuss the impact of construction of the UCEN building upon the surrounding street patterns at some monitoring session in the near future. It may be that there are some factors that should be taken into account, particularly during the time when heavy loads will be coming to the job site. I shall put this on an agenda in the near future.

General

Mr. Vyvyan and I prepared an agenda for our next session and he will identify those involved and set up the meetings. Mr. Vyvyan will issue the agenda as soon as he has it prepared.

Ralph J. Stephenson, P.E.

RJS  
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To: Mr. Andrew W. Nester, P.E.

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

PHONE 523-2039  
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CONSULTING ENGINEER  
RALPH J. STEPHENSON, P.E.

July 7, 1977

Subject:     Monitoring Report #34  
              City of Flint Downtown Improvement Program  
              Flint, Michigan

Project:     75:56

Date of Monitoring:   June 30, 1977 (working day 638)

Actions taken:

- Diagrammed early construction work on St. John
- Continued diagramming construction work on Doyle
- Reviewed river beautification 1 and 2 projects
- Reviewed Buick Freeway projects
- Briefly discussed U of M program

General Summary

Efforts at this monitoring were to begin diagramming the St. John project and to continue planning the Doyle construction program. Tracings for these projects, sheets 12 and 13 for Doyle and 14 and 15 for St. John, were left with Mr. Greg McKenzie and Mr. Ed Wilkins. The reports to be given will, for this monitoring, only be summary in nature and the projects will be reported upon in greater detail at subsequent meetings.

The St. John project is about ready to get underway with the southern half of the project to be the starting point for clearing and construction. Work will move generally from south to north. There are still some houses to be vacated and cleared in the north half of the site and although we do not expect there will be any major delays, it is critical to clear them as rapidly as possible. Mr. McKenzie feels that there is a good possibility of having all houses in the northern section vacated by the end of July. This would allow utility demolition and relocation to proceed without interference and of course, construction work to follow closely.

It is of prime importance to insure that all properties are cleared since this presently is the biggest potential bottleneck to completing the work by this fall.

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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

Our network model indicates that probably with good weather and prompt action on clearing, the entire job can be brought to construction completion by late fall or early winter. There may be a need to come back next year and complete landscaping since present restrictions on landscaping installation are such that the site will probably not be ready for landscaping and plantings within those constraints. This matter is under consideration now to determine whether some flexibility in the constraints is possible.

Copies of the network model were made by Mr. McKenzie and will be distributed to Mr. Richard Hanson of Ace Asphalt Paving, the prime contractor, for his use. It will probably be necessary to meet once or twice more for half day sessions to complete preparing the network plan for the project in the detail required. This will be done over the next month and a half.

In the afternoon we worked on the Doyle project, continuing the network diagram from our work at the previous meeting on June 3, 1977 (working day 619). We monitored the project generally and found that at present the starting date has slipped from our hoped-for target by several working days. Also, there are ongoing problems in acquiring, vacating and demolishing remaining structures on the site, particularly the Golden properties. This is causing serious difficulties to starting and maintaining construction progress. It appears that area A can still be completed early enough for the private developer to move in sometime in late November or early December 1977. However, it is going to be critical to initiate intensive work there now to meet this date. As with St. John, there are some problems with landscaping being completed within the boundaries prescribed in the specifications. Landscaping in Doyle will probably have to be done in 1978.

For both Doyle and St. John, diagrams were prepared and distribution made. The St. John network is shown on sheets 14 and 15, Issue #1, dated June 30, 1977. Doyle was continued on sheets 12 and 13, Issue #2, dated June 30, 1977 (working day 638).

Late in the afternoon we monitored the flood control and river beautification programs, phase 1 and phase 2. Phase 1 work is continuing to lag and there is a continuing doubt about opening Saginaw Street by March 17, 1978 (working day 819). It was suggested by Mr. Ursuy that we retain the March 17, 1978 (working day 819) as a target until more definitive information can be obtained from observing job progress.

The phase 2 river beautification is apparently going to go on as designed and it is anticipated that work there will be able to begin shortly. We should plan to provide a full scale monitoring of this project very shortly at one of our meetings so as to firmly establish the position of the project and plan for its implementation. I shall discuss this with Mr. Ursuy and Mr. Vyvyan. There is under considera-

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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

tion the possibility of preparing the network diagram for phase 2 much as we have done for the Doyle and St. John projects, with the cooperation of the contractors and the city of Flint project people.

We next discussed the University of Michigan UGEM project which is expected to be put into construction within the next three weeks. This program has been delayed slightly by reconsideration of the proposals, however, a decision is near and the job should be released shortly.

Mr. Ed Upson of the Highway Department attended our afternoon session and reported briefly on the Buick Freeway progress. Difficulty is being encountered in construction of the service roads, primarily at Gilkey Creek and in relocation of a 30" water line at the Kearsley Street area. This set of delays could conceivably hold up completion of service roads and cause missing the November target currently being held. Mr. Upson feels there is a possibility of maintaining the November completion and the attitude is one of cautious optimism. We should plan to check this in more depth at our next meeting and to establish the probability of meeting the November target since it is a very critical point on the job.

Gilkey Creek work is expected to start within 10 working days.

Another slippage was reported by Mr. Upson on reopening Pierson Road. This could now be as late as November, instead of the presently anticipated early fall target. There is also some corridor conflict at the north end of St. John which could cause temporary traffic complications there. It is possible that the Stewart Avenue grade separation will be given the go-ahead in the near future. If so, the detours that must be arranged for this grade separation could conflict with present detours in effect relative to the Pierson Road construction. These should be worked out in detail at an early date to avoid possible difficulties at the north end of St. John. We will attempt to define these corridors in more detail shortly.

The next monitoring is planned for July 12, 1977 and Mr. Vyvyan is preparing an agenda which he shall distribute prior to the meeting.

Ralph J. Stephenson, P.E.

RJS  
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To: Mr. Andrew W. Nester, P.E.

July 20, 1977

Subject:        Monitoring Report #35  
  
                 City of Flint Downtown Improvement Program  
  
                 Flint, Michigan

Project:        75:56

Date of Monitoring: July 12, 1977 (working day 645)

Actions taken:

- Diagrammed early construction work on stage 2 river beautification
- Substantially completed diagramming St. John construction work
- Reviewed implications of Saginaw parking mall installation
- Reviewed Buick Freeway project in detail
- Briefly discussed U of M programs

General Summary

Overall, the downtown improvement program with related improvement work is gaining momentum, and extensive construction operations are initiated for St. John, Doyle, river front beautification, phase 2, and the University of Michigan UCEN project. This will give considerable impetus to downtown improvement work and will provide a very busy construction scene for the next two to four years in and around the downtown area.

In brief, Doyle and St. John clearing and rough grading are underway. At the north bank of the river the phase 2 river beautification construction work is about to start at the Grand Fountain area. Within two or three weeks work is expected to begin on foundations for the UCEN building on the downtown University of Michigan Flint campus, and work is now being expedited heavily for construction of bridges and service roads on the new Buick Freeway from Court Street north to Pierson Road.

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In the entire program there appear to be no major current conflicts although there are many local problems that the various project managers and contractors are working out on a day to day, week by week basis. The projects are fitting together well and those involved can take pride in the fact that the program is moving with minimal confusion and delays.

A detailed review of each project is given below.

Doyle Project (DP)

No monitoring was done on Doyle at this session. At our next conference we will continue planning the project and run a full monitoring.

Presently we have completed planning all construction work in area A which is the major first phase residential area.

St. John Project (SJ)

At this session we completed diagramming the St. John project for both area A (south of Massachusetts) and area B (north of Massachusetts). The only element left to be planned is the landscaping work and presently there is no firm decision made as to whether landscaping will go in this year or next.

It is expected to finish the south area (A) by September 23, 1977 (working day 697) and the north area (B) by October 28, 1977 (working day 722). The network diagrams on which this information is shown are sheets 14 and 15, Issue #2 dated July 12, 1977.

Work in the field is proceeding on clearing and rough cutting right-of-ways and installation of outfalls to the Flint River. The project is in reasonably good conformance to the current plan of work.

We discussed landscaping in some detail and it was tentatively decided that the following limits should be applied:

- Planting of deciduous trees - August 15, 1977 (working day 669)  
to September 15, 1977 (working day 691)
- Planting of evergreens - April 1, 1978 (working day 830) through  
May 14, 1978 (working day 860)
- Planting of ornamentals - April 1, 1978 (working day 830) through  
May 14, 1978 (working day 860)

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Non-dormant seeding - August 15, 1977 (working day 669) through  
September 15, 1977 (working day 691) and  
April 1, 1978 (working day 830) through  
May 14, 1978 (working day 860)

Thus, as noted above, it appears a good share of the planting and seeding will be done in 1978.

At our next session we will plan to physically monitor the project by comparing the network model to the field operations. The network will now be put into final form and issued for use by those concerned.

If there are any comments on the current network, Issue #2, dated July 12, 1977, sheets 14 and 15, these should be forwarded to the project manager immediately.

Flood Control and River Beautification (FC, stage 1)

No major monitoring of the flood control stage 1 project was made at this session. However, work is continuing in most sections with a lag still remaining from time lost earlier in the year. It is becoming important to mesh the stage 1 work with stage 2 work about to start. We attempted to do this in some detail at our session but it was difficult since planning is just now getting underway for the stage 2 operations.

Mr. Ursuy, the project manager for the city of Flint, is planning to meet with representatives of the Corps of Engineers later this week to discuss scheduling of the two projects in depth.

Currently a major updating of the network model for the stage 1 work is underway and presumably this information will be released in the near future. We should plan to monitor stage 1 work carefully over the next few months since it will be critical to gain as much time back as possible during the summer and fall seasons.

I shall plan to monitor the project in depth at subsequent monitoring sessions.

Flood Control and River Beautification (FC, stage 2)

We began our detailed planning of the stage 2 work at this session and had good cooperation from the city agencies involved, as well as the contractors constructing the work. Sheets 16 and 17, Issue #1, dated July 12, 1977 were drawn for the project. These were a summary network diagram of the Grand Fountain area. It was a preliminary diagram for study only and showed there are several critical areas that must be carefully managed. Problem questions that arose during our session were:

- 1) How are shop drawings to be processed?
- 2) What is the stage 1 contractor's plan of work and schedule of completions at major areas affecting stage 2?
- 3) When will the stage 1 contractor be out of the flume area?
- 4) How are bulletins, change orders and other such revisions to the work to be processed?
- 5) What is the implication of extending the completion date if it becomes necessary?

We had considerable discussion on these points but there was no major resolution of them pending a detailed review of the project in relation to stage 1 work by the city of Flint, DCD, the DPW and the Corps of Engineers later in the week. At this session it is presumed these five questions will be addressed.

It is very important to establish clear-cut procedures regarding revisions, bulletins, change orders and shop drawings since there are large numbers of people and agencies involved and the turn around time on approvals can be considerable.

Since we are dealing with a project that is very sensitive to weather, we are going to have to focus on getting as much work done in the good weather months as is possible. Everyone at the meeting was made fully aware of this.

At our next session we shall continue preparing the summary diagram for the stage 2 work.



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Hurley Hospital Expansion (HU)

No discussion at this session.

University of Michigan Flint Campus (UM)

It is currently expected to get the Flint U of M UCEN building underway within the next 2 to 4 weeks. The contractor is already on the job and miscellaneous excavation work has started.

The University of Michigan program is in relatively good shape except that it would be wise to clean up any present loose ends that concern the boundary conditions of the site. I feel this should be a subject of discussion at one of our sessions in the near future.

Buick Freeway (BF)

We made a detailed review of the current status of the Buick Freeway project with representatives of the State Highway Department, the DCD and the DPW. Presently it appears that the overall highway program is moving fairly well.

Corridor 20.00, the I-475 Pierson Road work, shows that re-opening Pierson Road will be slightly later than the current target of September 22, 1977 (working day 696). It could be as much as six weeks late which would bring re-opening to possibly November 3, 1977 (working day 726). This project is important as it impacts upon construction of the Stewart Avenue grade separation. There will be some difficulty in detouring traffic and if Pierson Road can be open by the time work at Stewart Avenue starts, it would be helpful.

Corridor 22.00, the Flint River bridge, shows the completion of the bridge by December 30, 1977 (working day 765). It is possible this structure could be completed as early as October.

Corridor 24.00 early work on the seven bridges and the service roads between Court Street and Kearsley Park is encountering minor difficulties, with the possibility that the Second and Third Street bridges might be delayed in completion from August 1, 1977 (working day 659) the current target, to September 1, 1977 (working day 682). The eastbound Longway bridge is being held for a completion of October 3, 1977 (working day 703).

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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

Presently it is still hoped to complete the service roads by November 30, 1977 (working day 744) despite some minor difficulties encountered at Kearsley Street and at the Gilkey Creek crossing. At Kearsley there is a large water main that must be rerouted and delivery of the material for the job is scheduled late. However, with present commitments it appears that the work could be completed in time to open the service roads by November 30, 1977 (working day 744). Work on the Gilkey Creek crossing is no longer a problem and the state highway department representatives stated construction is underway. Overall, the chances of having service roads by late fall appear to have improved slightly since the previous monitoring report #34 dated July 7, 1977.

Saginaw Parking Mall (SM)

This is a new project to the roster of downtown programs and consists basically of revisions to Saginaw Street from Water Street to Third Street until the Saginaw Street bridge is open in 1978 to traffic. There will be center of right-of-way parking under the plan in each block with access from the major cross streets. The program is designed to evaluate the impact of restricting traffic on Saginaw Street to slow moving, circulatory patterns and increased parking density. There will be some amenities provided but apparently planning is still in the very early stages.

It does not appear to have a major impact upon current corridors but we shall take a closer look at the corridors in subsequent monitoring sessions.

Ralph J. Stephenson, P.E.

RJS  
m

To: Mr. Andrew W. Nester, P.E.

August 2, 1977

Subject: Monitoring Report #36

City of Flint Downtown Improvement Program

Flint, Michigan

Project: 75:56

Date of Monitoring: July 25, 1977 (working day 654)

Actions taken:

- Continued diagramming construction of stage 2 river beautification
- Continued diagramming Doyle project
- Monitored Doyle and St. John projects

General Summary

St. John and Buick Freeway work continues to move relatively well in the field. The Doyle project is encountering some problems which are being resolved by field and project staff while the river beautification, stage 2, is experiencing difficulties in getting underway, primarily due to construction interferences from stage 1.

Although University of Michigan Flint Campus progress was not officially measured at this session, it apparently is moving well. As mentioned in previous reports, there is a need to consider now some of the local functional interface problems at the University of Michigan campus. One of the most important of these concerns the silt removal process from the Flint River. There is serious concern that this excavation and hauling operation could be sizable and might affect some functional and visual features of the University of Michigan Flint Campus. I believe it is a legitimate problem for consideration and suggest we take it up at an early meeting.

A more detailed review of the projects monitored at this session is given below.

Doyle Project (DP)

Monitored from Issue #2 dated June 20, 1977

At this session we did some minor work on the network, updating it to Issue #3 dated July 25, 1977 (working day 654). Work in the field is beginning to pick up in tempo, however, there have been some delaying water and storm line conflicts in area A that are presently being resolved. A timetable on

the resolution of these was set for approximately 25 working days from today by which time the interference is to be resolved.

The most critical problems existing on Doyle continue to be clearing of real estate in the project. The Golden properties are still not totally vacated and it is possible that such vacation could be delayed until September 1, 1977 (working day 682). Demolition of the bar has not yet begun but the project manager expects it should be leveled by August 26, 1977 (working day 678).

The Board of Education and the City Council have agreed on a right-of-way conveyance and negotiations are in process for demolition of the existing gym building. There was no projection as to when this demolition would be complete.

Sunshine building evictions have not yet been accomplished and it appears that there may be a delay here to as late as September 1, 1977 (working day 682).

In addition to the above, there are miscellaneous properties to be demolished - some six buildings that are supposed to be removed as soon as the contractors can be brought back on the job to complete the work.

In the field, demolition work is proceeding on streets and sidewalks in area A and Consumers Power is working hard to complete relocation, demolition and miscellaneous work on existing gas and power services. Michigan Bell Telephone has not yet moved on the site and there is no word as to when they will begin. This will become critical very shortly.

Generally field work is about 14 working days behind our Issue #2 network dated June 30, 1977. Time is going to have to be picked up on the project if we are to meet our current commitments for start of the private residential unit construction.

#### St. John Project (SJ)

Monitored from Issue #2 dated July 12, 1977

Our work on the St. John program at this session was limited to evaluating field progress. Work in area A, south of Massachusetts is being concentrated on installation of sewers, catch basins and head walls in the new St. John right-of-way. Also, work is proceeding on the outfalls from the lateral roads. Underground utility work has started in Massachusetts. Overall, field operations are approximately a week ahead of projected early start/early finish dates.

Property vacation is proceeding although some of the critical areas have not yet been cleared. Again, as with Doyle, it is important that all real estate bottlenecks to continuous field progress be removed as quickly as possible.

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Flood Control and River Beautification (FC, stage 2)

Monitored from Issue #1 dated July 12, 1977

Work has not yet begun on the site since there is some concern about having free access and room for proper field movement until the phase 1 contractor is out of the area. There have been difficulties in setting the working sequence of the stage 1 contractor and this matter was to have been discussed in detail on Thursday, July 28, 1977 (working day 657). There is general consensus that work in phase 2 should start in the Grand Fountain area since this is the most complex. It is becoming quite apparent that we will have to move very rapidly to complete work at the Grand Fountain and the other areas by the winter of 1979, the current target.

We also diagrammed water wall work (WW) and found that under the plan shown on Issue #2 dated July 25, 1977, it should be possible to complete the work there by mid-December of 1978.

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The next monitoring will be on August 9, 1977. Mr. Vyvyan will prepare a list of topics to be covered and a timetable for the meeting.

Ralph J. Stephenson, P.E.

RJS  
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To: Mr. Andrew W. Nester, P.E.

August 29, 1977

Subject:     Monitoring Report #37  
                 City of Flint Downtown Improvement Program  
                 Flint, Michigan

Project:     75:56

Date of Monitoring:   August 9, 1977 (working day 665)

Actions taken:

- Monitored stage 2 river beautification, Doyle and St. John projects
- Viewed slide presentation of downtown program

General Summary

At this session we focused on the stage 2 river beautification, Doyle and St. John monitoring since these three are just getting started in the field but still encountering early difficulties.

Various members of the project teams also had the privilege of seeing the newly assembled slide presentation on the Flint downtown improvement program. This is a very impressive presentation and it is hoped it will get wide circulation and viewing over the next several months.

A detail review of the projects monitored at this session is given below.

Doyle Project    (DP)

Monitored from Issue #3 dated July 25, 1977

Work is continuing in the field on Doyle but there is a constant problem now of conflicts with work in progress and properties not yet vacated or demolished. Presently the deep utilities in area A are partially installed and some of the shallow utilities are in work. There have been some difficulties in acquiring water line materials for this work to proceed full tilt.

Consumers Power work seems to be moving quite well, however, Michigan Bell Telephone is just moving in and their work lags considerably.

The major problems in Doyle still revolve around the vacation and demolition of several properties. These include vacation of the Golden Apartments,

demolition of the bar, vacation of the Sunshine properties and demolition of miscellaneous structures on the site. The Golden properties are among the more difficult. The project team is waiting for a court date so the judge can set a date of possession. Vacation could be anywhere from a month from the filing with the court on up to an indeterminate period of time. The same is true of the Sunshine building.

The vacated bar has to be demolished and this work is being rebid. There is no current notice on how long it might take. Demolition on other properties on the site should start soon but again it has not been determined with any accuracy when this work might be completed.

The Board of Education and the City Council have approved the right of way conveyance at the existing gym. Presently a contract is being negotiated with the Doyle contractor for demolition of the gym and it should start shortly.

There have been some problems in the field with location of leads and taps to storm, sanitary and water lines. It is necessary that the design documents by the private developer be completed before these utilities taps can be established. These taps must be identified and located so curb and paving work can proceed now without having to later come in and demolish constructed portions. Care is being taken that such demolition is kept to an absolute minimum. The design should be complete by August 12, 1977 (working day 669) and at that time all taps will be priced, reviewed and approved and authorized for field work.

It is difficult to anticipate when tapping might be able to proceed in the field but it could be as late as mid-October.

There also is a potential problem with property encroachments at Cole Boulevard. This matter is being reviewed by the project manager. It should be resolved immediately since it affects practically all development work in the A area. We should discuss this at our next session.

The project team is still targeting for start of private development work in early December and hopefully this date can be met. However, a detail review of the restraints on starting private work must be made at our next session.

I am presently drafting the Dole network into final form and will issue it to those concerned when it is completed. This will take into account the latest comments and revisions.

St. John Project (SJ)

Monitored from Issue #2 dated July 12, 1977

Relocation is still somewhat of a problem although it is gradually being worked out by the project team. Meanwhile, field work is moving fairly well with activities in area A (south of Massachusetts) generally meeting early start/early finish targets. Installation of sewers and water lines is proceeding substantially as outlined in the Issue #2 network.

Michigan Bell Telephone has just started major operations on new service. However, there have been no removals as yet.

A field problem that came up recently is the need to replace a 60" sewer in State Street. This will be designed by the DPW and issued as a change order. Approval is expected to be given by August 22, 1977.

There also has been some very poor soil encountered near the Buick retention basin. There will be a need there to make an additional cut and to install edge drains to keep the sub-base stabilized.

The area north of Stewart is being designed by LHA and should be available by August 19, 1977 (working day 673).

The utilities conflict between storm and water, water and bridge location and storm and gas is being resolved and should not unduly delay field work on the project.

I have drafted the St. John project network, sheets 14 and 15, Issue #2 dated July 12, 1977 and issued these to Mr. Vyvyan and Mr. McKenzie. If additional copies are required, they can be provided upon request.

Flood Control and River Beautification (FC, stage 2)

Monitored from Issue #2 dated July 25, 1977

Work has still not begun in the field since the stage 1 contractor is working in the initial area where stage 2 work is to begin. This is now becoming a very serious problem and it is necessary for the Corps of Engineers, the project team and others involved to meet and resolve the situation of conflicting work areas as quickly as possible.

We prepared a decision tree in which there were approximately 12 courses of action that could be followed by the city and the stage 2 team. Of these we isolated three that would be most satisfactory, and they are being focused upon as possible solutions to unblock this very serious bottleneck.

Everyone is acutely aware of the need to get as much work done prior to the onset of cold weather as possible, and efforts are being bent toward this direction.



As part of our work we also discussed several questions that had been asked in previous monitorings. These are reviewed briefly below.

Shop Drawing Procedures

- A. It was decided at this session that not all shop drawings would have to go to California for checking. LHA will provide a list of those shop drawings they do not wish to review and will allow the local representative, Carlson Hohlock, Mitchell and Piotorski (CHMP) to approve and return these. A procedure was agreed upon and generally it has been assumed that the optimum approval period on one submittal will be 20 working days.

Captain Williams of the Corps of Engineers mentioned that one of the biggest problems that they have had on phase #1 with shop drawings was in mechanical and electrical. This should be watched very carefully.

- B. Relations to stage 1 work have been discussed briefly above. Although there has been little, if any, progress toward resolution of this matter, it is expected that shortly a solution will emerge. The problem essentially is in identifying the work plan of the stage 1 contractor so data is accurate and authentic enough to plan the stage 2 operations. We should review this in depth at our next monitoring session.
- C. The present target for vacation of the flume area is still the end of stage 1 work, expected in September 1978. This date is subject to additional consideration because of delays in stage 1 work.
- D. A major discussion was held regarding change orders and bulletins. Procedures for handling these will be worked out by the project manager and the other parties involved.

\* \* \* \* \*

Summary

The next monitoring session is to be on Wednesday, August 31, 1977 (working day 681). Mr. Ray Vyvyan and I have discussed an agenda and he has issued this to all members of the project teams.

Ralph J. Stephenson, P.E.

RJS  
E

To: Mr. Andrew W. Nester, P.E.

September 7, 1977

Subject: Monitoring Report #38

City of Flint Downtown Improvement Program

Flint, Michigan

Project: 75:56

Date of Monitoring: August 31, 1977 (working day 681)

Actions taken:

- Reviewed phase 2 river beautification in detail
- Inspected Doyle Project with Ed Wilkins
- Monitored Doyle and St. John

General Summary

Overall, work is continuing on several of the projects although there have been difficulties ranging from minor to great on all. River beautification work will apparently start in the very near future. Doyle is still tied up by the need for legal action on many of the property problems. St. John is coming to a stop primarily because utility demolition and relocation are being slowed by many complex problems, some dealing with vacation of properties.

In addition, although a direct monitoring was not made, there are reports that the Buick Freeway program is encountering difficulty in construction of the service roads. It may be that full service road capacity will not be available by our present planned date of November 30, 1977 (working day 744). I strongly recommend that an immediate check of this matter be made by the DPW with the State Highway Department since, as is well known, there are several groups and agencies depending upon the late fall use of this access road for various purposes. It is a critical matter and one that must be identified and status clearly projected.

A detailed review of each of the projects monitored at this session is given below.

Doyle Project (DP)

Monitored from Issue #4 dated August 9, 1977 (Updating prepared, Issue #5 dated August 31, 1977)

The Doyle Project is still bogged down in property acquisition and demolition problems. The Golden properties are not being occupied but apparently not officially vacated. There is a jury trial starting September 13, 1977 (working day 669) regarding a matter of importance to the property acquisitions. There is a demolition contract ready and waiting and once a determination is made as to whether the properties can be demolished, razing of the structures will take about 5 days after possession.

Demolition of the bar is awaiting award of a contract. The Sunshine Building removal is waiting on advice from the legal advisors of the city. Demolition of the existing gym building is awaiting legal advice regarding change order procedures. Acquisition of parcel 512 at the southwest corner of the A parcel is awaiting legal help to clear the acquisition. The mayor was asked to review each of these holds with us and he promised to meet with Ms. Stoughton to lend his assistance in getting them cleared. They are all important since the time available to the construction group before winter weather is growing short.

It has been the intent to complete PASI work in area A by early December. Area A, of course, is linked to the other sectors of the project and all are somewhat interdependent, therefore, the clearance of all required existing structures on the site carries a high priority.

Reviewing other sectors of the work, demolition of A area streets and sidewalks is substantially complete. Consumers Power have moved as far as they can without additional work by Michigan Bell Telephone. Michigan Bell Telephone is expecting their existing line system will be completely removed by September 14, 1977 (working day 690). If Consumers Power and Michigan Bell can complete their work by this schedule, this will allow street work to begin in area A on a timely basis.

We also discussed setting the water and sanitary lead locations. This is to be a subject of discussion at a meeting between the city and the design firm Friday, September 2, 1977 (working day 683). A resolution is expected immediately. The design documents are to be issued by September 13, 1977 (working day 689) and a bulletin to be priced for the changes required by September 20, 1977 (working day 694). Hopefully an immediate authorization of the revisions can be given and work started in the field by September 22, 1977 (working day 696).

The work consists of installing underground leads for sanitary and water, along with the water lines themselves. If this can be accomplished, it is possible that curb work could start as early as September 29, 1977 (working day 701), the current target date in the Issue #4 network dated August 9, 1977. This would bring area A work back in line with our Issue #4 network but again, the total project is going to depend on clearing the site and making certain that the other related work also moves well.

At area E, construction of the Pergola foundations has just begun. These were due to begin at an early date of July 19, 1977 (working day 650). This would have brought completion of the area to about October 5, 1977 (working day 705). Thus, the lag there presently is about 31 working days which still gives adequate time to complete installation of work at area E by mid-November or early December. This would be satisfactory, however, the field operations there must be able to proceed continuously without interruption if this is to be accomplished.

Work on the park areas is proceeding with paving of the stream channel well along. Excavation and grading for the stream and pond are substantially complete and wall work is about to begin. Work on the stream channel and the other elements of the park lags the Issue #4 network by about 6 working days. Construction was targeted to finish there by about November 10, 1977 (working day 731). Thus, the lag is not serious but again, work must be moved rapidly and continuously to meet target dates.

We are still assuming that the private developer wants to move in and start construction sometime in December. There was some discussion that possibly the developer would prefer to hold off move-in and start of work until next spring. This matter should be discussed by the project team with the developer.

Presently the encroachment at Cole Blvd., mentioned in the previous monitoring report, is being resolved and the site for future housing development at the east is being restudied.

I shall hold off formally issuing the Doyle diagram until a better set of information is available regarding property vacations and demolition. This should be known by our next monitoring session.

St. John Project (SJ)

Monitored from Issue #2 dated July 12, 1977

Vacation of properties 35-9, 22-24 and 12-6 still has not been accomplished. Mr. McKenzie suggests that his latest information indicates a vacation date of three weeks from now, on September 22, 1977 (working day 696). Completion of all property vacation is now very critical since utility work removal, and relocation depending on it, is beginning to hold up field work continuity. There was a long discussion of this matter at our monitoring session and it was agreed that there should be a field liaison meeting among Consumers Power, Michigan Bell Telephone, the project team including the contractors, the project manager, the DPW and the consultants, at the site to actually identify each interference and disruption and decide how each is to be resolved. This meeting will take place just as early as possible, preferably September 1, 1977 (working day 682).

At A area, south of Massachusetts, work currently lags by about 3 working days but will be delayed an additional 5 to 25 working days by the need for clearing all utility work in the working areas. It is reported that Michigan Bell Telephone is presently splicing new cable and this delays telephone work removal but splicing should be done by September 8, 1977 (working day 686). This should free up the area provided other services can be removed and allow grading of the base and construction of curbs and gutters to proceed on a continuing basis.

The critical element is to insure that asphalt paving will be able to be laid prior to the close of asphalt plants which normally occurs about mid-November - about November 14, 1977 (working day 733). This only allows field crews another 52 working days in which to complete all paving on the entire site.

Other work in area A is proceeding within early and late starts and finishes, according to the Issue #2 network diagram.

At area B, north of Massachusetts, work is presently meeting targets between early and late starts and finishes. However, this is the area containing three unvacated properties and thus, if vacation is not obtained quickly, there may be some holdups to work that will affect the target end date currently being held of October 28, 1977 (working day 722).

One reason for the impact upon both north and south areas, although only the north area contains to-be-vacated properties, is that the utilities are reluctant to bring back contractors for removal work unless they can work on through the entire site. Conversely, contractors installing PASI work

are reluctant to slow down operations since they are now beginning to approach cold weather periods. This is one of the main reasons for the need of a meeting at the site to resolve the difficulties that all parties have currently.

Flood Control and River Beautification (FC, stage 2)

Monitored from Issue #2 dated July 25, 1977

A target starting date has been set by the Corps of Engineers that presently appears reasonable. It is hoped that September 13, 1977 (working day 689) will be the date Sorensen Gross can move on the site to start work. Using this date, we updated the Issue #2 network and using the previous durations for the Grand Fountain area and the water wall area, re-calculated the project. Indications are that the Grand Fountain area could be complete on or about mid-December 1978 and the water wall area about the same date. The calculations are, of course, subject to further check. I shall incorporate the information into a final drafted network and issue it to all concerned.

Problems still exist on the site and it is inevitable that interferences between the two contractors (stage 1 and stage 2) will be encountered. However, there is no other way to work in these cramped quarters except to encourage close cooperation and assistance among all involved. It will be necessary to get as much work as possible in this fall and winter since over the colder weather field operations will probably be hampered due to the exposed nature of the work. It is important though that when work does start up again next spring, it can proceed immediately to pick up the pace left off in the late fall. We have taken into account in our network the slow-down of work over the winter period.

The flume area probably will not be vacated until at least September 1978 which is the completion of the phase 1 contractor's work at present. Captain Williams said that undoubtedly this date will have to be re-evaluated. Thus, there is no present, firm commitment as to when the flume area will be available. This should be forthcoming soon. Present appearances are that work on the phase 2 facility will extend beyond the present target completion, since a portion of the work cannot be finished until phase 1 work has been completed.

As part of our phase 2 discussion, we also briefly discussed phase 1 operations. Captain Williams reports that about 49% of the project has been billed out against a scheduled total as of this date of 58%. The project appears to be

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gaining speed. However, it is still not clear whether the Saginaw Street bridge will be available by the present target of March 17, 1978 (working day 819). Captain Williams said he will attempt to give a better picture of this to us at our next monitoring.

Shop drawings for stage 2 work are beginning to come in and it is hoped that the establishment of a firm starting point will encourage everybody to mobilize and get ready for work so field operations can be moved just as rapidly as possible when the area is available.

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#### Summary

The next monitoring session was not established at this meeting. However, I will be in touch with Mr. Vyvyan regarding a date. At the next meeting we should plan to make a comprehensive evaluation of the Buick Freeway progress. It would also be wise to review Doyle and St. John property vacation and demolition at that time.

Ralph J. Stephenson, P.E.

RJS  
m

To: Mr. Andrew W. Nester, P.E.

September 30, 1977

Subject: Monitoring Report #39

City of Flint Downtown Improvement Program

Flint, Michigan

Project: 75:56

Date of Monitoring: September 14, 1977 (working day 690)

Actions taken:

- Reviewed Doyle Project
- Reviewed St. John Project
- Discussed Buick Freeway program in detail

General Summary

This monitoring focused primarily on Doyle and St. John but most especially on a detailed review of the current status of the Buick Freeway program. Construction of service roads has run into serious problems primarily at some bridge abutments. This delay will allow opening service roads only on one side of the expressway and require two-way traffic. The intention presently is to open service roads for limited traffic on December 1, 1977 (working day 745).

On the Doyle project delays are still being encountered in acquisition, vacation and demolition of properties. This is now beginning to affect PASI work seriously and in some cases, has prevented operations in the field from moving ahead. Of particular importance is the Golden properties which still are facing legal difficulties and court battles of indeterminate length.

On St. John, work appears to be moving relatively well although there is still difficulty in clearing utilities and making right-of-way areas ready for full grading and paving operations. There was some concern that property vacation is still moving too slowly although at this meeting we did not review the property problems in depth. Generally the St. John project is maintaining a reasonably good schedule position.

A more detailed review of each project is given below.



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Doyle Project (DP)

(Monitored from Issue #5 dated August 31, 1977)

Removal of the Golden building and others in the area including the bar, the gym, the Sunshine building, Empire Marine and Flint Carpet still has a high priority. There has been little, if any, movement toward getting these buildings removed except for the gym which now has been cleared for demolition.

The Golden property is perhaps the most critical of these and it does not appear that vacation even under the best of circumstances will be fully made until at least October 3, 1977 (working day 703). Demolition of the bar will also begin about October 3, 1977 (working day 703) after a contract has been let. At the gym a change order has been issued and the contractor will start work immediately.

At the Sunshine building no progress is reported. The Sunshine new facility has still not been completed and apparently there is little, if anything, that can be accomplished in the way of speeding vacation.

On Empire Marine and Flint Carpet, a proceed order has been given but work has not yet started. There is difficulty in getting the contractors on the job for the demolition operations.

Michigan Bell Telephone work has been proceeding slowly. However, splicing is now complete and wrecking crews are expected on the site by the end of the month. Their work should take no more than 10 working days. According to Consumers Power, their work completion is dependent upon Michigan Bell Telephone work being removed from the existing power poles. Heavy efforts are being made to complete this work as quickly as possible since it is a source of interference.

The conflicts at the east side of the property between water, storm and gas lines are being resolved. Work authorization has been given for most of the work. Field resolution of the storm and gas conflict is apparently being made now. This will be followed closely by Consumers Power and the DPW.

The drawings are now done on the locations of leads from the residential properties into the water and sewer mains. These will be priced immediately and if processed promptly, could start in the field by September 22, 1977 (working day 696). Much depends on how long it will take to issue the change order. There have been some problems with water line fittings but this matter is being worked on and hopefully can be resolved before it delays the project seriously.

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It was brought out at this meeting that the developer now intends to begin his work in March 1978 instead of December 1979. However, it is still the goal to complete as much PASI work in the Doyle project as possible by early or mid-December.

We had some brief discussion about improvements at the park areas. There is strong concern about vandalism and theft, particularly of items such as redwood, brick and light fixtures. Although the site will probably be fenced in, it is still of concern that these items will be exposed to clear view and without continual policing.

St. John Project (SJ)

(Monitored from Issue #2 dated July 12, 1977)

Property vacation still has not been totally accomplished and continues to be a source of concern although to now it has had secondary impact upon direct field work. Shortly, however, it is soon bound to affect field operations since total removal of services in the area for replacement is dependent upon its clearing.

An evaluation of field work presently shows that the project is maintaining reasonably good adherence to the network model.

In the south area, sewers are substantially complete in new St. John and curbs and gutters are proceeding well. This work is currently about 5 working days behind the Issue #2 network plan.

The right-of-way base on Massachusetts is being graded and is about 5 working days behind target late starts and late finishes.

At the north, work is proceeding well in line with the network on Alabama. However, underground utility work on Oregon has been held since a prospect is in sight for some of the property and it has been decided to defer utility work there until more is known about the prospect's needs. In the new St. John, north of Massachusetts, sewers are proceeding well in line with our current plan of work and grading has just begun.

Overall, actual field work appears to be reasonably well in line although there is a possible lag of as much as 5 working days. The critical element is to make certain that paving is put into work prior to the onset of cold weather. Apparently this presently poses no serious problems except for utility removal interferences.

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There was a major meeting held at the site regarding these interferences and many of the problems have been resolved. Where service must be maintained until next spring, probably temporary service will be provided that will allow removal of the interfering poles and lines now. Such interferences are being handled on a day to day basis between the utility companies, the project manager and the contractors.

Overall, St. John is maintaining the same lag position as basically reported in the previous monitoring on August 31, 1977 (working day 681).

Buick Freeway (BF)

(Monitored from highway networks and corridor schedules)

At this session we discussed the several projects in depth with Mr. Ed Upson and isolated major current problem areas. At Pierson Road some delays have been encountered in getting Pierson back in operation. It was originally projected that Pierson would be available by September 22, 1977 (working day 696). Now it appears the opening date will be as late as November 30, 1977 (working day 744). Although this is somewhat inconvenient, it does not cause any major traffic difficulties with the current movement. There is a potential conflict relative to the new Stewart Avenue grade separation since Stewart Avenue presently is involved in a detour around the Pierson project. At future monitorings this matter should be reviewed.

The Flint River bridge is now sufficiently complete so it could be available as a haul road if required. It will be totally complete on December 30, 1977 (working day 765) as originally planned. This project is posing no serious delay problems.

Construction of the Second and Third Street bridges is still in work and they will be open to traffic on October 15, 1977 (working day 713). The original plan called for them to be available by August 1, 1977 (working day 659).

The east bound Longway bridge originally planned to be available on October 3, 1977 (working day 703) will now be opened in June 1978. West bound Longway is to be started in June of 1978 and be complete by October 2 of 1978 (working day 957), the target date originally set. This appears to be a very compressed time schedule for west bound Longway and should be reviewed in subsequent meetings. However, for the present we will hold these target dates.

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The Kearsley bridge is planned to be completed by August 1, 1978 (working day 914). This date is being held. At Leith Street plans are to complete by December 30, 1977 (working day 765).

As noted above, full service road operation will not be available by November 30, 1977 (working day 744) due to serious construction problems encountered at bridge abutments. However, by November 30, 1977 (working day 744) limited service road operation will be available from Court Street north on a two way traffic basis. North bound traffic will move from Court to Poplar on the west side and then from Poplar to Kearsley Park on the east side. South bound traffic will move from Kearsley Park to Cleveland on the east side and then from Cleveland to Court on the west side. The full service road operation is expected to be available by August 1, 1978 (working day 914).

Mr. Wilson of the University of Michigan and Mr. Upson discussed control points where there are boundaries between the highway work and the University of Michigan campus. They will work these control points out together. There also is a need to discuss the relation between circulation roads, parking areas and service roads at the University of Michigan with the interim traffic patterns generated by the limited opening of service roads on the Buick Freeway in early December.

There was some additional conversation about the pedestrian bridge and it seems the pedestrian bridge could become a very important link across the freeway construction.

In the section of the Buick Freeway near the University of Michigan some traffic signalization will be needed. There was a question as to whose responsibility installation of these signals is. This is a matter that will be reviewed as the time for opening approaches.

At our monitoring session we had a brief discussion about the total program of Buick Freeway operation and there was some cautious hope expressed that by the end of 1979 the full expressway from Court Street presumably to Pierson and perhaps further could be open for use. This matter was not discussed in detail and should be taken strictly as a preliminary observation at this time and discussed on an ongoing basis.

The overall review of the Buick Freeway program indicated a strong need to update and re-establish the various corridors which are presently being used as guidelines. I suggest at a meeting within the

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next month or month and a half that we devote a sizable portion of our monitoring session to redrafting the corridors now appropriate for the projects currently in work and anticipated in the future. This will allow us to make a major overhaul of the existing corridor schedules and bring them up to date so they can be put to more effective use. I shall set this date with Mr. Vyvyan at our next session.

#### General Summary

Generally the entire downtown improvement program is moving relatively well although each project is experiencing individual difficulties. The Doyle project still is having its share of trouble centering on property acquisition and vacation; St. John is moving reasonably well in the field, while the Buick Freeway program has run into major difficulties but these are being worked around by close cooperation among all of the parties concerned. This cooperation is one of the strengths of the excellent group effort we have had on these projects. The highway department, the DPW, the DCD and the University of Michigan are to be complimented for continuing to engage in these very vital conferences.

Our next meeting is planned for September 30, 1977 (working day 702) and Mr. Vyvyan has distributed an agenda for the session.

Ralph J. Stephenson, P.E.

RJS  
m

To: Mr. Andrew W. Nester, P.E.

October 7, 1977

Subject:       Monitoring Report #40  
  
                  City of Flint Downtown Improvement Program  
  
                  Flint, Michigan

Project:       75:56

Date of Monitoring: September 30, 1977 (working day 702)

Actions taken:

- Monitored St. John
- Monitored River Beautification Phase 2
- Monitored Doyle

General Summary

At this session we concentrated on the three most critical current areas with the hope that resolutions could be made of the more serious problems in each.

On St. John, there are still very sizable difficulties with utility demolition and relocation. Paving is beginning and will be interrupted on a continuing basis due to the difficulty in blacktopping around poles and other such items and then coming back and patching later. Also, work there is being hampered by continued occupancy of two parcels which, although being served with minimal utilities, are still required to be serviced by the utility companies and the city. A major thrust at St. John must be to get at least all of the base course in by the onset of cold weather and before the shutdown of asphalt plants (usually November 15, 1977 - working day 734).

On the north bank river beautification project, phase 2, work has still not begun although it is presently intended that within a week and a half, crews will be moving on the site to begin work at the grand fountain. Work will proceed as far as possible until interrupted or slowed by winter weather.

Doyle is still a difficult job but some demolition difficulties are being cleared and hopefully the site can be made totally available in the near future. Doyle needs constant attention since the unexpected problems

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being encountered on the job are generally of a technical nature and must be given quick attention to obtain favorable resolution.

A more detailed review of each project is given below.

Doyle Project (DP)

(Monitored from Issue #5 dated August 31, 1977)

This program is still experiencing problems with utility demolition and relocation. It was reported in the previous monitoring, #39, that Michigan Bell Telephone splicing had been complete and there were about 10 working days needed to finish MBT work. However, an engineering representative of Michigan Bell was at this session and said that their splicing is not complete and that there still is considerable demolition work to be done. Michigan Bell is bringing in 6 cable splicers from Cleveland Monday, October 3, 1977 (working day 703) and it is anticipated that most of their work will be complete within the next two weeks.

10/21/77

No  
problem  
out in  
one  
week

10/21/77

Big is  
down?

Vacation and demolition of properties seem to be proceeding better. The Golden problem has been tentatively resolved and demolition is expected to begin Friday, October 7, 1977 (working day 707). The Sunshine building is to be vacated by October 24, 1977 (working day 718). If problems arise, legal measures will be followed to clear the building. The existing gym and the Flint Carpet building have been demolished. Empire Marine is being demolished. The bar and Beauchamps demolition has not yet begun. These latter two, however, are not critical according to the project team.

The water and storm conflict still is not totally resolved and apparently is a symbolic holdup to work at that particular section of the project. However, it would be wise to clear the problem as soon as possible since serious or not, cold weather is nearly upon us and the need to complete as much work as can be completed this year is pressing. Water line fittings at the interferences are still not on the site, although apparently they have been shipped and are in transit. I suggest the water department make a detailed check of where they are physically. Correction of the storm and gas conflict is about to start with pipe being fabricated by Consumers Power in their shop. Field installation will be done quickly.

Within the project itself a major holdup on road work is water line fittings, authorization to proceed with installation of leads from the residential area and utility relocation.

On job.

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Water line fittings should be on the job by October 11, 1977 (working day 709), according to the contractors and installation will proceed immediately.

Installation of water and sewer leads from the residential properties into the mains has still not begun but should start by October 10, 1977 (working day 708) provided no major problems are encountered in getting revisions approved. Installation of the underground water lines and the leads restrains construction of the curbs and consequently paving of the road system within the project.

Considerable discussion was conducted relative to finish items that are to be placed in the park and walk areas. Primarily we reviewed the status of finishes, in particular, brick. It was decided that a brick selection for the pavers will be made next week and that as much brick will be laid as possible this year. The intent is to proceed full tilt with all work and then to work out methods of protecting the more valuable materials that are in place on the site to minimize vandalism and theft. The contractors have been instructed to proceed to carry out all work possible under this contract this year.

The residential developer is still planning to move in March 1978 and it will be necessary to provide a site on which he can proceed with minimal difficulties.

In summary, although difficulties still are existent on the Doyle project, they are one by one being resolved and presently it appears that within one to three weeks, the work will be moving smoothly.

#### St. John Project (SJ)

(Monitored from Issue #2 dated July 12, 1977)

The major difficulties at St. John continue to be relocation and vacation of utilities. Apparently several poles are still standing and carrying needed services such as power, telephone and fire alarm cable. Also, there are some traffic signal poles that must be removed and relocated. There are also only two properties remaining to be vacated - 22-24 The Mississippi Street property and 25-9 the Vermont Street site. On the Vermont Street property probably the house will be vacated within the next two weeks. At Mississippi, however, although possession was obtained September 29, 1977 (working day 701), the tenant is not going to leave according to her present indications. She could be in there another two to three months



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although the house is now under close scrutiny by the various public agencies for its fitness to be occupied as a dwelling. The properties do not appear to be major bottlenecks to work but they are still causes of an annoyance that prevent as much work as could be done from being completed this year.

What is making the problem more critical is that paving has begun in the south area and is moving very rapidly. In fact, it is expected by Tuesday, October 4, 1977 (working day 704) that base course will be laid on all available areas in the south half of the site. There will be need to pave around poles that are to be removed later and agreement is being negotiated as to how the patching is to be done. The critical nature of all of the relocation problems including power, telephone, traffic lights and fire alarm, is such that I strongly recommend top level attention be given it immediately. Mr. Eklund, Mr. Vyvyan and Mr. Nester will focus their attention on these problems now.

The contractor and everyone connected with the project desires that all paving possible be done this year. It is recognized that perhaps the finish coat will have to be applied in 1978 but as much as can be done in 1977 should be accomplished now.

It is important to also realize that the Stewart Street construction will probably soon place demands upon the north sector road system that would make it desirable to have these streets paved.

Evaluating the current lags, it appears the north area lags by about 22 working days, while the south area lags by about 14 working days over our Issue #2 network dated July 12, 1977.

A further difficulty began to emerge as we discussed the project at our meeting. The need for a larger staking crew to stay out ahead of the curb and paving crew is essential. It will not be many days before curb and paving operations will be slowed because of the need for survey information. The DPW said they would correct this immediately.

Thus, to summarize, the major problems currently are removal and relocation of utility poles, removal and relocation of traffic and fire alarm poles and systems and an increase in staking manpower.

Also, Parks and Recreation suggested that if they were to inspect landscaped portions of the work that it would be wise to see that they are issued a work order now.

River Beautification, Phase 2

(Monitored from Issue #3 dated August 31, 1977)

After long and difficult negotiations it has finally been decided that the phase 2 contractor will move on the site October 10, 1977 (working day 708) and within the next two weeks begin active installation of the grand fountain. This has been a long delay and the major impact of it has been to force the work start to a point where very little construction weather remains this year and thus, brings up the possibility of having to work across two winter periods. It should be recognized that the anticipated finish of the project has been in the winter time for most of the planning process. Thus, it would not have been possible to operate the full stage 2 facility until early 1979.

In addition, it is recognized that the flume area cannot be constructed until the phase 1 contractor and the Corps of Engineers are able to disassemble and move their major field headquarters. This will not be until the end of the phase 1 work - sometime in the late fall of 1978.

Captain Williams of the Corps of Engineers said that it is expected the Saginaw Street bridge could be reopened for traffic on or about April 7, 1978 (working day 834). This compares well with the target that had been set earlier of March 17, 1978 (working day 819). For the time being we should maintain the target of April 7, 1978 (working day 834).

Phase 2 work will move generally from west to east although some jumping may occur, particularly if the Archimedes screw area is to be worked on early.

We again reviewed the Issue #3 network dated August 31, 1977 and updated it to Issue #4 dated September 30, 1977 in conjunction with the contractor's project manager. I shall proceed to draft this into final form and to issue it as our current plan of work.

Major Williams introduced his successor on the project, Captain Kraus, and indicated that Captain Kraus would now be the military representative on phase 1 work.

Richard King of the DCD briefly outlined the impact of surrounding projects on the river beautification project for Captain Kraus and gave us all a report of the status of Auto World, the government center, the center city

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plaza and the private areas of the riverfront center. There is a very close tie-in on all of these projects to the phases 1 and 2 river beautification programs.

As an aside, I would like to compliment Major Williams for his excellent work over the past year and a half or so. He has been a fine representative of the Corps of Engineers and contributed positively to the resolution of the many problems that any difficult project of this type brings with it. The entire project team wishes him well in his new assignment and of course, the best of luck to Captain Kraus in taking over Major Williams' duties.

#### General Summary

Overall, although the three projects, Doyle, St. John and the river beautification, phase 2, are still encountering difficulties, they are gradually being resolved though somewhat slowly. Of course, again, it should be pointed out that the function of the project team in these monitoring sessions is to hammer away at the problems and solve them before they become disasters. So far there have been some relatively serious matters that have had to be taken care of quickly and most of the parties concerned have done well in solving the kinds of difficult situations bound to occur.

The next monitoring is set for October 12, 1977 (working day 710). Mr. Vyvyan will prepare an agenda and mail it to all concerned. I recommend that at that meeting we revise corridor schedules, particularly in the Buick Freeway area and if possible, in the west downtown area.

Ralph J. Stephenson, P.E.

RJS  
m

To: Mr. Andrew W. Nester, P.E.

October 25, 1977

Subject:        Monitoring Report #41  
  
                 City of Flint Downtown Improvement Program  
  
                 Flint, Michigan

Project:        75:56

Date of Monitoring: October 21, 1977 (working day 717)

Actions taken:

- Monitored River Beautification Phase 2
- Monitored Doyle
- Monitored St. John
- Monitored Buick Freeway construction

General Summary

Overall, construction on the various downtown programs continues to move in fair shape. Ongoing problems at the north bank of the Flint River continue to prevent the phase 2 contractor from moving on the job site. Doyle project work will soon begin to slow because of oncoming cold weather, and although considerable concrete work has been placed over the past few weeks on streams and channels, road work is yet to begin. The St. John project is in relatively good shape but there too, paving has gone more slowly than anticipated and probably will not be totally complete this year. Buick Freeway work is in fairly good conformance with target dates although as has been mentioned in previous reports, only limited service roads will be available on December 1, 1977 (working day 745) rather than a full service road network.

All the above projects being basically site improvements are vulnerable to weather and most will have to start slowing by mid-November to a limited operational basis.

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A more detailed review of each project is given below.

Doyle Project (DP)

Monitored from Issue #6 dated September 14, 1977

Utility removal and relocation, along with demolishing existing buildings on the site are now in the final stages. Michigan Bell Telephone work will be done on October 28, 1977 (working day 722). This work is not presently holding any major PASI work on the site. The Golden building has been demolished but still is an obstruction since it has not been removed from the property.

The bar and Beauchamps will be demolished shortly with a proceed order to be issued November 4, 1977 (working day 727). Water line fittings at the interference of the storm and water lines are in the shop and will be installed next week. Water line fittings for site work by the contractor are on the job and installation will start immediately.

At our monitoring session considerable discussion was held about installing water and sewer leads from right-of-way areas. Because of cost problems, it was decided in the meeting that curbs and paving will proceed now without the leads being installed. This is necessitated by the fact that costs were higher than anticipated and also that any further delay to installation of these lines would push the project into cold weather where construction would be severely hampered.

*Test  
will  
start  
now.*

It is still the intent to begin construction of the private development work in March of 1978 and thus, making the site ready for the developer becomes a very critical and important element of the entire program, particularly now that we are moving into colder weather.

Some discussion was carried on during the monitoring regarding possible changes to the commercial area now under study. However, specific instructions were given that whatever work can proceed as presently designed in the fountain and pedestrian walkway area would do so immediately.

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The general feeling at the session was that within the next few weeks it will be necessary to cut back and in some cases stop construction operations on the site so as to avoid premature installation and over-exposure to heavy winter weather of some finish items of work. It was re-emphasized at the meeting that as much work as possible should proceed prior to the onset of cold weather.

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Overall, the Doyle project is now at a point where it appears the site could be in such condition that the developer could start his work in March of 1978. It would be better if more right-of-way work on local roads and streets was completed and apparently strong efforts will be made to accomplish this over the next few weeks.

There appear to be few, if any, holds on work proceeding in the area within the original contract and thus, the only limiting factor now on the continuation of work will be how much can be done prior to winter. ]

St. John Project (SJ)

Monitored from Issue #2 dated July 12, 1977

The utility company reports that all poles to be removed this fall will be out of the area in 10 working days. The two properties reported occupied on the site in our previous monitoring report are still occupied and it is generally anticipated that these will continue to cause minor difficulties in completing the work. However, they are not now major road blocks to completion of PASI site work up through this fall.

PASI work at the south area (area A) currently lags by about 30 working days. It is expected that curbs and roads will be complete there by about November 4, 1977 (working day 727). The target completion date for the work with wearing course was September 23, 1977 (working day 697).

At the north half (area B) the lag is presently about 10 working days, primarily in paving the new St. John. Some paving work has been done but there is a lag in the work and it appears it will not be possible to lay the wearing course at the north half either.

By mid-November when work begins to slow on the site, probably most of the base course for the new St. John, as well as for the widened strips on the lateral roads, will be completed. Thus, work next spring will be basically on finishing up the surfacing work on the road system.

It is likely that Stewart Avenue grade separation construction will begin in the spring of 1978. This work must be interfaced closely with work to be done on the Dort Highway relocation, as well as on completion of St. John PASI work.

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In summary, the St. John project is in fairly good condition.

Flint River Beautification Phase 2

It has still not been possible for the phase two contractor to move on the site and develop any work continuity. Therefore, the general statement by him at this meeting was that he would wait until next spring to begin full scale operations on major concrete work. However, as the site is made available by the phase one contractor this fall and winter, it is expected that some pile driving can be accomplished.

It came out at the monitoring session that approval of the driving technique is still necessary and needed from the architect/engineer. This matter should be resolved immediately. ] *rebut*

The difficulties in working two contractors on the same restricted site have proven to be excessively difficult and impossible to resolve quickly. However, even beginning work next spring should still allow the total facility to be completed by mid-year 1979. Although the delays appear to be very complex and disruptive, they actually have tended to reduce the amount of work to be done prior to the winter shutdown and extend this work into the next year period.

The phase one contractor is still working in the Grand Fountain (GF) area and it will be necessary for him to complete the wing wall at Garland Street for the phase two contractor to move on the site. Efforts are being made by the Corps of Engineers, by the city and by the phase two contractor to motivate and expedite the work there. Motivation is presently the only major tool available to encourage completion of phase one work and get started on phase two.

Another item that should be cleared soon deals with light fixtures. There has apparently been some confusion about what light fixtures are approved and what are not. Mr. Ursuy, the project manager, will resolve this matter immediately. ]

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Buick Freeway (BF)

Monitored from corridor schedules

We next made a complete review of the entire Buick Freeway project from the southern point to Pierson Road. Generally it appears that work is in fairly good condition with the exception that only one roadway will be available this fall for two way traffic on the service road from Court Street to Kearsley Park Drive. Presently the target date for this opening is still being held at December 1, 1977 (working day 745).

Pierson Road construction work is still scheduled for completion by November 30, 1977 (working day 744). At this point the road will be reopened but Mr. Upson pointed out that in addition, probably most of the work adjoining that had been earlier expected to be done after the opening of Pierson Road will also be complete. Thus, it appears that most Pierson Road improvements will be complete by November 30, 1977 (working day 744).

The Flint River bridge work is now substantially complete and the bridge is available for use as needed by the Highway Department.

On the stretch of road between Court Street and Kearsley Park, the following dates now apply to the various bridge openings. Most of these are being held at the same targets reported in the previous monitoring of the Buick Freeway program.

Second Street bridge - open to traffic October 28, 1977 (W/D 722)

Third Street bridge - open to traffic October 28, 1977 (W/D 722)

Eastbound Longway bridge - open to traffic June 1, 1978 (W/D 872)

Westbound Longway bridge - to start June 1978 and be complete  
October 2, 1978 (W/D 957)

Full service road operation - October 1, 1978 (W/D 914)

Kearsley Street bridge - complete by August 1, 1978 (W/D 914)



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RALPH J. STEPHENSON  
CONSULTING ENGINEER

Pedestrian bridge - complete September 1, 1978 (W/D 937)

Leith Street bridge and retaining wall - complete Dec. 1, 1977  
(W/D 745)

Partial service roads available - December 1, 1977 (W/D 745)

It should be noticed that some of the structures described above are expressway bridges and will not be put into immediate use.

There was considerable discussion about the signalization of the service road as it is put into operation in December of 1977. Presently there are no plans to signalize any intersections and thus, it should be cautioned that a sign program will probably have to be implemented to insure proper stopping, yielding and other types of traffic movement. The city will work with the State Highway Department on this matter.

There was also some discussion at the meeting regarding the Liberty Street bypass and at what point in time it would be de-activated. There is no current answer to this question.

As a part of our discussions, the importance of the Hamilton Street bridge was again brought out. It represents a major link across the Flint River and its repair or replacement still is an important planning element. Ongoing work is being carried out in respect to this bridge work.

We added two new corridors to our list -

Corridor 27.00

Dort Highway relocation

This program consists of constructing an expressway bridge over Dort Highway re-located, over Stewart Avenue and over Massachusetts Avenue. *spur* Proposals are due January 25, 1978 (W/D 782) with work expected to begin by April 17, 1978 (W/D 840). Bridge work should be complete by November 1, 1978 (W/D 979).

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Corridor 28.00

Grading, paving and lighting for downtown  
freeway between Court Street and the  
Flint River

Presently it is expected to have proposals  
for this work in May 1978. Construction  
will start in July of 1978 with completion  
scheduled for December 31, 1979 (W/D 1274).

In summary, the Buick Freeway work is moving in fair condition relative  
to the targets that have been established. Although disruptions have been  
inevitable to local traffic patterns, the various departments involved are  
to be complimented for their smooth prosecution of the work.

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The next monitoring session is to be held Friday, November 4, 1977  
(working day 727). Mr. Vyvyan will prepare and distribute an agenda  
for our work that day.

Ralph J. Stephenson, P.E.

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

November 15, 1977

Subject: Monitoring Report #42  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 75:56

Date of Monitoring: November 4, 1977 (working day 727)

Actions taken:

- Monitored River Beautification Phase 2
- Monitored Doyle
- Monitored Buick Freeway
- Toured project sites

General Summary

Construction on Doyle and St. John is beginning to slow in preparation for the winter slowdown. Both projects are in fair condition and although there have been some difficulties and delays, it appears that by the time the work ceases for the year that they will be in reasonable shape.

At the river beautification area, difficulty is still being encountered with moving in although it now appears that there will be some activity possible at the phase 2 site this year. However, because of continuing delays to getting on the site, it will now be necessary to do the bulk of the early foundation work on the site next spring, summer and fall. Completion of phase 2 work is to be held between mid-June 1979 and early fall 1979.

We also monitored all Buick Freeway projects affecting downtown. They look in good to excellent shape with most key dates being met.

Closing out our work for the day, we toured the Buick Freeway project as well as the other northerly projects.

A detailed review of each program is given below.

Doyle Project (DP)

(Monitored from Issue #6 dated September 14, 1977)

Most Michigan Bell Telephone and Consumers Power work is now complete, with only a few lines left to be relocated or removed. Gas and storm interferences have been resolved and corrected so it appears that interfacing activities with MBT and CP are in good condition.

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The rubble from demolition of the Golden building is still being removed and some progress has been made in clearing the site.

The bar and Beauchamps have been demolished and removed from the site.

Water line fittings for site lines are being installed and as soon as testing procedures can be agreed upon and implemented, curbs and paving will begin. We had considerable discussion about how it might be possible to test the lines earlier than had been intended. This matter will be reviewed by the city and the contractors involved.

At the fountain area, demolition of buildings is about to be released. It was again emphasized that we should proceed as aggressively as possible with work under the original contract now so long as it is possible to work in the area. Demolition work will have to proceed as the other work permits.

It was called to the project team's attention that parcel 5-12 still must be acquired. There apparently has been no action on this matter since August 31, 1977 (working day 681) and I suggest that it be reactivated immediately. The project manager said she does need strong legal help in this matter. ] ←

A brief discussion of the possibility of paving indicates that the contractor will make every effort to complete his road work this year. However, because of the problems that have been encountered, it is doubtful that this work can be completed prior to the onset of cold weather and closing of the plants.

We discussed several miscellaneous items in some detail. One of these dealt with construction of the windmill foundation. Apparently there is no provision for this at present and I suggest the matter be cleared sometime soon so when work does restart, these foundations can be put in place. They are not a critical item at this time but again are a loose end that could cause later problems.

It was emphasized that access to active in use properties adjoining the site must be kept open. This is very important since adjoining businesses, of course, must maintain an ongoing operation. ] ←

It is still the intent to begin construction of private development work in March of 1978. In light of this it was requested that Oxford have a representative at our next meeting.

St. John Project (SJ)

(Not monitored at this session)

Flint River Beautification Phase 2

Mr. Ursuy began our discussion by pointing out that there well could be a phase 3 of the river beautification project starting sometime in the next few months. It will consist of minor improvements to the river with some rest rooms, walkways, weather protection and perhaps a pedestrian crossing at the river included in the program.

Phase 2 work is expected to start shortly with driving of piles. The use of loose leads has been approved by the engineering consultant and this will allow pile driving to begin as soon as the site can be made available by the phase 1 contractor. Considerable discussion was held regarding resolution of light pole disapprovals. Captain Kraus is working on this.

The phase 1 contractor has been moving well in the grand fountain area for the phase 2 work and thus, he should be far enough along within the next month to allow some scattered driving of piling for the grand fountain to begin. However, it is now so late in the year that the phase 2 contractor has definitely decided to hold off major operations until next spring. Work will resume April 3, 1978 (working day 830) when concrete work will begin on foundations for the grand fountain.

Concurrently with work next spring at the grand fountain area, work will begin on the water wall and the two projects will be done simultaneously. Grand fountain work presently is due to be completed by June 18, 1979 (working day 1138) with water wall work to be completed about the same time - on June 20, 1979 (working day 1140).

Because work on the flume area and the Archimedes screw cannot begin in depth until the phase 1 construction offices are relocated, it is expected this work will be finished later in 1979 - probably September or thereabouts. There still is no specific word as to when construction offices for phase 1 will be moved. Therefore, no target completion can be projected for the flume and Archimedes screw.

Meanwhile, I shall Issue #5 dated November 4, 1977, sheets 16 and 17 drafted into final form and dated for issue. These will reflect the current conditions at the job site.

It was mentioned that the King's Daughters had purchased the Holiday Inn and will probably be moving in early 1978. Renovation is apparently in work at present. No major difficulties are anticipated relative to interferences or conflicts with the phase 2 river beautification work.

It is anticipated that the Saginaw Street bridge will be reopened April 16, 1978 (working day 840). The delay is basically due to revisions to pile lengths, additional utility protection required and losses due to weather last winter. We shall continue monitoring this project carefully since it is a key job and represents a focal point for many of the desired activities in the downtown area next year.

Captain Kraus mentioned phase 1 work is now 55% billed and although there are some temporary slowdowns, overall he feels that the work tempo has picked up.

Buick Freeway (BF)

(Monitored from corridor schedules)

We made a complete review of the Buick Freeway project and overall it appears the work continues in fair to good condition. Opening of service roadways (two way traffic) is still projected at December 1, 1977 (working day 745). The Pierson Road opening is still being held at November 30, 1977 (working day 744), and other dates set and discussed earlier (see Monitoring Report #41, pages 5 and 6) are being held.

Corridors 27.00 and 28.00 described in Monitoring Report #41 on pages 6 and 7 also still hold.

There was considerable discussion about the Stewart Avenue grade separation and it is anticipated that Stewart will be closed about February 1, 1978 (working day 787) between the St. John Parkway and Horton Avenue. This work is described in a new corridor 29.00 below.

Corridor 29.00

Stewart Avenue grade separation construction

29.01

Close Stewart to through traffic from the west right-of-way of new St. John (Hewett) to the east right-of-way of Horton. Will maintain interplant connection for Buick across Stewart.

Corridor duration from February 1, 1978 (working day 787) to July 15, 1979 (working day 1157).

There are other corridor analyses that should be made, however, Mr. Upson recommended that we hold off for two or three months to allow additional contract lettings to be made. This was considered a good approach.

There was some discussion of the Liberty Street bypass. It is generally assumed now that this bypass will not be removed until the full service road operation is in effect sometime next fall. There is a strong desire, however, on the part of the University of Michigan to de-emphasize the use of the Liberty Street bypass. I recommend that an ongoing review be made as the traffic patterns change during the coming months.

We also had considerable conversation concerning the Hamilton Street bridge. A recent evaluation showed that the bridge basic structure could be redecked

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and improved to six lanes at its existing location. This is an engineering project still under consideration and it still occupies a very important position in the long range plan of operations.

General

At the close of our formal monitorings we toured the Buick Freeway project, the Doyle Project, the St. John area and very briefly the river beautification phase 2 construction site. Although there have been potentially serious disruptions to traffic patterns and land areas, the forward planning done by the agencies involved is paying large dividends in keeping such disruption and confusion to a minimum. This is a compliment to everyone concerned on each of the projects.

The next monitoring is on Friday, November 18, 1977 at 8:30 A.M. Mr. Vyvyan has published an agenda for the meeting.

Ralph J. Stephenson, P.E.

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

November 23, 1977

Subject: Monitoring Report #43

City of Flint Downtown Improvement Program

Flint, Michigan

Project: 75:56

Date of Monitoring: November 18, 1977 (working day 737)

Actions taken:

- Monitored River Beautification Phase 2
- Monitored Doyle
- Monitored St. John
- Reviewed pending projects

General Summary

The Doyle project continues to encounter delays, primarily due to difficulties in getting the southwestern portion of the site cleared and the interfaces at the commercial area squared with all parties concerned. The contractor reported that because of the late time of the year and the immediate prospect of the asphalt plants shutting down, no paving will be done this year. Curbs and paving will be started up again in the spring. The developer did not feel that this should cause any major problems to their beginning work on the site in March or April of 1978.

River beautification phase 2 work has not yet started due to continued difficulties with the phase one contractor vacating the area. As reported in monitoring #42, the bulk of the early foundation work on the site will be done next spring. It is still expected to complete the project between mid-June 1979 and early fall of 1979. There may be some potential difficulties with the supported flume areas to be built where the present construction offices are located. Efforts are being made to get these moved or vacated at an early enough date so work at the supported flume area can be pursued aggressively and be completed in early fall of '79.



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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

The St. John project is fundamentally in good shape with work gradually coming to a halt due to the winter season. Most roads are paved with the exception of the wearing course and the condition of the site presently is very good.

We were not able to monitor the Buick Freeway projects but it was reported by Mr. Nester that the Highway Department has encountered some problems in closing gaps in service roads at the south end of the freeway and as a result, the opening of the service roads will be delayed from December 1, 1977 (working day 745) to sometime in mid-December. There is no present final word on the opening date.

The remainder of our monitoring consisted of a general discussion about other downtown projects, primarily the riverfront center and the U of M classroom and lab building. We also continued discussions about the phase 3 river beautification program. All three of these projects now appear to be approved and of course, they must be planned carefully to interface with on-going construction to insure that the program continues to run smoothly.

Apparently Governor Milliken toured the various downtown oriented sites a short time ago and reportedly was impressed with the progress and the dynamic forward movement shown by Flint. This momentum should be maintained, since it is only by such enthusiasm that the serious project can succeed.

A more detailed review of each program is given below.

Doyle Project (DP)

(Monitored from Issue #6 dated September 14, 1977)

The project is now being closed down for the winter. Problems continue at the southwest corner where Golden building demolition rubble still interferes with work.

Also at the southwest corner, the commercial area is being replanned and re-designed. Thus, any work implemented there at the present time would be minimal at best. There is serious consideration as to whether this area should be held formally.

The developer attended our monitoring session and said he would be starting the high rise and work at the south area first. Probably work will start in March or April. It should be cautioned that parcel 5-12 still is to be acquired.

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City of Flint Downtown  
Improvement Program  
Page three

RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

There has been no action on this since our last meeting and as noted at the meeting, there had been no action for considerable time previous to that. It could be a very serious problem and should be cleared legally now!

The general contractor reported that his road work, when it starts in the spring, will probably begin at the north and move in a counterclockwise direction. \*

At the southwest corner again there are some existing buildings that are to be demolished which originally were to stand. A contract is expected to be let for their demolition with a proceed order on December 5, 1977 (working day 747). Demolition could start December 9, 1977 (working day 751) and if demolition is assumed to take 15 working days, it could be complete by January 3, 1978 (working day 766). Redesign of the area will proceed as demolition of the existing buildings occurs.

It should be noted that access to existing businesses in the area must be maintained. There are grade problems and curb difficulties at some of these existing access points and these are being studied.

General discussions indicate that the total PASI work by the general contractor will be complete by late summer 1978. Paving is expected to be complete by early June 1978.

St. John Project (SJ)

A brief monitoring was held of St. John. However, the project is in good condition and although it is being made ready for the winter shutdown, has been brought to a point satisfactory to the project team. There is some additional work to do, primarily in finishing off road surfaces and constructing miscellaneous structures and access points. These will be completed next spring and early summer.

Flint River Beautification Phase 2

Considerable discussion ensued about the project, however, there are still ongoing difficulties which prevent the phase 2 contractor from moving on the job site.

We discussed the entire phase 2 project in depth and as noted above, decided that the present targets of from late June 1979 through early fall 1979 were satisfactory for completion dates. This, however, is presuming that the phase one contractor will be able to vacate the construction office area in timely fashion, hopefully by late August 1978. We will continue to study the construction procedure carefully to see where time can be compressed once phase 2 contractual work has begun.

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

There was some discussion about the possible closing of First Avenue and the attendant problems of maintaining access to existing businesses. This matter will be reviewed in depth over the next several weeks.

Mr. Ursuy mentioned that the sculpture contract is to be let soon and that we should make certain to obtain information needed to construct proper foundations for the sculpture work. Consideration should be given to provision of access and hoisting room for its installation.

Buick Freeway (BF)

No formal monitoring was made of the Buick Freeway project. However, it was reported by the DPW that difficulties have been encountered by the Highway Department in completing service roads presently due to be opened on December 1, 1977 (working day 745). Apparently the opening will be delayed 10 to 20 working days because of utility installation difficulties. No authentic word was available but we shall follow it at our next planning session.

Ralph J. Stephenson, P.E.

RJS  
m

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

December 19, 1977

Subject: Monitoring Report #44

City of Flint Downtown Improvement Program

Flint, Michigan

Project: 75:56

Date of Monitoring: December 8, 1977 (working day 750)

Actions taken:

- Reviewed plans for Flint Annual Festival
- Diagrammed front end work for Government Center at Riverfront Center
- Monitored Doyle

Doyle Project (DP)

Major work at the site now consists of continued clearing and demolishing. Golden building rubble is off the site. Demolition is expected to begin at the southwest corner shortly. Apparently a contract is about to be let for this work with demolition expected to be complete in early January.

A hold has been placed on work at the southwest corner by the PASI contractor. It will soon be very important to obtain the redesign of the area so preparations can be made to construct work there in the spring. Oxford Developers have not yet given a formal proceed order to their architect/engineer for the design changes. These changes will take about 10 working days to complete, bulletin pricing another 10 working days and council approval about 22 working days to obtain. Once approval is given, it will take another 5 working days to prepare the change order and issue it. Thus, from the time approval is given to make the design changes, it could require as many as 47 working days. This makes it imperative, if work is to start there in the spring that revisions be processed now. The project manager will expedite this matter.

It was brought up at the meeting that street names and addresses are needed so that the area can be properly serviced with utilities. This is a matter that should be settled now.

There was a brief discussion about parcel 5-12. This parcel has not yet been cleared but it is expected that by mid-January the title will be transferred to the city.

A grade problem still exists between the new roadways and one of the businesses that abuts the area. There is a 3' differential in grade that will have to be traversed in some manner. It does not appear to be a major problem but attention should be given this technical layout.

Mr. Kagerer brought out that with the present spacing of the trees, it is going to be difficult to mow lawns with conventional equipment. Also, there was a suggestion that the street lighting pattern be restudied since there is a possibility of interference between street lights and the trees during the middle stage of tree development. These matters will be investigated by the project manager and the designers.

#### St. John Project (SJ)

No monitoring was done at this session.

#### Flint River Beautification, Phase 2

No major monitoring was done at this session. The phase 2 contractor has not yet begun major continuous work at the site and it is presumed his full operation will begin there next spring.

#### Flint River Beautification, Phase 1

Mr. Pat Martin of the Mayor's office attended our meeting to discuss the annual festival to be held July 26, 1978 through July 31, 1978. There is a strong desire by the city to hold the festival on the site of the south bank river beautification improvements. Mr. Martin described the festival and said that they would like to utilize nearly all of the south bank and some surface roads for events including a marathon race, a bicycle race, a canoe race, an arts and crafts show, as well as several musical and entertainment events to be held in the amphitheater.

Captain Kraus of the Corps of Engineers was asked his opinion as to whether the area could be used in such a manner on those dates. He expressed strong concern since it would require practically the entire south bank to be released for large groups of people, estimated at perhaps 100,000. This would pose serious construction problems and possibly liability difficulties. It was requested of Captain Kraus that he investigate this matter in depth with his contractors to see what the possibilities are of being able to utilize the area in July 1978.

There was some suggestion made that alternate sites should be investigated and this would be an excellent idea since the current probability of using the south bank is low. Alternatives given were:

- hold the festival along Saginaw Street (the Saginaw Street bridge is now expected to be open to traffic May 18, 1978 - working day 863)
- hold it on the Kearsley Beach parking lot
- utilize the U of M campus site in part
- use a portion of the Harrison Street parking ramp provided it meets necessary safety requirements
- if the state office building site were available and cleared, use it for a portion of the festival.

It is a difficult problem and one that the total downtown improvement program group would be pleased to assist in solving. We will discuss it in detail at our next meeting, particularly what can be expected at the south bank construction site.

Riverfront Center (State office building and parking deck)

The funding for the state office building and the adjoining parking deck in the riverfront center has been approved and active front end work is beginning on this very significant project. The site consists of about 97,000 sq. ft. of land area on which will be built a multi-story office building at the north end and a multi-story parking ramp at the south end. The project is bounded by Water Street on the north and Harrison Street on the east. Brush alley adjoins the property on the west.

Leasing arrangements for the land and buildings are still being studied but there will be joint involvement of the city and the state in design and construction of the facility. Generally the city will be responsible for the parking ramp and the state will be responsible for the office building. The state, in turn, will lease spaces in the parking ramp from the city.

We prepared a detailed diagram of front end work for both the parking deck and the office building. This diagram was left with Mr. George Ursuy who will study it, review it and discuss it with the appropriate parties. We will continue our work on this project at the next session since it is currently very active and most parties are ready to move rapidly on the job.

General

The next session is planned for Tuesday, December 20, 1977. Mr. Vyvyan will prepare and distribute an agenda for this meeting.

Ralph J. Stephenson, P.E.

RJS/m

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

RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

December 27, 1977

Subject:        Monitoring Report #45  
  
                 City of Flint Downtown Improvement Program  
  
                 Flint, Michigan

Project:        75:56

Date of Monitoring: December 20, 1977 (working day 758)

Actions taken:

- Reviewed Riverfront Center project
- Monitored River Beautification, phases 1 and 2
- Monitored Doyle Project
- Discussed traffic circulation pattern at Liberty Street bypass

Doyle Project (DP)

1/5/78

Ms. Stoughton reported that southwest corner demolition will start immediately and take about two weeks. Thus, we can expect that demolition will be complete about the first or second week in January. There are still some redesign problems at the commercial area dealing fundamentally with a need to increase the amount of parking. It is essential that a decision be made on the southwest corner design quickly since it does affect the PASI work. It was generally agreed that revised drawings and a bulletin for the southwest corner public area site improvements must be received by January 3, 1978 (working day 766) or the DPW will release the hold presently imposed on the contractor for southwest corner improvements.

We also spend some time discussing the clearing of parcel 5-12. A court date is set in March to hear the case as to why Flint should not be given title to the property. Thus, it is possible that a resolution of the matter will not come now until mid-March. This continues to be an ongoing, residual problem and I suggest continuous attention be given it to resolve the matter before too much more construction is placed at the site.

*[Handwritten signature]*

There is still a need for street names and addresses. This matter was discussed in some detail and Ed Wilkins will take the responsibility for following up.

No work has been done in resolving right-of-way grade differentials at certain adjoining properties. It appears there is not a serious technical problem except that the matter must be resolved. Mr. Wilkins will follow.

It is still the intent of the developer to begin residential construction in March or April and in the interest of expediting this, the city will install the sanitary and water leads into the properties with their own forces.

#### St. John Project (SJ)

No monitoring was accomplished at this meeting. Most work at St. John has been shut down for the winter and therefore, unless a specific problem presents itself, there will be no monitoring of the project for the next few weeks.

#### Flint River Beautification, Phase 2

Phase 2 work has not yet begun. Mr. Ursuy noted that there have been some questions from the Mott Foundation regarding start of work and we discussed this matter after the main meeting was concluded. I have prepared a letter to Mr. Ursuy addressing the delay matter and analyzing the impacts upon completion and operational dates. This should be in the mail to him the week of December 26, 1977.

Present targets that are being held for completion of the various facilities are as follows:

Grand Fountain	June 18, 1979 (W/D 1138)
Water wall	June 20, 1979 (W/D 1140)
Flume work on grade	August 30, 1979 (W/D 1190)
Flume work on supported structure	September 14, 1979 (W/D 1200)
Archimedes Screw Area	September 14, 1979 (W/D 1200)



It should be noted that the assumptions being made here that the phase 1 contractors and Corps of Engineers construction offices will be moved from the site by early October 1978 to allow us to meet the above dates.

The network model for the Grand Fountain and the water wall was distributed to the parties concerned and they will review it for final approval. In addition, I was authorized to proceed with preparation and issue of the network diagram for the Archimedes Screw area and the flume area that had been prepared in conjunction with the general contractor earlier. I shall have these drafted into final form and issued for review and approval.

There was considerable discussion about who is to make landscaping material selections for phase 2 installation. This matter apparently is a loose end and could cause considerable trouble since landscaping obviously is an important element in the river beautification work. I suggest the matter be looked at now so as to identify the responsibility for this work.

It was noted that some critical shop drawings for early phase 2 work have not yet been returned. This matter should be followed closely since these shop drawings are critical to expediting early deliveries of material.

It was also mentioned that the supported flume area might possibly be constructed of precast concrete. The project manager for the contractor will investigate and write a letter requesting an alternate approval for precast, if appropriate. This might possibly allow a reduction in the amount of time to erect the supported flume structure.

There was some discussion about irrigation modifications and again, it was emphasized that to process changes to the contract could require as long as 57 working days administratively. Thus, revisions anticipated should be put into work now so field work delays are minimal.

#### Flint River Beautification, Phase 1

Further discussion was held as to whether the south bank of the river improvement program could be used for the annual Flint festival to be held July 26, 1978 through July 31, 1978. This matter has been explored by the Corps of Engineers along with the contractors involved and it is their unqualified recommendation that the south bank not be used for the festival. Instead, they suggest that one of the alternatives outlined in Monitoring Report #44, page 3, be adopted. Mr. Ursuy said that he would carry this back to the people concerned and discuss it with them further.

Captain Kraus indicates the project is now 61% complete.

### Riverfront Center

A major portion of our conference today focused on a discussion about riverfront center, particularly the RC-1 project which is the state office building and two parking decks. The discussion ranged through a variety of subjects including bonding, general financing, council approval, overall programming and the need for careful and close attention to the total project concept.

Presently it is expected that there will be four individual programs identified within the overall riverfront center program. The total project is expected to cost as much as \$32,000,000. There was a meeting to be held Thursday, December 22, 1977 (working day 760) to discuss financing and bonding issues in depth. Once these financial matters have been cleared and authorization given to proceed, presentation packages can be prepared for review and approval by the appropriate agencies.

I have emphasized in our sessions that there is a strong need for an overall design manager for the total program who will be responsible and have the authority to carry out actions needed to insure aesthetic and functional compatibility within the entire riverfront center job. This will be a very trying and difficult position to fill since there are many agencies involved and could be as many as 8 to 12 separate and distinct design firms doing work in the area. In addition, of course, there is a variety of technical demands upon the site such as traffic circulation, utility services and a host of other items important to the total concept. The area is made even more significant by being bounded by other important developments including the proposed central city mall and the University of Michigan campus. In addition, on the north are the Riverfront Beautification areas and across the river may be the Auto World project.

We monitored the early network diagram prepared for the riverfront center and this work is found to be proceeding steadily although not perhaps as rapidly as everyone would like. We shall plan to give additional careful attention to the work progress at subsequent meetings.

\* \* \* \* \*

It would be appropriate at this point to recognize the sizable contribution made to planning and implementing the Buick Freeway program as it

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Page five

RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

relates to the downtown area by Mr. Ed Upson. Mr. Upson passed away recently and his absence from the scene will be felt greatly by the entire project staff. His contributions were many and were always positive and constructive.

Mr. Vyvyan has prepared an agenda for the next session on Thursday, January 5, 1978 and will distribute it to all concerned.

Ralph J. Stephenson, P.E.

RJS  
m

To: Mr. Andrew W. Nester, P.E.  
City Engineer

# CHARLES STEWART MOTT FOUNDATION

*With rebuttal*

December 12, 1977

*DCD*  
*Please respond*  
*a reply*  
*(R)*

The Honorable James W. Rutherford, Mayor  
City of Flint  
1101 S. Saginaw Street  
Flint, Michigan 48502


Dear Mayor Rutherford:

From reports submitted by Ralph J. Stevenson, consulting engineer for the Central Business District Construction activities, a serious problem exists in the failure of the River Beautification Phase I contractor to remove his office from sites involved in Phase II. This situation prevents the Phase II contractor from starting his work.

I view this problem as detrimental to the Phase II program, particularly in the probable escalating of project costs, but also in the postponement of the project's opening by at least one summer season. The implication that the delay has on the budget could affect the Phase II funding by our grant and the FEAT contributions, and for this reason I am expressing my concern.

Your good services in this situation would be very much appreciated.

Sincerely,

  
WILLIAM S. WHITE,  
President

WSW:lmf

Subject Flint Downtown Date 12/23/77  
 Job No. RB 2 Analysis Page ①

Points

- Completion date for RB 1

Estimated @ Nov 1, 1978 (979)  
 (see monitoring #12 dated 4/21/76)

Estimated now @ about the same date.

- Could possibly clear construction of this by Oct 5, 1978.

(could not even have been sooner)

- Seen run into winter weather @ show on grade area & must build much of it in 1979.

~~Target date~~

- Originally planned to have some portion of facility (RB-2) built & complete in Dec 1978. However could not use facility in winter time.

(see ~~original~~ original RB-2 construction network to river 1, 2, 3 dated July & Aug 1977, sheets 16, 17.)

- New issue bring completion of facility as follows

Water wall	Jan 20, 1979
Grand Foundation	June 15, 1979
Sewer area	Sept 15, 1979
Flume on gnd.	Aug 30, 1979
Flume in air	Sept 14, 1979

- Delay has basically been on move in to site not to end dates relative to operating points for the improvements.

• 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

December 28, 1977

Mr. George Ursuy  
Project Director  
River Beautification Program  
Department of Community Development  
1101 S. Saginaw Street  
Flint, Michigan 48502

Dear Mr. Ursuy:

At your request, I have analyzed the current and projected status of the river beautification phase 2 work in relation to original targets that were discussed prior to the project contract being awarded. A brief evaluation follows.

It was noted in Monitoring Report #12 dated April 21, 1976 (working day 327), page one that the estimated project completion for phase 1 of the river beautification and flood control project was estimated at November 1, 1978 (working day 979). The completion of the project is still estimated at about the same time, with the possibility of clearing construction offices from the area by October 5, 1978 (working day 960), depending upon the needs of the Corps of Engineers and the phase 1 contractors. It has always been recognized that moving these offices is essential to completing construction of the flume in phase 2. Thus, work on the flume can be expected to extend into 1979, perhaps to as late as September 1979. I do not believe that this date was ever assumed to be much earlier since construction of the flume area is rather complex and of course, as with all outside work of this type, construction operations during the winter of 1978 and early spring of 1979 are slowed considerably.

There has been a delay in moving on the site to start phase 2 work at the Grand Fountain and the water wall areas. This delay has been caused by delays to river beautification, phase 1 work and the difficulty in clearing the site which is very crowded for start of the second contractor's field actions.

Mr. George Ursay  
Project Director  
River Beautification Program  
Page two

RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

In Monitoring Report #28 dated February 18, 1977, on page 3, it is noted that we had hoped to begin work on the water wall as early as September 12, 1977 (working day 688) with Grand Fountain work perhaps starting earlier - by July 19, 1977 (working day 650). However, because of a variety of ongoing delays, it was recognized by July of 1977 (see Monitoring Report #36, page 3) that start of the work at phase 2 would probably be later in the year with completion of the early facilities, namely the water wall and the Grand Fountain in December of 1978. Of course, it was recognized that neither of these facilities could be used in the winter time and further that the phase 2 work had to function as a total unit. Therefore, this meant that a portion of the facility would be complete but that the flume and Archimedes Screw area would not be yet ready to operate. As noted above, the flume area is the one restrained by moving the phase 1 construction offices.

Further analysis recognizing the delays indicated that the actual dates for completion of the various elements should now be as follows:

Grand Fountain	July 18, 1979 (W/D 1138)
Water wall	June 20, 1979 (W/D 1140)
Flume on grade facility	August 30, 1979 (W/D 1190)
Flume in elevated portion	September 14, 1979 (W/D 1200)
Archimedes Screw	September 14, 1979 (W/D 1200)

Thus, we could have a full set of water displays by September 14, 1979 (working day 1200) which emphasizes the need for clearing the flume area as always having been critical to completion, a set of dates that has not changed insofar as total completion materially since the early analyses.

I trust this explanation clarifies the matter to some extent. If you have further questions, please feel free to call me.

Sincerely yours,

Ralph J. Stephenson, P.E.

RJS  
n

cc - Mr. Andrew Nester, P.E.  
- Mr. Ray Vyvyan