

January 16, 1978

Subject: Monitoring Report #46

 City of Flint Downtown Improvement Program

 Flint, Michigan

Project: 75:56

Date of Monitoring: January 5, 1978 (working day 768)

Actions taken:

- Inspected Flood Control and River Beautification, Phase 1 and 2 work
- Monitored Doyle Project
- Continued discussions re Riverfront Center Project
- Reviewed plans for Central City Plaza

Doyle Project (DP)

Southwest corner demolition has started and although work is going somewhat slowly it is expected to be completed by mid-January. Redesign of the site has been completed and was issued on January 5, 1978 (working day 768) for Bulletin 6 pricing. Pricing should be available within ten working days after which the revisions necessary can be officially processed. It is suggested that all agreements with the developers regarding these revisions be negotiated prior to the time the change order is issued.

Parcel 5-12 has been acquired. This item will be dropped from future monitoring reports unless additional difficulties arise.

Some progress has been made on addressing, however, it is related to the old street system and will probably have to be reworked once council has named the streets. The street systems should be dedicated as rights-of-way as soon as possible. It probably will take about 50 working days to dedicate the streets and select and approve street names. Addresses can be given immediately after in accordance with the new street names. Present target for this work is to be held at March 17, 1978 (working day 819).

LSU

Water and sewer tap work orders have been given and it is expected this work can be completed by May 1, 1978 (working day 850).

Paving the site is expected to be complete by June 15, 1978 (working day 882). Consumers Power gas and electrical distribution installation will be started about June 1, 1978 (working day 872), with completion scheduled for July 17, 1978 (working day 903).

Michigan Bell will probably start their telephone work about one month ahead of gas and electrical distribution work.

Oxford is still planning to begin construction on both townhouses and the high rise in March or April. Working drawings for the townhouses and high rise are to be complete the early part of February with MSHDA approval given by February 27, 1978 (working day 805). Concurrently, site plans will be started through city departments for site plan review in mid-January. This site plan review should take about 35 working days, and should be complete in early March.

The building plan review will be started in late February and hopefully can be made, corrections completed and the permit obtained within the next two months.

A preliminary timetable for various activities is given below. This should be used as a rough set of target schedules since the dates have not been firmed and approved.

January 10, 1978 (working day 771)	MSHDA gave final approval to site plan revisions
January 17, 1978 (working day 776)	Site plan review starts by city of Flint
February 1, 1978 (working day 787)	Work drawings for high rise complete
February 24, 1978 (working day 804)	Building plans submitted for city of Flint building code review
February 27, 1978 (working day 805)	MSHDA approve project for mortgage commitment

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CONSULTING ENGINEER

March 7, 1978 (working day 811)	Site plan review completed by city of Flint
March 28, 1978 (working day 826)	City of Flint building code review completed
April 11, 1978 (working day 836)	Corrections to drawings complete and drawings submitted for permit to the city of Flint. (It is assumed no appeals will be necessary.)
April 25, 1978 (working day 846)	Building permit issued
May 1, 1978 (working day 850)	Start construction

Note: The architect feels that it will be possible to start the low rise by about April 3, 1978 (working day 830).

We next discussed the resolution of street elevations relative to adjoining properties. Mr. Wilkins said he will have this matter resolved by January 20, 1978 (working day 779).

There was also considerable discussion about street lights and their relationship to trees. This matter is still being reviewed by the design team and it was agreed that a full discussion would be held at our next monitoring session. This means that all technical data should be available and analyzed with conclusions reached. This work will be done by the DCD in conjunction with the Parks Department and the DPW.

Flood Control and Flint River Beautification, Phases One and Two

In the morning we made a complete tour of both sides of the Flint River, inspecting work in progress on the flood control and river beautification projects. There still are sizable improvements to be done on both sides of the river although the winter weather has caused a restricting of the area until the ice, snow and cold temperatures moderate. However, work continues at selected areas of the project.

There still is no major area available for the phase two beautification contractor. A spring start date is being held.

Riverfront Center

At the afternoon sessions we continued intensive discussions about the full riverfront center and also began a review of adjoining projects proposed. On the riverfront center project, there are three market studies now under-way. These deal with hotel and motel facilities, retail facilities, and financing. In these evaluations the full developmental possibilities are being considered in detail. The financing report is due by the end of January, with the other two to be available near the first part of April.

Meanwhile, it is important to make basic decisions about how early design on the RC-1 (State Office Building and related parking facilities) is to proceed. The reason this is critical is because apparently the state is holding to a very tight contract for work on their office building. Thus, the two programs must be kept closely in phase with each other so the parking structure and the office building can be completed as near the same time as possible. Procedures are being evaluated carefully by the DCD with its assisting groups.

In reviewing the early design work for the parking decks which are major vehicular traffic generators, it is important to consider the total impact of the downtown development. I presented a very brief outline of the traffic graphics of the downtown area indicating the outside boundary of the riverfront center, the river beautification program, the central city plaza, the University of Michigan campus, the Doyle project, and the Auto World program.

This outside boundary represents a major point at which traffic patterns within the boundary will probably be altered as the demands of each individual project are felt in the traffic system. Therefore, I strongly urge that all downtown improvement program teams keep this fact in mind continually. The major thoroughfare plan of the area surrounding the boundary outlined above can now be developed with reasonable confidence. However, it must be kept flexible within that boundary so the demands of each individual project can be met in a most effective and economical way. All agree this is an important consideration and it will be so handled in their review.

We had a brief discussion about the Sears demolition. Mr. Vyvyan and Mr. Wilkins will firm up a date with Captain Kraus by which he needs this area for his work on the flood control program. It may be there will have to be some acceleration of demolition activity.

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CONSULTING ENGINEER

Mr. Ursuy and Mr. King both agreed that we should prepare a network plan for the RC-2 work (riverfront center development except for RC-1) at our next session since the RC-1 network, Issue #1, dated December 8, 1977 is proving valuable as a checklist and general sequence in evaluating the best method of proceeding with the total project.

Central City Plaza (CCP)

The planners for the central city plaza very kindly brought in their data and made a full presentation regarding the current thinking about central city plaza. This project consists of improvements to Saginaw Street in the downtown area. It was a very interesting review and greatly assisted in bringing into focus the traffic boundary concept discussed briefly above.

We talked at length about how decisions are to be made, where the approvals will be coming from and how the work is to go ahead in the field. Discussions and reviews of the project should continue since it does closely interrelate to the entire riverfront center program and the flood control program. In addition, of course, it will be impacted upon and have an effect upon the University of Michigan campus expansion program.

I suggest at each review of the riverfront center project we make a brief review of progress on the plaza.

General

Mr. Vyvyan and I discussed our next several meetings and he will prepare detailed agendas for each. The next session is on January 20, 1978.

Ralph J. Stephenson, P.E.

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

January 31, 1978

Subject: Monitoring Report #47

 City of Flint Downtown Improvement Program

 Flint, Michigan

Project: 75:56

Date of Monitoring: January 20, 1978 (working day 779)

Actions taken:

- Diagrammed Phase 2 of the St. John PASI 2 work
- Monitored Doyle project
- Diagrammed RC2 and 3 front end work for the Riverfront Center

Doyle Project (DP)

Demolition at the southwest corner has not yet been completed and it appears it will be a considerably longer job than anticipated. It will, however, be essential to continuing PASI work that this demolition be complete by March 1, 1978 (working day 807). Ms. Stoughton will inform the demolition contractor of this requirement.

Bulletin 6 for redesign of the site is being priced and will be submitted Monday, January 23, 1978 (working day 780). Processing of the bulletin is important but must be done in conjunction with all parties concerned. It is expected processing will take about 37 working days or until March 15, 1978 (working day 817). It was agreed that this will be held as a firm processing date.

Street addressing is in work but has gone about as far as it can until council consideration and approval of street names. Mr. Ed Wilkins is following this and has set a target of March 17, 1978 (working day 819) for completion of addressing all streets.

Sewer and water tap work has not yet begun. The Water Department said there are some crewing difficulties in getting underway. Project staff said they must have this work complete by early May. This was agreed to and the present target is May 1, 1978 (working day 850).

The site plan will be submitted to the city of Flint for their site plan review on January 30, 1978 (working day 785). This is nine days later than had been anticipated at our last session. The various reviews of the project will undoubtedly be time consuming and it is recommended they be given top notch attention.

On February 1, 1978 (working day 787) it is the intent to make submissions to MSHDA for obtaining mortgage commitments. Concurrently, design of the various units will continue.

Considerable discussion was again held regarding the differences in street elevations with the adjoining properties. Mr. Wilkins has made a detailed analysis of this matter and reports that most of the apparent conflicts can be resolved with very little additional work. It should be pointed out, in the summer of 1977 Mr. Wilkins reviewed the site plans with adjoining property holders, solicited responses as to how PASI design could best proceed and asked how any elevation conflict could be resolved. To date he has had no response from the major party involved. Therefore, as of this meeting, it is the intent to proceed with the paving in the spring at the elevation shown with the understanding that adjoining property owners will be responsible for resolving their minor elevation differences. This matter will not be followed any further until requested.

There has been some difficulty in keeping the trees that have been planted intact. Animals have been chewing the bark and there is some concern that considerable damage may have been incurred. There apparently is not much that can be done about this matter at present.

The relationship of the light fixtures, trees and the height of the light fixtures has been resolved to everyone's satisfaction and presently a selection of the type of light is being made.

The Michigan Bell Telephone representative said that they will be starting their installation work about mid-March 1978. There are some minor conflicts with curbs and gutters but Michigan Bell expects to be complete by mid-May. Easement occupancy by Michigan Bell in conjunction with Consumers Power has not been worked out as yet. It would be wise to clear this matter as quickly as possible.

Actual work lags the timetable given in Monitoring Report #46 on pages 2 and 3 and I strongly recommend the project team at our next session revise these dates to reflect current, realistic points at which we can expect these various events to occur. Through this letter, I am asking the project manager to do this.

Flood Control and Flint River Beautification, Phase 1 and 2

No monitoring was done on these projects at this session.

Riverfront Center

At our afternoon session we concentrated on diagramming the front end work up to the point where a contract was awarded for construction for RC2 (the hotel and convention center) and RC3 (the department store). The general procedure on RC2 and 3 is to complete the demand analyses, write a comprehensive physical program for the facilities, while planning the bonding program.

Next, appropriate reviews are made by those concerned, after which the downtown development plan and ordinance can be prepared, bonds can be issued, the development method selected and clearance loans and field activity begun. Part way through this entire process the development team can be selected, contract documents prepared and after bonding is cleared, proposals can be solicited for actual construction of the projects.

Preliminary calculations indicate that if conservative procedures are followed that construction might be expected to start on RC2 and 3 sometime in early 1980. This is a long time from now until the actual field work can begin; however, there are many complex procedures to be followed and a further detail analyses of the approach method should be made. The information above is shown on sheet 21, preliminary network model for Riverfront Center, RC2 and RC3, Issue #1 dated January 20, 1978. The project team will analyze this plan of work and see where compression of the activities and the time required for them can be made. Copies have been issued to those concerned.

St. John PASI 2 Work

Development of the remaining areas of the St. John Industrial Area is now underway and Mr. McKenzie, the project manager, asked that we prepare a network model for the front end work necessary to start construction of the additional improvements. These have been called PASI 2 work and the plan is shown on Issue #1, sheet 20, dated January 20, 1978, Preliminary Network Model for St. John Phase 2 work. Presently it appears that if things move as well as planned, site construction could begin on October 10, 1978 (working day 963) at the site. However, it will take careful, continuous expediting and attention to the design phases since

there is still a considerable amount of work to be done in preparation of the early working drawings and the contract documents. We are holding a target of October 10, 1978 (working day 963) for the possible start of work.

It should be realized that this is a very poor time of the year to begin site work since it allows only one or perhaps one and a half at the most, months of outside operations. Therefore, a key to this would be to bring the start date to earlier in the year if at all possible, or perhaps to defer work until spring of the next year. A decision should be made at an early date so as to avoid unnecessary compression of early design and contract document preparation. On the other hand if the work is to be expedited, now is the time to determine where such over and above performance should be focused.

We shall plan to monitor this project on a regular basis in subsequent evaluation sessions.

It was agreed at the meeting that the Sears building demolition is a very important part of the downtown program and does have an impact upon the Corps of Engineers work in the river beautification and flood control operation. Therefore, it is requested that the Sears building demolition be completed as soon as possible. A firm date is being set by Mr. Wilkins with those concerned.

Summary

Overall, the downtown work program is moving reasonably well although the Doyle project private development shows some signs of slowing. This is to be watched since an early start in construction of the residential area will be essential if we are to get as many units done as possible this year.

Work is now beginning on the Oak Park project with a grant file due to be placed by July 1, 1978 (working day 894) and the grant to be approved within three months after.

The St. John second phase site construction is about ready to be put into active design work and attention is being given this matter now.

Mr. Ray Vyvyan is preparing the agenda for our next session on Monday, February 6, 1978 (working day 790).

Ralph J. Stephenson, P.F.

RJS/m

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

February 8, 1978

Subject: Monitoring Report #48

 City of Flint Downtown Improvement Program

 Flint, Michigan

Project: 75:56

Date of Monitoring: February 6, 1978 (working day 790)

Actions taken:

- Monitored Doyle project
- Monitored Riverfront Center 1 and 2
- Discussed start of river beautification phase 2 work

Doyle Project (DP)

Demolition at the southwest corner is now scheduled to be completed by February 24, 1978 (working day 804). This date is being held so work on site improvements at the area can be started in March.

Bulletin #6 was submitted January 5, 1978 (working day 782). The bulletin is now being reviewed and it is possible that with the combination of the developer and the city sharing the cost that the city's release on the bulletin could be expedited. The developer portion will be committed by letter agreement to the city and the contract revision will be administered by the DPW project engineer.

Street addressing is in work and proceeding moderately well. Street names are expected to be approved by February 14, 1978 (working day 796) by the planning commission, will then go to the city council and hopefully, be approved for issue on March 17, 1978 (working day 819). There is a real chance this procedure will be delayed because of the nature of the street naming process. However, our present targets are to complete all addressing by March 17, 1978 (working day 819).

Water and sewer tap work has not yet begun and a considerable discussion regarding the delay was held at the session. Mr. Wilkins brought out that it would probably take about 25 working days to install the taps and since

they must be complete by May 1, 1978 (working day 850) according to our present understanding, this means that work has to begin on them no later than March 27, 1978 (working day 825). It appears there may be some difficulty in getting underway by that time but every effort is being made to do so. Mr. Wilkins will follow this. We will hold the target completion date of May 1, 1978 (working day 850).

We also reviewed in depth the timetable reported on in Monitoring Report #46 dated January 16, 1978, pages two and three. The submission to MSHDA relative to final site plans has apparently been made. However, the site plan review at the city of Flint has not yet been initiated. Because of the time consuming nature of gaining approvals for all of the various documents that must be submitted, I recommend that we, at our next session on February 20, 1978 (working day 800) prepare a network model for the processing of the various documents prior to start of construction on the residential development.

A brief discussion was held at the meeting regarding tree damage and it was pointed out that there are several hundred valuable trees on the site. If in fact, tree damage is becoming more severe, it was felt by all concerned that the attention of the contractors should be directed to this matter so corrective steps, if needed, could be taken. Ms. Stoughton agreed and will notify the contractors involved.

According to those in a position to know, the site light fixture matter is resolved and need not be discussed further.

Michigan Bell Telephone work is due to start in mid-March according to information gained at the previous monitoring on January 20, 1978 (working day 779). However, there is no shared easement with Consumers Power and therefore, additional negotiation and design review will be necessary to insure that both can occupy the same easement. Mr. Wilkins and Ray field will look into this matter and resolve the difficulty.

Flood Control and Flint River Beautification, Phases 1 and 2

Monitoring of the river beautification project indicates there are some severe difficulties now anticipated with clearing the site at the Grand Fountain area to allow the phase 2 contractor to begin work. Therefore, an intensive discussion was held regarding what steps are possible now. We prepared a verbal decision tree to evaluate the parties involved and the positions they hold. It was finally decided that the project manager would take

aggressive steps immediately to bring to the attention of people who can take action in this matter, the difficulties that have been encountered in clearing the north bank area.

A brief review indicates that the phase 1 contractor is practically complete with his work between Beech and Saginaw. This is the area that Grand Fountain work is to start in. Therefore, now it becomes a matter of this contractor clearing his equipment and material out of that space so the phase 2 contractor can move in. The phase 2 contractor would like to start driving piling February 20, 1978 (working day 800) and is ready to mobilize and move on the site. The contractor was not there to verify this but those involved said that this was their understanding. As such, it now becomes increasingly important to clear the north bank area for the phase 2 contractor since once he starts, a continuous operation is desirable.

The difficulties that have been encountered in gaining commitments that are actually honored have left few alternatives except to conduct an intensive campaign to get the area cleared.

This is now in work.

Riverfront Center RC1 and RC2

The demolition of the Sears property will begin on February 27, 1978 (working day 805) and be complete on March 31, 1978 (working day 829). This is basically at the request of the Corps of Engineers to give them a cleared area on the south bank for their contractor to work.

A problem has surfaced on programming of the state of Michigan office building and has a potentially serious impact upon the parking deck. Apparently the Michigan department of social services is reconsidering programming of their space in the building due to the nature of the high rise facility. If there is a reduction in the population of the government center through loss of the department of social services personnel as presently being considered, it could reduce the required size of both the office building and the parking deck. If there is a program design change, it could also affect the method by which the parking deck and the office building interface with each other. This potential change impacts both on RC1 and RC2. It has what is commonly called a ripple or domino effect which will be felt in all of the other projects which surround the office building and parking deck complex.

Mr. Harpst was at our meeting and agreed he will take the initiative in determining the program status along with Mr. Ursuy. It would be wise to discuss this matter in detail at our next monitoring session.

We also talked at length about the retention of professional design services for the parking decks, the office building and for other phases of the riverfront center operations. In respect to RCl it was generally agreed at the meeting that although there is a strong desire to maintain financing of the two parking decks in one package, it would be best to consider them functionally separate. This then allows the possibility of retaining separate design teams for the two projects.

We also discussed the phasing of the projects and there is a desire by the city of Flint to permit only limited design development work to proceed on the state government center parking ramp. I suggest that once a selection of the architect/engineer has been made that that firm be retained for the total program. Arrangements can be made to stop their initial work at the end of the design/development phase in the event that the program changes or that the need to abort the program exists.

It was also agreed in the meeting that it was not essential or necessary to have the same architect on both the state of Michigan office building and the government center parking deck. This is, however, only providing that a careful liaison is maintained between the design teams so that they complement each other's efforts.

Selection of the architect/engineer and the bond counsel is in work for the government center parking ramp. Selection of an architect is also in work apparently, according to Mr. Ursuy, for the state of Michigan office building. Of equal importance to the total program is immediate retention of a bond counsel and the writing of a financing program. This will be given a high order of priority.

We discussed whether to revise the logic sequence for the RCl program. Mr. Ursuy suggested that we leave it as is for now with the thought of revising it as necessary at our subsequent sessions.

St. John PASI 2 Work

No monitoring was accomplished at this session.

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CONSULTING ENGINEER

Hamilton Street Bridge

Mr. Wilkins reports that the Hamilton Street bridge project is likely to go ahead in the near future. The project will consist of a complete overhaul of the bridge superstructure.

Mr. Kagerer said that there has been some discussion about possibly running river boat traffic from the park areas at the north to downtown. He felt it would be wise to take this into consideration when redesigning the Hamilton Street bridge superstructure.

Summary

The downtown program is pretty well closed in the field for the winter due to the extremely harsh weather. Present work consists mainly in planning for future developments and trying to get ready for field operations to proceed aggressively in the spring.

Mr. Wilkins, Mr. Ursuy, Mr. Kagerer and I prepared an agenda for the next session on February 20, 1978. Mr. Wilkins will publish this to all concerned.

It was felt that we should evaluate the impact of the external traffic movements on all the projects. Mr. Ursuy will have Mr. Jim Race at the session and I suggest that someone from Traffic Engineering also attend.

We also should have another discussion of the central city plaza, primarily in respect to the total development since it has a sizable impact upon RC1 and RC2.

Mr. Wilkins, as noted above, will prepare the agenda with Mr. Vyvyan for the next session and send it to all parties concerned.

Ralph J. Stephenson, P.E.

RJS/m

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

March 2, 1978

Subject: Monitoring Report #49

 City of Flint Downtown Improvement Program

 Flint, Michigan

Project: 75:56

Date of Monitoring: February 20, 1978 (working day 800)

Actions taken:

- Monitored Doyle project
- Monitored St. John phase 2 project
- Monitored Riverfront Center programs
- Monitored current status of University of Michigan work
- Monitored river beautification phase 2 work

Doyle Project (DP)

Demolition is substantially complete at the southwest corner and the contractor is hauling away the rubble. Site work is still expected to be resumed in March although there are some serious problems that could cause delays to this start.

Bulletin 6 is still not totally cleared for action with drawings presently being revised, after which the bulletin will have to be repriced. It appears that if careful attention is given the processing of this bulletin and change order that it could be officially issued for the revised work by April 4, 1978 (working day 831). In bulletin 6 the landscaping scope of work is being restudied and could potentially be a bottleneck to its issue. The contractor asked for a statement as to exactly what is covered in the landscaping scope of work. The architect said that this would be issued shortly.

Sewer and water tap work is expected to begin next week. This has become a critical issue since there now appears to be a potential for strikes at the expiration of contracts now in effect in the Flint area.

This could occur sometime about the first part of May. Thus, it becomes imperative that water and sewer leads be put in now so curb and paving work can begin at such a starting date so as to finish prior to any strikes affecting them. There are several major trades that would be damaging if there were a strike.

The lead location apparently is being revised on an ongoing basis and it was decided at this meeting that the leads must be firmed up immediately and that no more changes were possible to the location of water and sewer leads. This was agreed to by all concerned.

Material for sewer lines is on the job, while material for the water leads is on order and not yet at the site.

Street name approval is expected from the planning commission by February 28, 1978 (working day 806) and these names will be referred to the Oak Park district council for review. It should be pointed out that Consumers Power work is closely tied in to having addresses available for the various unit installations. Therefore, delays to street naming could potentially delay Consumers Power work.

Reviewing again the timetable reported in Monitoring Report #46 dated January 26, 1978 on pages 2 and 3, the site plan review by the city of Flint has not yet been initiated. This continues to be a source of concern and offers potential delays to start of residential construction on the site.

Low rise housing working drawings are approximately 80% complete, with the high rise working drawings about 90% complete. There has not yet been a submission for building code review.

MSHDA approval for mortgage commitments is set at April 1, 1978 (working day 830).

Thus, it looks as though work on the private units is between one and two months behind the target set by the timetable in Monitoring Report #46. This brings start of construction to as late as late June or early July.

I again strongly recommend that we do some very detail planning in conjunction with the developer relative to the start of his work. A prompt start is essential to the success of the project and since there is a strong desire to get units complete and available this year, work will

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CONSULTING ENGINEER

have to begin shortly if we are to achieve this goal. At our next session we have requested the developer to be present so that we can generate a front end network diagram showing the work to be done up to start of construction for the residential units.

A brief discussion was held regarding the Michigan Bell Telephone easement. The present easement is not large enough and must be increased by at least 5' to accommodate installation. The matter is in Michigan Bell's hands and we are waiting for a request for the easement from them. This will delay the start of Michigan Bell's work although its impact upon other work on the site is not fully able to be projected at this time. We will review it again at our next session.

The matter of tree damage has been investigated and apparently resolved to everyone's satisfaction.

Flint River Beautification, Phase 2

There has been considerable activity over the past month regarding move-in of the phase 2 contractor on the north bank. The phase one contractor is to be done at the Garland Street bridge by February 23, 1978 (working day 803) and out of the Grand Fountain area completely by March 10, 1978 (working day 814). On March 6, 1978 (working day 810) the phase 2 contractor will start his footing work with H piling beginning on March 13, 1978 (working day 815).

Front end work on the phase 2 river beautification is in good shape with most shop drawings back except for miscellaneous items throughout the project. It was intended to meet Thursday, February 23, 1978 (working day 803) to review the move-in procedure.

Now that firm dates have been set for start of Grand Fountain work the next item of concern is work at the Water Wall. There still remains a considerable amount of phase one installation to complete at the Water Wall and we should now address ourselves to this particular matter so as to insure that a smooth movement of work from west to east is achieved. We will again review this at our next monitoring session.

There have been some concerns with changes to drawings, and this is particularly serious in the matter of adding facilities for the handicapped. Addition of these facilities could possibly cause some major design revisions. Therefore, it is a high priority item that any pending

revisions be examined in depth to see that they do not adversely affect the design documents as they stand presently.

There still was some ongoing conversation about permanent maintenance of the area and the latest material to be discussed here was the riprap and the question to be answered is how is it to be cleaned and maintained. The matter is under study.

Riverfront Center RC1, RC2 and RC3

The RC1 parking deck and government center have been stalled temporarily due to the program reconsideration of the Michigan Department of Social Services. This matter is still unresolved and is a major delay factor in getting this project underway. Much of our discussion revolved around selection of the design team and assignment of their work on the program.

It appears that the design team of the government center parking deck will be closely related to the design program for the office building itself. However, it is entirely possible that we could go ahead and select the architect/engineer to be involved in the design of this deck, hoping to resolve the problem of the office building program concurrently.

A major impact on the parking deck is the projected traffic demand. There are several major generators of traffic, both now and potential, in the area. These include:

- River beautification project
- University of Michigan
- Central city plaza
- New bank building
- New Kings' Daughter residence
- Possible Durant Hotel renovation
- Metropolitan building
- Projected State of Michigan office building, however large
- IMA

Although these do not have major impact upon parking demand individually, collectively they will. Therefore, it was decided that any parking demand studies available internally would be updated immediately using city staff if at all possible.

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CONSULTING ENGINEER

It was also decided that we would investigate the possibility of building not only the office building parking deck, but the second deck in the RCI package. However, it will be imperative that the restudy of traffic demand be made before any implementation decision can be considered. This matter will be put into immediate work.

St. John PASI-2 Work

(Monitored from Issue #1 dated January 20, 1978)

Pavement drawings have been completed and reviewed by the DPW and are now in LHA's hands for preparation of final architectural/engineering working drawings. These were due to be available to LHA by February 8, 1978 (working day 792). It appears that these are just arriving at the LHA office and so are approximately 8 working days late. We are still holding the target shown in Issue #1 dated January 20, 1978 of mobilizing and moving on site by October 10, 1978 (working day 963). There is some question as to whether this is a good date to maintain construction continuity or not. However, for the time being, we are holding it as a target. We will continue to monitor the St. John project carefully at each major monitoring session.

University of Michigan Flint Campus Work

We reviewed the entire University of Michigan downtown Flint campus program with Mr. Robert Wilson. He described each major project and reviewed it in detail with us.

Presently the UCEN Building (University Center) is in work and expected to be occupied by the spring of next year. The classroom/lab building is now in design and tied into a bonding program. However, it might be as much as a year before it can move into the field. There are some other facilities further on down the line but these are still in the very early planning stage.

Also being considered is the possibility of utilizing the IMA building in some fashion as a physical ed facility.

A good share of our discussion concerned parking demand, particularly as it influences design of the RCI parking decks. Mr. Wilson said that basically the University of Michigan intends to provide adequate on-campus parking for all of its students. However, it is recognized

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RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

that there is a transition period where perhaps this would not be possible. Apparently the trigger point for shift of full parking to the new campus is completion of the new library building. As mentioned above, this planning, phasing is not fully determined.

As noted in the riverfront center project report, it is considered desirable to collect as much information regarding present and projected parking demands by the university as is possible. This will be a consideration in updating of the present study.

General Summary

At our next session we will again review the projects considered of most importance currently. Mr. Vyvyan has prepared an agenda of this meeting and distributed it to all concerned. We also will re-evaluate the present corridor schedule and update it completely over the next few weeks. To do this, it will be necessary to have accurate information from most project managers regarding the impact of their projects upon the surrounding street and expressway network.

Ralph J. Stephenson, P.E.

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

March 23, 1978

Subject: Monitoring Report #50

 City of Flint Downtown Improvement Program

 Flint, Michigan

Project: 75:56

Date of Monitoring: March 10, 1978 (working day 814)

Actions taken:

- Monitored Doyle project
- Diagrammed front end work for Doyle private development
- Monitored River Beautification I and II projects
- Reviewed Riverfront Center program
- Monitored Buick Freeway progress

Doyle Project (DP)

PASI work is expected to begin shortly and will proceed as rapidly as possible. It was again brought up that anticipated strikes beginning about May 1, 1978 (working day 850) could slow progress on the job and delay site work completion. There is no authentic word on possible work stoppages presently but we will keep as well informed about negotiation progress as possible.

Bulletin #6 is still not cleared and it is possible that a change order for the work will now not be able to be issued until as late as April 26, 1978 (working day 847). Sewer work is underway and should be completed within a few days. There is no current word on when installation of water taps will start. No water pipe is on the job as yet although there are assurances that progress will be such as to finish installation by May 1, 1978 (working day 850).

Street names have been submitted to the city council and approval is anticipated by the end of March. No resolution has been made in the location and size of the Michigan Bell Telephone easement. There is

some feeling now that a shared easement with Consumers Power is possible and Mr. Wilkens will follow this aggressively in the near future.

As part of this monitoring, we prepared a network model for front end work on the Doyle housing. This is shown on Issue #1 dated March 10, 1978, sheet 22. Copies were distributed to all concerned. In this network we detailed the steps necessary to begin construction. The start of construction is being held at June 20, 1978 (working day 885). Most of the sequence is critical and much of it concerns reviews and releases by various zoning, planning and building agencies of the city of Flint. Also important is MSHDA review and approval of phase 4, low rise and high rise documents.

The developer is aware of the sequence and working on it intently. He agreed the network model on sheet 22 was at this time reasonable.

If construction can start in late June or early July, it is expected that some low rise units will be available by September or October 1978. We shall plan to monitor progress of this front end work regularly at our meetings.

Flint River Beautification, Phases 1 and 2

At the north bank the contractor for phase 2 river beautification expects to move in and start piling by March 13, 1978 (working day 815). Water levels are to be watched carefully on the river since it has been an exceptionally wet and cold winter. However, if the freeze and thaw cycles can continue as they have over the past week or so, no major problems are expected. Sequencing of the north bank is still not totally set and there is a possibility that the Archimedes screw area will proceed ahead of the Water Wall. We will re-analyze these sequences at our next session.

There has now been a letter agreement signed between the parties involved that covers progressive move-outs of the contractor on RB-1 work so as to free up areas for the north bank beautification. This document will be expanded as the moves take place.

Of serious concern presently are the design changes that have still not been resolved for north bank work. Some of these items include:

- location of control and construction joints
- a review and study of pool bottom materials
- redesign of the fish ladder

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- 3/31/78
- resolution of plant material inspection procedures *7.2 work*
 - impact of handicapped provisions - *not yet settled*
 - a complete check of layout dimensions (apparently very important) *resolved.*
 - resolution of minor items on light fixtures *resolved.*

It was felt that the presence of a representative of the design firm in Flint for three or four days could be of help in clearing these matters promptly. Mr. Ursuy will arrange this.

Present work on the river beautification I project indicates that the Saginaw Street bridge will probably be open for traffic in mid or late May. The present target is May 18, 1978 (working day 820) although the harsh weather this winter may cause that date to be extended to late May. Heavy efforts will be made to get it open as quickly as possible. Apparently there is not as severe a pressure as formerly on the bridge opening.

An old matter that came up again was the ongoing dredging operation that will be needed to remove settled material. This matter should be addressed now since there is concern from interested parties on both sides of the river that the operation be kept minimal and clean. This may not be totally possible. I recommend that at a future session of our monitoring group we again review this problem and give specific direction as to its resolution.

Another pending item that should be given attention now is access to businesses that will be affected by construction at the north bank. In some cases, areas that are now within the north bank river beautification site were used to assist in the function of some north side areas. With restrictions placed by the construction process, some difficulties have arisen. We shall again discuss this matter at our next monitoring session.

Riverfront Center RC1

The program for the government center office building has now been freed up and agreement reached on the Department of Social Services occupancy requirements. This means the project presently has a green light. Work is proceeding at the state with interviewing, screening and selection of the office building architect. This imposes a sense of urgency on the selection of the architect by the city of Flint to work on the RC1 parking decks. The most important facility presently is the deck adjoining the government office building. Apparently a contract

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CONSULTING ENGINEER

for the design/development of the parking decks will be released initially.

At the meeting were several architects and engineers who expressed interest in working on the RCI parking deck program. The monitoring session was conducted as usual with a full review of the project made. This was done so interested design teams could observe and listen to current status and progress being made on the entire project.

During our session we again reviewed the downtown boundary concept in which traffic patterns external to the downtown are to be closely tied in at their interface with the replanned corridor system within the boundary. Thus, if the riverfront center project, the central city plaza, the continued development of the U of M site, the Doyle project, the Auto World program and others planned for downtown do come on line as presently projected, the internal circulation patterns will effectively match the external thoroughfare plan. This matter is very important in the case of the government center office building parking deck since entrance and exit from the deck must be carefully designed with traffic patterns to be created in mind.

Essentially the boundary concept of downtown was considered satisfactory by the planning team.

The Sears building demolition is being held presently for further consideration as to whether the building could be used for a good purpose in the center or not. Since the architect/engineer is expected to be retained within a month and progress will have to be made rapidly on the entire riverfront center program, I suggest that considerations of the Sears building be given a high priority now.

Reviewing the network model Issue #1 dated December 8, 1977, sheet 19, we find that the city's work in starting their design studies for the parking decks will probably begin April 17, 1978 (working day 840). They were originally due to begin no later than March 15, 1978 (working day 817) so the lag is currently about 23 working days in start of preliminary studies.

State work on their office building appears to be about 40 working days late, primarily in interviewing, screening and selecting the office building design team. This lag is caused by the delay in obtaining a program for the building. A considerable amount of this lag can be picked up if the design team is retained within the next month. Design of the facility

was due to begin no later than March 2, 1978 (working day 808). Presently it is expected that the request for land acquisition funds will be submitted within two weeks. Thus, it appears that work on the total riverfront center project #1 is well underway although lagging slightly.

At our next session we should take a further look at RC1 and its inter-relation with RC2 and RC3. There was no substantive word at this session on the RC2 program.

Buick Freeway (BF)

We made a complete review of the current status of Buick Freeway work and it continues to move well. The Third, Second and eastbound Longway bridges are complete with the eastbound Longway bridge approach to be finished by June 21, 1978 (working day 886). The schedule for other corridor work at the Buick Freeway is as follows:

- ✓ Kearsley Street bridge - complete August 1, 1978 (W/D 914)
- ✓ Westbound Longway bridge - complete October 2, 1978 (W/D 957)
- ✓ Pedestrian bridge - complete August 1, 1978 (W/D 914)
- ✓ Service roads - complete September 1, 1978 (W/D 937)
- ✓ Ditch work for the expressway (actual expressway itself) - due to be complete and the expressway open to traffic in November 1979. This is a slight improvement over previous schedules and although ambitious, it is being held as a firm target by the Highway Department at present.

As part of our discussion, we reviewed the current status of the Stewart Avenue grade separation. This work is to begin March 13, 1978 (working day 815) and be complete in the summer of 1979.

Hamilton Avenue bridge work is presently being let for design and detail design is expected to begin in June.

Design documents will be prepared and construction started so as to complete widening the bridge by the fall of 1979.

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CONSULTING ENGINEER

The study of the Fourth and Fifth Street one way pairings is to be complete by the fall of 1978. Action will be taken appropriate to the findings of the analysis.

Overall, the Buick Freeway program and those thoroughfares that it influences are in reasonably good shape and moving well with few exceptions.

U of M Flint Campus

Mr. Wilson was present at some of the session today and brought up several problems he would like addressed in the near future. These include disposition of East Blvd. and the Stephens Street bridge, resolution of the settling basin and dredging problem and a timetable on closing the Liberty Street bypass. Presently it is expected the Liberty Street bypass will be closed to heavy traffic within six weeks. This should pose no major difficulties.

Most of the other discussion was general in nature and related to the continued planning and construction process at the campus. The UCEN building is just starting up again after a hard winter and although there may be some miscellaneous delays, it is still expected it will be available in late spring 1979.

General

Overall, the projects continue to move reasonably well. There are difficult areas in each one of them, of course, but this is to be anticipated as a part of the normal project process. Mr. Vyvyan and I reviewed the next meeting agenda and he has prepared and issued it to those concerned.

Ralph J. Stephenson, P.E.

RJS/m

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

April 15, 1978

Subject: Monitoring Report #51

City of Flint Downtown Improvement Program

Flint, Michigan

Project: 75:56

Date of Monitoring: March 31, 1978 (working day 829)

Actions taken:

- Reviewed updated corridor analysis
- Monitored St. John I and II
- Reviewed Flood Control and River Beautification Projects
- Monitored Doyle Project

Doyle Project (DP)

It is expected to use the Doyle project area as a display space for Art Train which will be in Flint the last two weeks in July and the first week of August. There is a possibility that guided tours of the Doyle project might be desired and considerable discussion ensued about how these could be safely conducted. It is felt this would be a distinct assist for the project and particularly for the developer.

Ms. Stoughton will review the matter with the project team to insure that whatever is needed for the Art Train display success is available. The project is being handled by a volunteer committee outside the Doyle team. However, close cooperation can be expected from all parties.

So far as progress at Doyle is concerned, sanitary leads are installed, and water taps were due to start on Monday, April 3, 1978 (working day 830). There was some doubt as to whether this would actually happen or not. It again should be stressed that the installation of leads is a very important part of insuring that paving gets underway.

Bulletin #6 is still not processed and this matter is becoming serious. Another extensive discussion was held regarding it and promises were made that it would be priced complete by April 4, 1978 (working day 831)

and processed sometime between May 11, 1978 (working day 836) and May 4, 1978 (working day 853). Bulletin #7 will be processed separately from Bulletin #6.

It was reported that the Michigan Bell Telephone problem with easements has been resolved and that Michigan Bell work will be installed between April 10, 1978 (working day 835) and May 1, 1978 (working day 850).

Other discussions revolved around time extensions to the project and these are expected to be reviewed by the project team within the next two to three weeks.

There was no major progress to report in respect to the developer's work. Apparently little is happening that is known to the project team and there is some concern that the work is slowing to a point where it may not be possible to get it into the field as has been discussed over the past several meetings. It is presently the intent to conduct an intensive review of the entire private developer interface very shortly and out of this should come a setting of target dates that can be used with some reliability. We will discuss this at our next monitoring session.

Flint River Beautification, Phases 1 and 2

Progress on the phase 1 river beautification and flood control work appears to be moving reasonably well although Captain Kraus reported that the billing is only ~~50%~~^{60%} of total. The Saginaw Street opening may be delayed a few days and the target is now late in May 1978 as opposed to the previously reported target of May 18, 1978 (working day 863). We decided at our session to hold May 30, 1978 (working day 870) as the opening goal. If it can be opened earlier that is to the good.

The field office of the project will be vacated by October 1978 giving the north bank contractor for phase 2 possession of that site on which he can work. Again, this date will be improved if at all possible.

It is expected that the section between Saginaw and Harrison can be available by May 30, 1978 (working day 870) and this will free up another section of the project upon which phase 2 work can be started.

Although the field offices will not move out until October for phase 1, portions of the site adjacent to the field office may be available earlier.

and can be used to start construction of phase 2 work in the area. It is hoped we could start some flume construction by early summer. For this we will need approval of precast materials for the supported flume areas if they are still being considered.

I gave the full network diagram, sheets 16, 17 and 23 to the contractor with the request that the project manager and the superintendent review them to insure they reflect procedures to be used on the phase 2 work.

We covered the points mentioned in Monitoring Report #50, page 2. These are discussed briefly below.

- Location of control and construction joints is presently being resolved. Apparently there is still some question about the joints but the matter is under study.
- Pool bottom materials will be smooth cobblestone. This is satisfactory to those who must maintain the pool.
- Redesign of the fish ladder will take 3 or 4 weeks after a preliminary study period of four weeks. Thus, we can expect that drawings for the bulletin will be issued about the last week in May. Assuming 7 weeks to process the bulletin, the work should be released for construction in mid-July 1978.

The contractor requested that the city provide a letter stating that fish ladder revisions will not hold other work in the area. This letter will be written by the city's architectural representatives and issued the week of April 10, 1978.

- The architect will be on site soon to inspect and approve the trees and plants for release.
- The handicapped provision problem is still not settled and could become quite serious. Mr. Ursuy, the project manager, will resolve this matter immediately.
- The light fixture problem is now substantially resolved.

We discussed the matter of dredging briefly and all agreed that this problem must be attacked in detail shortly. It should be on the agenda for a discussion sometime within the next two or three meetings.

Another problem area that is still not resolved is the First Avenue traffic difficulty. The problem is going to be set forth in a letter from the contractor and the matter, at that point, must be addressed by the city since it is a very serious and complex difficulty. It was pointed out by the contractor that roadway interferences must be stopped immediately or there is a grave danger that problems will be created.

Mr. Ursuy indicated that Sears warehouse demolition would be delayed another two months. However, he pointed out that if it does become a serious interference problem for the Corps of Engineers that it would be wise for them to write to the city regarding the need for the demolition of the building. This will be done by Captain Kraus.

St. John Project

This session was primarily to discuss completion of stage 1 work and to briefly discuss stage 2 work. There are several field items remaining to be done on stage 1 and for ease of discussion, it was agreed to eliminate the phase lines in stage 1. It was felt by the contractors that the entire stage 1 project should be complete with paving totally done by July 3, 1978 (working day 894). This apparently is satisfactory to all concerned and will be the current target to which everyone is working.

We briefly reviewed the stage 2 work and preliminary cost estimates are being prepared for the work by the DPW. A major item here is submission and approval by EDA of the phasing and reimbursement request. It is hoped that this work can proceed quickly since there now is a strong desire to get the work into the field on phase 2 prior to the present date shown in Issue #1 of the network dated January 20, 1978 of October 10, 1978 (working day 963). Although there is only a slim chance this target can be improved upon, every effort will be made to do so.

Center City Plaza

This was a special session which was felt advisable to have because of the importance of the Center City Plaza on our corridor discussions. Mayor Rutherford kindly attended the session and he and his staff reviewed it with us.

It is felt the project is feasible and that design could be completed by next spring or summer with construction to start next fall. We will consider the Center City Plaza in depth as our corridor studies proceed since it has a strong impact upon these.

Auto World

A brief discussion was conducted regarding Auto World with the FACI group. There still has been no final selection of the project site and therefore, it has been decided that the downtown area where consideration has been given north of the river and just east of Grand Traverse will be considered a developable site but not explicitly for Auto World. Feasibility studies are still proceeding and it is still unknown exactly how the project will unfold. It was important, however, all agreed, that the Grand Traverse north bank site will be a valuable piece of property over the coming years and should be considered developable in our total corridor evaluation.

The FACI staff mentioned that they would appreciate receiving copies of the downtown monitoring reports directly. Mr. Nester will see that this is done.

Corridors

At this meeting we began a detailed review and updating of the entire corridor system. Most present corridors that have been used for sometime have either been completed or are no longer factors in downtown area development. Therefore, our major thrust today was to isolate and identify the corridors that will be coming up in the very near future.

Corridor 05.00

University of Michigan Flint Stevens Street bridge,
East Blvd. planning and IMA connection.

Corridor 06.00

University of Michigan Flint, Kearsley Street,
campus by-passes and pedestrian circulation.

Corridor 07.00

University of Michigan Flint parking and inter-campus
connections.

Corridor 08.00

University of Michigan Flint Campus and Doyle inter-
connection.

Corridor 12.00

Riverfront Beautification #2.

Corridor 27.00

Dort Highway relocation/St. John/Stewart/I-475 from
Flint River through Stewart Avenue.

Corridor 28.00

Buick Freeway work from Court Street to the Flint River.

Corridor 51.00

Riverfront Center.

Corridor 52.00

Center City Plaza.

Corridor 53.00

Auto World

Corridor 61.00

Mott College Court Street Campus.

Corridor 62.00

Sanitary sewer relief program.

Corridor 63.00

Fourth and Fifth one way pair.

Corridor 64.00

Hurley Hospital.

Corridor 65.00

Hamilton Street bridge improvements.

Corridor 66.00

Saginaw Street from I-69 on the south to Fifth Avenue
on the north.

Corridor 67.00

Church/Grand Traverse/Beech thoroughfare patterns.

At subsequent sessions we will address each of these projects in detail and define disruptions to present corridors that may be caused by construction of improvements. Mr. Race of the DCD was asked to provide a report and recommendations relative to land use transportation adequate so that the responsible parties can make decisions relative to corridors 63.00, 66.00 and 67.00. This report is expected to be available within the next three months. Work will start immediately.

Mr. Ursuy mentioned that he would like a design prepared for a total bike-way/hike-way corridor throughout various downtown areas. Mr. Kagerer said that he would follow this matter with Mr. Ursuy.

During subsequent meetings of the downtown project groups, we will more clearly and concisely define corridors and their impacts. This will be a major project to be addressed over the next two or three meetings.

Mr. Vyvyan and I reviewed the agenda for the next session and he has published this to all concerned.

Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Andrew Nester, P.E.

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

April 20, 1978

Subject: Monitoring Report #52
 City of Flint Downtown Improvement Program
 Flint, Michigan

Project: 75.56

Date of Monitoring: April 13, 1978 (working day 838)

Actions taken:

- Continued preparing corridor analyses
- Monitored Doyle Project
- Monitored Flood Control I and II
- Reviewed Riverfront Center and Center City Plaza Programs

Doyle Project (DP)

A brief report on the Art Train showing was given. It will be exhibited in July and August and tours of the site are planned.

At the meeting it was also mentioned that Buick may be planning a celebration, fireworks display at Saginaw and Fifth Streets on June 23, 1978 (working day 891). It was recommended this matter be checked since the area is a part of the site and would require prior preparation.

Water taps have not yet started - they are to begin Monday, April 17, 1978 (working day 840) and will be complete by the end of the month. At present this work is having little impact upon the contractor's work.

Prices for Bulletin #6 will be submitted soon. It is expected to be approved immediately. Bulletin #7 drawings are at the city and being reviewed. They consist of revisions to the sewer system and some impact will be felt upon the fountain area from this change. However, plaza work layout could proceed immediately.

Bulletin #7 is expected to be priced by April 25, 1978 (working day 846), approved by May 22, 1978 (working day 865) and a change order issued by May 30, 1978 (working day 870).

There will be a minor Bulletin #8 to be negotiated for landscaping modifications to the commercial area. Considerable conversation was held about further

changes and a strong recommendation made by the project team and accepted that all changes to PASI work be halted immediately. This will be done and Bulletin #8 will be the final bulletin on the project unless some very serious, unforeseen difficulty arises.

There have been some discussions of time extension and the parties involved are presently resolving the matter. The contractor says his PASI work will now be completed by August 14, 1978 (working day 923).

Housing construction is expected to begin in late July or early August. The start is quite late in the year and continued efforts should be made to improve the date if at all possible. There have been delays in getting working documents into the various public agencies for reviews, however, phase 4 working drawings have now been filed with MSHDA and on April 28, 1978 (working day 849) the developer expects to submit to the city for a site plan review.

Overall, the Doyle project is evening out and hopefully, private development work will be able to begin as presently planned in late July or early August or even earlier. It would be wise to look ahead to further Doyle projects. I recommend we make an ongoing review of these to insure our forward planning is done in timely fashion.

Flint River Beautification, Phases 1 and 2

Work continues on both sides of the river although the present high water level is hampering some of the work. The target for opening the Saginaw Street bridge is still being held at May 30, 1978 (working day 870). There was considerable discussion about vacation of the river beautification 1 field office. It would be of advantage to work progress to vacate this office as early as possible. Presently the target is late October 1978 and there were some preliminary discussions about whether the date could be improved. However, no information was available at the meeting so discussion on this was deferred until later. Heavy efforts should be made to clear the area earlier than October.

- The flume will probably now be cast in place due to difficulties in deliveries of precast materials. This should not have a major impact upon job progress.
- We again discussed location of control and construction joints and there is still some difficulty about providing these as required. The matter must be resolved now since, if unresolved, it could have serious impact upon the construction process.
- The letter regarding the impact of the redesigned fish ladder upon other work in the area has been submitted. Meanwhile, fish ladder design is proceeding.

4/27/78
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revised
example for
cont. design

- Handicapped provisions and design of handrails are still not resolved. Mr. Ursay will concentrate heavily on this matter himself.
- There has been an agreement reached on the inspection and approval process for trees and plants.
- The light fixture problem which had been thought resolved is still undecided. Mr. Wilkins will attempt to settle this matter with the contractor directly.

We continued our discussions about dredging and present plans are to dredge for the first year or so from the East Blvd. area. Some dredging will also be done from the north bank. Various methods of cleaning the settling areas are still under study but no basic solution to the problem has been agreed upon. The University of Michigan has been notified of procedures to be used.

At First Avenue the contractor is installing a fence around the construction site. This may cause a revision to service traffic patterns. However, an access and egress solution has been worked out that should satisfy all concerned temporarily. It is not a permanent solution and I recommend that the matter be studied carefully.]

The Sears demolition is still being held and the Corps of Engineers is now on record regarding their needs relative to its removal.

Progress at RB2 on the north bank is proceeding with the test pile in place and tests underway. Once these tests have been approved, full scale work can begin.

Riverfront Center

Selection of an architect/engineer for the parking decks is expected to proceed in the near future with target council approval of the selection now set for May 22, 1978 (working day 865). It will take approximately ten working days to complete negotiations on the contract and get underway; so by June 6, 1978 (working day 875) it is expected preliminary design studies will be in work.

It is now essential that these studies start quickly since there is little that can be done relative to specific financing details until architectural/engineering work begins. Again, as has been stressed in the past, it will be important to take into careful consideration the inter-action with surrounding facilities and corridor patterns. We have continued to identify many critical interfaces that will influence the parking deck. Of equal importance are the west parking deck interfaces which must take into careful account future traffic patterns and proposed facilities surrounding it.

At the state level it is expected that once the joint capital outlays committee has released land acquisition funds that a design contract will be awarded. For our discussion today we assumed that the JCOC approval would be given on May 1, 1978 (working day 850) and that within a month after, by June 1, 1978 (working day 872) a design contract would be let. This would then bring start of construction to about April 12, 1979 (working day 1092), a lag of approximately 64 working days over our Issue #1 network dated December 8, 1977. This brings completion of the facility under our present time projection to the end of March 1980. The city parking deck would be built concurrently.

Demolition of the Sears warehouse is still being held and the release will be given once the Corps of Engineers needs the area for its work. Probably within the next two months a release will be provided.

Meanwhile, work continues on acquisition, relocation and right-of-way vacation. These are important activities and will shortly require the input of a design firm.

Corridors

In Monitoring Report #51 dated March 31, 1978 we identified several new corridors which will become critical over the next several months. At this session we began preparing detailed statements about the corridor conditions to give us guidelines relative to our future work and be of help in identifying corridor condition conflicts.

A brief review of the corridors and conditions covered at this session is given below.

Corridor 51.00 Riverfront Center.

(Note: The corridor conditions given below are for RCL, the government center and the two parking decks.)

- 51.01 Water Street closed to public for construction from now to October 2, 1978 (working day 957)
- 51.02 Water Street open as non motorized circulation area on October 2, 1978 (working day 957)
- 51.03 Union Street disposition - no action decided
- 51.04 Close Brush Alley at north 137' of the government center block during construction from April 12, 1979 (working day 1092) to March 30, 1981 (working day 1592)

Corridor 51.00 Riverfront Center (continued)

- 51.05 Brush Alley traffic restricted during construction of parking deck beginning May 3, 1979 (working day 1107) until January 27, 1981 (working day 1547)
- 51.06 Protect boundary of RB-1 adjoining Kearsley/Beech parking ramp from May 3, 1979 (working day 1107) to January 27, 1981 (working day 1547)
- 51.07 Protect boundary of RB-1 adjoining new state office building from April 12, 1979 (working day 1092) to March 30, 1981 (working day 1592).

Corridor 52.00 Center City Plaza.

(Note: A starting date for corridor 52.00 Center City Plaza is assumed in the above corridor statement. A further review of this will be made over the next several weeks.)

- 52.01 Saginaw Street vehicular traffic restricted between Second and Kearsley starting April 2, 1979 (working day 1084) to an undetermined completion date
- 52.02 First Street closed permanently to vehicular traffic from Harrison to Beech beginning on April 2, 1979 (working day 1084).

It should be realized that these new corridor statements are presently subject to revisions since they are based on long range planning assumptions that appear reasonable. However, it should also be cautioned that the statements present very real conditions that are expected to be encountered during construction of the work described. We have only isolated a few of the conditions on corridor 51.00 and corridor 52.00 and have not identified any corridor conditions for RC-2, 3 or 4. These are expected to be very complex and we will give them careful attention.

If anyone has any additional information, requests or desires regarding other corridor conditions, it would be much appreciated if he would plan to attend the sessions at which we will be discussing corridors in depth. Mr. Vyvyan publishes a regular agenda of our meetings and topics are determined in advance; so please, if you will, consult these agenda for upcoming project discussions.

General Summary

Overall, the various downtown programs and those that have impact upon the downtown area appear to be moving relatively well. There is a noticeable

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RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

increase in interest and enthusiasm about the downtown program and of course, this is healthy since it insures ongoing and proper attention.

At our next session we will continue our work on the corridors, as well as monitor selected projects. Mr. Vyvyan has prepared an agenda and will distribute it to those concerned.

Ralph J. Stephenson, P.E.

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

May 3, 1978

Subject: Monitoring Report #53

City of Flint Downtown Improvement Program

Flint, Michigan

Project: 75:56

Date of Monitoring: April 27, 1978 (working day 848)

Actions taken:

- Monitored Doyle Project
- Made overlook review of entire downtown development program
- Continued corridor analysis
- Monitored Flood Control I and II
- Monitored Riverfront Center work

Doyle Project (DP)

Water taps are in work and will be complete in five to ten working days.
Excavation for curbs and paving is due to start in about a week, with
paving to be complete by late June.

Bulletin #6 will be issued shortly. Bulletin #7 is being priced and will
be submitted April 28, 1978 (working day 849). The change order on
Bulletin #7 is still scheduled to be issued by May 30, 1978 (working
day 870). Bulletin #8 will be processed with other changes and present
plans are that unless emergency circumstances dictate Bulletin #8
will be the last bulletin for PASI work.

A brief review of potential work stoppages indicates very little informa-
tion is available but that stoppages should not impose major delays over
the next one to three months. This, of course, is conjecture with no
authoritative information available.

Michigan Bell Telephone work is expected to be approved, the easement
granted and work completed over the next month. There is no major
delay being caused to the project by this late start on utility installation.

So far as private development work is concerned, the developer will be filing for site plan approval on Monday or Tuesday, May 1 or 2, 1978 (working day 850 or 851). It is still expected to begin construction on the high rise units in late July or early August 1978. High rise working drawings are out for proposals and there appear to be no major obstacles to beginning work as noted above.

A brief discussion about commercial area construction indicates that it probably will go into the field about three months before completion of the high rise.

To close out the meeting there was a brief discussion about the impact of University of Michigan student housing needs on present and future Doyle development. This matter will probably be discussed in more detail at subsequent meetings as is requested.

Plans for the Art Train showing are still in work and the exhibit is scheduled for late July and early August. The fireworks display will be held on June 23, 1978 (working day 891) and plans are in work to position the firing site.

Flint River Beautification, Phases 1 and 2 (RB1 and RB2)

Water levels are now down and work is again underway for both projects. A review of work stoppage potential was made and no authentic information was available.

The contractor has made a preliminary review of the current plan of work and gave the below dates as revised finish targets. These revisions have been caused by a variety of reasons but they are being reviewed and where slippage has occurred, the recapturing of such a lag will be gone over in great detail at subsequent meetings.

- Grand Fountain - complete July 31, 1979 (W/D 1168)
- Water wall - complete July 30, 1979 (W/D 1167)
- Hamilton dam area work - construction complete June 27, 1979 (W/D 1145)

- Flume area - totally vacated October 23, 1978 (W/D 972)
construction complete November 16, 1979
(W/D 1245)

Note: A complete review is to be made of the site availability of the present construction office position and Captain Kraus will review the matter with the contractors involved.

The Corps of Engineers is cooperating closely with the RB2 design and construction team to provide as much early area as available in construction of the flume.

The contractor reports he still has not received full clarification on control and construction joints and their locations. This is becoming serious because this data will be required for field operations due to begin very shortly.

Another technical problem discussed at our meeting was the exact location of existing earth anchors. Where piling is being driven, it is important to insure this piling does not cut or damage existing earth anchors. The contractors and the Corps of Engineers will work to clear this matter as work proceeds.

A brief review was made of the First Avenue construction site boundary conditions and apparently the interim solution for service traffic is working well. Sears demolition is still not started and a letter from the State of Michigan is expected shortly which will clarify their feelings about the potential for future use of this building. Captain Kraus of the Corps of Engineers said that they need the area shortly and would appreciate very much having a quick decision on start of demolition. Demolition is expected to take one month after it is in the field.

The date of opening of the Saginaw Street bridge is now June 7, 1978 (working day 876). This opening is to be reviewed by the project team to insure it is timely and can be accomplished with minimal interference to construction operations.

(Note: In Monitoring Report #51 dated April 15, 1978, it was reported that billing was 60% of the total. This should have reported 66% of the total. Please make this revision to your copy of Monitoring Report #51.)

We will continue to monitor the two river beautification programs carefully over the next several weeks. They are important features of the new look in downtown Flint and will require careful tie-ins to new projects presently coming on line.

Corridors

Our discussion of corridors was coupled with a comprehensive review of University of Michigan Flint Campus progress and its impact upon downtown. As part of this discussion, Mr. Wilson mentioned his concern with land use and planning in the area between Harrison and the Buick Freeway and First to Fifth Streets. He also expressed interest in knowing how Flint River levels were to be managed and controlled during the periodic flood stages. It was mentioned that a federal study on flood levels is to be complete in July and will be available to the city by October 1978.

We defined several additional corridors.

<u>Corridor 05.00</u>	<u>University of Michigan Flint, Stevens Street</u>
	<u>Bridge, East Boulevard Planning and IMA</u>
	<u>Connection</u>
05.01	Maintain service access to East Blvd. for silt removal between Stevens Street and Hamilton Dam. (From October 2, 1978 - W/D 957 to undetermined point)
05.02	Maintain Stevens Street bridge as a public river crossing (From present to an undetermined point)
05.03	Maintain East Blvd. for public access from Fifth Avenue to Stevens Street bridge. (From present to an undetermined point)

Corridor 68.00

Harrison/North Connectors

68.01

Relocate right-of-way for North Street to connect to Saginaw between Second and Fifth Streets.
(Start and completion undetermined)

General Downtown Development

The Downtown Improvement Program has become considerably more complex over the last several months and it is now felt advisable that at each meeting we devote 30 to 60 minutes to an overview discussion of the entire program so those concerned can gain a quick review of the current work status without having to attend detailed sessions for each project.

It has been felt important to now identify the roles of the various agencies in downtown development. These agencies include various city elected and appointed officials, the downtown development authority and most certainly, FACI. Because of their very important roles, we plan to spend a portion of our future meetings in defining how these agencies can all perform more effectively to accomplish the overall goal of a vital, dynamic and successful downtown Flint. With this idea in mind, we have begun to develop a list of present and potential problem areas that must be addressed by various parties concerned with downtown project planning and implementation.

During the coming weeks we will review these various questions and problems in depth with the appropriate groups to obtain solutions and resolve difficulties.

General Summary

Overall, individual projects in downtown are moving from fair to good. As corridors and their conditions are identified, we are finding the number of projects in downtown has now increased to a point where more attention will have to be paid to pulling the various agencies involved together in a cooperative concept. With this idea in mind, we shall try to bring all of those concerned up to date at each monitoring session with a brief review period. Mr. Vyvyan is now preparing an agenda for our next meeting and will distribute it shortly.

Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Andrew Nester, P.E.

June 12, 1978

Subject: Monitoring Report #54

City of Flint Downtown Improvement Program

Flint, Michigan

Project: 75:56

Dates of Monitoring: May 12, 1978 (working day 859 and
May 30, 1978 (working day 870)

Actions taken:

- Monitored Doyle Project
- Monitored River Beautification Program
- Monitored Flood Control Project
- Continued corridor discussions
- Reviewed current status of Riverfront Center Projects
- Reviewed role of various Flint organizations in downtown planning projects
- Inspected project sites

Doyle Project (DP)

As of May 30, 1978 (working day 870) PASI (public area site improvements) work is continuing at the project area; however, soft ground has been encountered at portions of the new roadway and a decision will have to be made regarding how this material is to be stabilized before curb installation and paving can proceed. The matter is presently being resolved by the DPW.

All water leads are in and tested and Michigan Bell Telephone work has been started and will be complete within the next two weeks.

Basically the plan is still to complete all public area site improvements (PASI) by this summer. Start of private housing units on the site is still somewhat in question. However, our discussions at the monitoring sessions indicate that construction will probably begin about August 21, 1978

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City of Flint Downtown
Improvement Program
Page two**

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

(working day 928). It should be pointed out that with the type of construction proposed that the construction season is somewhat limited and that with a start in August it probably is going to be difficult to close in the lower floors on the high rise prior to winter. This matter should be reviewed in some detail. High rise working drawings and specifications are in for city review and the site plan review is also in work. There is no current word on the low rise contract progress. A conference with the developer has been planned for June 7, 1978 (working day 876) at which work planning will undoubtedly be discussed.

During our conference on Doyle it was emphasized that cleanup of the site should proceed concurrently with installation of finish elements on PASI work. This is so as to prevent damage to finished installation and materials during removal of heavy rubble and materials. This matter is being watched by the owner and the contractors.

A review of potential PASI work stoppages indicates that there are no strikes expected until possibly July 17, 1978 (working day 903) when the carpenters' contract apparently expires. It was also pointed out that this fall the underground trades may stop work. However, both of these work interruptions are conjecture and there is no firm information.

Bulletin #7 is still in work and has now been issued. I suggest this matter be cleared at an early date.

The Art Train showing is still scheduled for late July and early August, however, the fire works display has been shifted to another site and is not a work consideration at the Doyle area presently.

At our meeting on May 30, 1978 (working day 870) there was brief continuing discussion about the potential use of Doyle by University of Michigan Flint campus faculty. This is, of course, a distinct possibility and in future construction at Doyle it might be wise to again examine the relation between these two expansion programs. We shall discuss this matter as it arises in future meetings.

The most critical element in the Doyle Project is to insure that private development of the area begins in time to bring some units on line as early as possible, preferably this year.

Flood Control Project (FC)

At this session a detailed discussion and analysis was conducted regarding intermediate and end dates of the flood control program. I expressed strong concern about present progress of the job and suggested it is time to make a detailed re-evaluation of the end date projected for Corps of Engineers work.

Current work status, amounts billed and projection of work yet to be done all indicate it would be wise for the management involved in the project to look hard at current end targets to insure they can be met. We are assuming construction will be complete on October 23, 1978 (working day 972) with the distinct possibility of vacating the flume area by October 2, 1978 (working day 957) or earlier if at all possible. This is a critical move since it frees up the contractor in phase two to build remaining work at the east end of the project on the flume. Thus, if there is a possibility of phase one work and flood control work extending beyond the present targets, now is the time to discuss this matter and find ways to bring it back into line with the target end dates. I stress that this is a very important item and must be given top attention by the project group. We should plan to again review this in depth at the next session.

There was an ongoing discussion about the opening of Saginaw Street bridge to traffic. The target as of May 12, 1978 (working day 859) was June 7, 1978 (working day 876). However, it does not appear that this date can be met and in addition, there has been considerable discussion that it would be helpful to be able to maintain construction traffic back and forth at the Saginaw Street bridge due to the nature of the project. Therefore, Captain Kraus of the Corps of Engineers has requested and Mr. Ursny is now responding that consideration be given maintaining the Saginaw Street bridge as a construction crossing and delaying opening it to public traffic as long as possible. The request is reasonable and is under close study.

It was felt by all concerned that a specific target date would be wise to establish if there is a decision to defer the opening and allow the contractors to utilize this as bank to bank access at the river. We should again discuss this matter at our next monitoring session.

Sears demolition is now authorized to proceed and the contractor has begun minor demolition work. It is expected demolition will take from 4 to 6 weeks and should be starting in full production shortly.

Flint River Beautification Phase I and II (RB1 and RB2)

Work is underway on the Grand Fountain area with the current lag there about ten working days. However, it is early in the project and entirely possible that some time can be picked up. Work at other areas is just now getting underway and will be proceeding as aggressively as space allows over the next several months.

We again reviewed completion dates. As of May 30, 1978 (working day 870), they are:

Grand Fountain - complete July 31, 1979 (W/D 1168)

Water wall - complete August 23, 1979 (W/D 1185)

Note: There was some delay to the anticipated starting of this work and it has been taken into account in the revised date. Hopefully some compression of time can occur that will re-establish this date in early August.

Hamilton dam area work - construction complete June 27, 1979
(W/D 1145)

Flume area - totally vacated October 23, 1978 (W/D 972)
- all construction complete October 23, 1979
(W/D 1227)

Note: This is a slight improvement over the previously set end target. It should be noted here that vacation of the flume area by the flood control contractors and the Corps of Engineers is the pivot point for finishing work next year. This matter should be constantly studied and re-evaluated.

Most problem areas have been resolved at the river beautification although there is still a need to complete processing the fish ladder design. This is becoming an important item and should be given attention by the project team. Revisions to the project now should be kept to an absolute minimum since the contractor must be allowed to maintain continuity and speed in the field over the summer and fall construction season. This is particularly pertinent due to the possibility of underground trades work stoppages this fall.

The matter of clearing present problem areas was also brought up at our session and it was noted that we still require a response on the handicapped rail provisions from the city. Mr. Ursuy will check into this.

Riverfront Center (RC)

This entire project was reviewed in general terms and its impact upon surrounding programs again considered in light of the total Flint downtown redevelopment. Demolition at the site is continuing and it appears that the state of Michigan is ready to move into active design and work on their new office building. A design contract has not yet been let for the parking deck work and I suggest that this matter be resolved in the very near future. Active planning will have to start shortly if we are to properly mesh construction of the state facility and the parking deck. I also think it would be helpful if at a meeting sometime in the near future we discuss the project jointly with the state staff involved and review the work to be done on the facilities so that they can be better knit together during implementation.

A key item in this program will be the recommendations expected from the convention center planner sometime in mid-June. Presently a re-evaluation of the entire convention center and downtown plan is in work to update these and bring them into line with current thinking. In addition, a detailed traffic model analysis is being prepared by the DCD and the state highway department which will undoubtedly influence traffic design around the riverfront center.

Generally the project is now at a point where detailed discussions and planning can proceed with more confidence and should shortly. I shall discuss this with the project staff at our next session.

No major review was made at this meeting of the other and later riverfront center programs proposed.

Center City Plaza

Center City Plaza was discussed primarily in conjunction with reviews of the other projects around it. This is a very important program and as has been noted previously, impacts heavily on other areas. We shall continue to review the Plaza at each meeting.

Corridor Analysis

Below is outlined briefly the conference discussions regarding each major corridor.

Corridor 05.00 - University of Michigan Flint - Stevens Street
bridge / East Boulevard / IMA connection

The major present elements to consider in this corridor concern dredging the Flint River prior to completion of the flood control project by the Corps of Engineers. Probably in late August there will be, under the present contract, a need to dredge material from the river and dispose of it to complete flood control work. This dredging is to be done from the bank of the river or perhaps from the Stevens Street bridge. Planning is now in work and I suggest the matter be reviewed by the University of Michigan, the city project group and the Corps of Engineers with their contractor.

A detail plan of work should be provided since the dredging operation will take several days, perhaps several weeks. This matter is being reviewed now by the Corps of Engineers. Captain Kraus will prepare a letter outlining a technique by which dredging will proceed.

Corridor 06.00 - University of Michigan Flint - Kearsley Street,
campus bypasses, and campus pedestrian
circulation patterns

Traffic patterns around the U of M campus are now becoming important since it is apparent that with the projects coming on stream in the next several months that vehicular and pedestrian traffic disruption is a distinct possibility unless early plans are made to avoid it.

Kearsley Street, the street system south of the campus and the interconnections back to the north and subsequently west are very important to the system and are being reviewed as part of the traffic model analysis mentioned earlier. We shall address this matter in subsequent monitoring reports.

A downtown plan primarily oriented around the convention center is being updated and should be available in mid-June. This plan, by the city's consultant, should take into account the interrelationship of corridor 06.00 with the rest of downtown.

Corridor 07.00 - University of Michigan Flint - parking
and inter-campus connections

No discussions.

Corridor 08.00 - University of Michigan Flint - campus and
Doyle interconnection

There was some minor discussion about how to physically connect the Doyle project and the Flint U of M campus. However, this program is in very early discussion stages and will depend to a large extent upon what is done for corridor 05.00 and corridor 06.00.

Corridor 12.00 - Riverfront Beautification 2

This project is underway presently and has not caused major disruptions to traffic patterns except at First Avenue where service traffic from a business located there has been accommodated by special gates in the construction fence.

Corridor 27.00 - Dort Highway relocation / St. John / Stewart/
I 475 from Flint River through Stewart Avenue

The Stewart Avenue bridge separation is in work and there will be some resulting corridor conditions that should be isolated and identified as additional work proceeds in this area. We shall make this an ongoing part of our corridor reviews.

Corridor 28.00 - Buick Freeway work from Court Street to
the Flint River

Although no specific discussions were held regarding the express-way construction, it is proceeding and target completion is still being maintained for November 1979 to open to traffic.

We briefly reviewed surrounding work at the Buick Freeway, and target dates contained on page 5 of Monitoring Report #50 dated March 23, 1978 are still being held to the best of the city staff's knowledge. These items should be again reviewed soon.

Apparently service road work is still to be completed by September 1, 1978 (working day 937).

Corridor 51.00 - Riverfront Center

Corridor conditions are still the same there as described in Monitoring Report #52 dated April 20, 1978, page four.

No major discussion.

Corridor 52.00 - Center City Plaza

No major discussions. Corridor description still as described in Monitoring Report #52 dated April 20, 1978, page 5.

Corridor 53.00 - Auto World

No discussion.

Corridor 61.00 - Mott College Court Street Campus

No discussion.

Corridor 62.00 - Sanitary Sewer relief program

There was some conversation about the impact of the program upon street patterns in the downtown area. It was indicated that shortly we should make a detailed review of what improvements are to be made to the sewer system, particularly adjoining major downtown redevelopment areas so as to identify when and at what points in the downtown area these improvements are to be made. They will affect the street patterns.

Corridor 63.00 - Fourth and Fifth one way pair

No major discussions.

Corridor 64.00 - Hurley Hospital

No discussion.

Corridor 65.00 - Hamilton Street bridge improvements

No discussion.

Corridor 66.00 - Saginaw Street from I69 on the south to
Fifth Avenue on the north

No discussion.

Corridor 67.00 - Church / Grand Traverse / Beech thoroughfare
patterns

No discussion.

The traffic model analysis which is being done by the city in conjunction with the state highway department takes into consideration corridors 63, 66 and 67 above. This model is expected to be used to determine traffic patterns that can occur under varying circumstances. There are eight different conditions being studied and the data should be available within the next two months. We shall review this at a subsequent corridor analysis session.

We discussed the agenda for succeeding meetings and it was decided there should be a specific session early in each conference devoted to presenting an overview of the entire downtown redevelopment program. We did this at the May 12, 1978 session and it proved helpful. At this meeting a key group of managers will be asked to be present and to briefly bring everyone up to date on critical issues at each area. This is designed to help the working groups on each project better carry out their assignments in conjunction with the other projects in work concurrently.

Mr. Vyvyan and I discussed the agenda for our next session and he will prepare it and distribute it to the proper parties.

Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Andrew Nester, P.E.

June 26, 1978

Subject: Monitoring Report #55

City of Flint Downtown Improvement Program

Flint, Michigan

Project: 75:56

Date of Monitoring: June 16, 1978 (working day 883)

Actions taken:

- Participated in ad hoc committee meeting
- Monitored Doyle Project
- Monitored Flood Control and River Beautification Programs
- Continued reviews of Riverfront Center Projects
- Monitored Buick Freeway Program
- Continued detail discussion re project management of total downtown program

Doyle Project (DP)

As of June 16, 1978 (working day 883) curbs and paving have not yet begun at Doyle. The contractor said that it would be another week before road work can start. The soft soil problem reported in monitoring #54 has been resolved. However, vandalism at the site has damaged the sub-base so that it must be rebuilt. The vandalism problem at Doyle has increased considerably over the past two weeks extending to machinery, equipment and to the site itself. This rising problem was discussed in depth relative to the commercial area where PASI work will start shortly. There are considerable numbers of finish items such as light standards, pavers and other such valuable materials and items that would be easy to vandalize and are attractive to the thieves and defacers. Since it is proposed that much of this work go in concurrent with very early housing construction and considerably ahead of major occupancy on the site, how to protect it becomes a major problem. The matter will be reviewed by the project team over the next few days and a security plan generated. Ms. Stoughton will follow this.

A brief discussion was held regarding start of housing construction. The contractor will begin the high rise building August 1, 1978 (working day 914) with family housing starting slightly later.

Generally throughout the site rough grading is complete, streams are installed and lighting is being installed. Cleanup is proceeding slowly but that pace is expected to be accelerated shortly. It was mentioned that street names have still not been selected and this is now becoming very important relative to Consumers Power and their identification of billing areas. Mr. Wilkins will select temporary street names that will allow the power billing process to be initiated. I recommend that permanent street names be selected soon.

Throughout our Doyle meeting was a continuing review of the importance of the commercial area to the total plan. It is generally felt by all that the commercial area is essential to the success of Doyle and therefore, must proceed concurrently with PASI work and with housing construction. Since the commercial area is a complex site construction program, we will prepare a network diagram of it in detail at our next session and Mr. Vyvyan will arrange to have the necessary parties at the meeting.

Flood Control and River Beautification Projects (FC, RB1, RB2)

The official present target for the flood control and river beautification project 1 is set at October 20, 1978 (working day 971) without the addition of delays that have or will be granted for various reasons by the Corps of Engineers. Captain Kraus estimates these delays will lengthen completion to November 15, 1978 (working day 989).

Our major scheduling discussions at the meeting, however, revolved around vacation of the construction office area. It was again emphasized how important that area will be to insuring as much fall work be done on the flume in RB2 as is possible. We are still assuming that there will be some way of occupying the flume area in early October or sooner. This is very critical to finishing the second phase of the riverfront beautification by the desired target of fall 1979.

During our discussion it was brought out that there are still changes being made to the RB1 working drawings. Some of these are design changes, some are code revisions that have been made necessary since the original documents were prepared. I recommend the project staff immediately impose a rigid screening process on changes to reduce these to an absolute minimum. Any changes at this point in the job are disruptive and could cause delays to completing the project and most important, moving out of the construction offices.

The Saginaw Street bridge opening is now planned for no later than August 21, 1978 (working day 928). Permission was granted to the contractor and the Corps of Engineers by the city and is expected to help considerably in the construction process by allowing free traffic flow by construction forces back and forth across the river.

There still are problems in riverfront beautification 2 with occupying, moving on and starting site work in the various areas. It is expected now that Grand Fountain work can begin on May 25, 1978 (working day 868) and hope- fully proceed without RB1 interference. Again, on RB2 it is going to be essential that we reduce the number of changes and revisions to a minimum. Discussions indicate that the full processing for change orders takes about 58 working days. Obviously this kind of delay to the project is damaging and in such a time sensitive program, changes must be reduced to an absolute minimum. D.C.

As part of our project review, we discussed the management of the river levels and river beautification areas. I suggest those responsible for operating and maintaining the beautification features make themselves acquainted in depth with the construction characteristics and the operating needs of the program starting within the next three or four months. In addition, operating manuals should be obtained of equipment and machinery in the project and as-built drawings made available on the entire flood control and river beautification project. This matter will be handled in conjunction with the project team and contractors involved.

Dredging of the river will initially be accomplished by the contractor under his flood control contract. This probably will be done in August 1978. Subsequent dredging will be done on an intermittent basis using equipment being selected. Considerations now indicate that the use of a vacuum dredging machine will be the technique selected. A major discussion of the dredging program is to be held July 6, 1978 (working day 896). I recommend that all concerned be invited to that meeting so a full review of the needs can be made.

There also will be a need to control levels of the Flint River by the various devices available. The U. S. coast and geodetic survey department is going to make a detailed survey of water levels and this information should be available sometime this year. However, operation of the various dams, along with the new fiber dam, will be an integral part of the total flood control program and responsibilities and authority should be identified at an early date.

There was some discussion about the ongoing project management of the river beautification 1 and 2 and the flood control programs. Due to some proposed revision of duties and responsibilities, there may be changes made to the project team makeup. I feel this matter should be discussed in depth since the present group is working well and any reorganization of the team should be approached carefully so as to retain as much of the knowledge, background information and continuity that presently exists. We should discuss this at subsequent monitorings.

Riverfront Center (RC)

A brief discussion was held of the riverfront center project and we monitored the total program according to the current diagram, Issue #1 dated December 8, 1977, sheet 19. Architectural work is expected to get underway on RC1 deck preliminary studies by August 1, 1978 (working day 914). Presently a feasibility study of the parking garage at the government center is being made and this should be completed by September 14, 1978 (working day 945). Projecting on out with the new times expected for the work shows that the project, by the time final working drawings begin, will lag our network by about 8 working days. Final working drawings and specs are expected to start November 16, 1978 (working day 990). Originally it was expected they would begin no later than November 6, 1978 (working day 982).

Work on the state office building lags by about 106 working days over our Issue #1 network dated December 8, 1977. It appears now that design work could start there about August 1, 1978 (working day 914). It was originally due to begin no later than March 2, 1978 (working day 808), according to initial projections. It should be noted that these were only projections made by the Flint RC1 project group and were not official for the State of Michigan. Thus, it appears that the parking deck probably will be completed prior to the office building although this positioning could change as design proceeds.

We should plan to rediagram the RC1 project at our next monitoring session.

Buick Freeway (BF)

At this conference we made a full review of the Buick Freeway work with representatives of the Highway Department. Generally the job is moving well with some minor local exceptions. As a summary check, we reviewed the dates by which key parts of the expressway work are to be completed. These dates still conform substantially to those reported on page 5 of Monitoring Report #50 dated March 23, 1978. A review is given below.

Kearsley Street bridge - complete August 1, 1978 (working day 914)

Westbound Longway bridge - complete October 2, 1978 (working day 957)

Pedestrian bridge - complete August 1, 1978 (working day 914)

Service roads - complete September 1, 1978 (working day 937)

Ditch work for the expressway (actual expressway itself) - this date could change from the target of November 1979 to a later date, probably into early 1980. The November 1979 target is a very tight target but it is desirable and therefore, the Highway Department is making every effort to meet this opening.

It was mentioned during the meeting that westbound Longway bridge will be put into the field about July 4, 1978 (working day 895) and that at this time traffic westbound will be rerouted. The new route will be Walnut to Poplar to Lewis and back to Longway. This bypass route will be in effect during the full construction period.

Contracts are being let for remaining total expressway work and construction should be started shortly. The Stewart Avenue grade separation is due to be done by the summer of 1979 and this date is being held as of today. Hamilton Avenue bridge design is not yet let; probably a contract for its engineering will be awarded in July 1978. We had some discussion about the traffic study to be done on one way pairings. This contract has not yet been let, pending approval at the State of Michigan level. Mr. Wilson and Mr. Race of the City of Flint are following.

To close out our session we briefly discussed access to the service road at First Street. Plans are to provide this access by mid-July 1978.

Traffic in general

Following our meeting with the Highway Department staff, we had an internal City of Flint discussion regarding how traffic planning should best proceed. There are several people and agencies involved in traffic planning and it is apparent that some overlapping of activity is occurring and that decisions are not being conveyed to all parties concerned. I suggest over the next several monitoring sessions we prepare some guidelines by which traffic studies and data are to be best utilized by all who need the information.

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

There is a strong need to unify the approach to downtown and downtown related traffic patterns. Therefore, we should direct our attention at an early date to this very important matter. I shall discuss it in greater detail in subsequent meetings with the Flint staff.

General Summary

The projects continue to move fairly well although river beautification is still encountering difficulties in starting and maintaining work continuity. At Doyle some minor site difficulties have caused delays but it is still the intent to begin construction of housing units in August 1978. Other programs are moving fairly well and there are no current serious problems apparent. Mr. Vyvyan and I reviewed the agenda for the next meeting and he will prepare it and mail it out.

Ralph J. Stephenson, P.E.

RJS
m

To: Mr. Andrew Nester, P.E.

July 10, 1978

Subject: Monitoring Report #56

City of Flint Downtown Improvement Program

Flint, Michigan

Project: 75:56

Date of Monitoring: July 5, 1978 (working day 895)

Actions taken:

- Participated in ad hoc committee meeting
- Began rediagramming Riverfront Center phase 1 (State Government Center)
- Monitored Flood Control and River Beautification, phases 1 and 2
- Monitored St. John Industrial Park, phase 2
- Reviewed current status of Doyle work
- Diagrammed remaining PASI work in Doyle Project with project team and contractor

Riverfront Center 1 (RC1 - State Government Center)

The major work today on Riverfront Center 1 revolved around a restudy of the sequence necessary to get both the garage and the state office building into field construction. We reviewed our previous network plan, Issue #1, dated December 8, 1977 (working day 750), sheet 19 and began an updating of this model on sheet 27, Issue #2, dated July 5, 1978 (working day 895). Although considerable progress has been made toward getting RC1 into work, the design and financing program is still in the very early stages. We talked briefly about the ongoing need to insure project data input and feedback, particularly in the central business district and most specifically in regard to traffic patterns.

Some steps are being taken toward improving communications now in correlation of a 1985 master traffic study between the Department of Community Development and the Traffic Division of the DPW. Mr. Jim Race and Mr. Jack Wilson are presently working with their staffs on this master

traffic plan. It is needed because, as we continually review the individual projects being run into the downtown area, we find that there tends to be an inordinate amount of attention paid to each project's traffic needs only at the time it is presented, rather than having a traffic model framework within which all developments can proceed confidently and creatively. The intent is not to limit the design potential, but to insure that those responsible for each project's success understand fully the vehicular and pedestrian traffic patterns within which the City of Flint wishes to have the projects brought into being.

I further suggested that in future meetings of the group, particularly on the close-in downtown programs that the people within DCD responsible for explicit downtown long range planning be invited to attend the sessions. Mr. Race who is part of this group has attended several sessions and his input has been very valuable.

Speaking specifically of the RC1 program, the parking consultant is presently preparing a study of the number of spaces and costs, along with financing considerations. Within the next three weeks his work should be far enough along so a full financing plan can be prepared for the RC1 project. Concurrently with the preparation of the financing plan, it is expected to complete the pro forma analysis and establish cost disciplines within which design of the project must proceed. It is important to understand that the success of this project hinges upon a well conceived design brought off within capital cost restraints. For that reason, the present plan is to prepare the financial analysis, obtain the necessary city approvals and then proceed into schematic preliminary architectural and engineering studies.

Our network model, Issue #2, sheet 27, indicates that under this plan schematic preliminaries should be completed by January 17, 1979 (working day 1031). Referring to the original network model for the state government center, sheet 19, Issue #1, dated December 8, 1977 and projecting a new completion date indicates we probably can expect to have the project in operation sometime in July 1981.

We made a similar review of the state office building sequence making the assumption that approval of funding would be obtained from the state by September 25, 1978 (working day 952). This is the best information currently available. At that point the state would appoint a design committee, interview architects and engineers, select the design team and then proceed with the design work and construction. Very rough projections (without official review by the state) indicate that the office building probably will be brought on line by mid-October 1981. Thus, the office building and parking deck appear to be relatively well phased at the present time.

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The network model for the project will be refined as more information is made available. At this time there seems to be some confusion as to whether the proper resources are available to complete a financial analysis once the parking study is available. I suggested to Mr. Ursuy that he look into this matter immediately and bring on board those required to prepare the financial plan and the pro forma analysis. This is being done.

We should plan to review the RCI project very carefully at each of our subsequent meetings since the project is now gaining momentum and will have to be kept continuously in motion to maintain enthusiasm and the continuity so important to a program of this type.

Flood Control and River Beautification 1 and 2 (FC, RB1 and RB2)

Aside from ongoing and somewhat normal project problems, work on these projects is moving in fair manner. The target for opening of Saginaw Street bridge is still being held at August 21, 1978 (working day 928). There has been a request for use of the bridge for a parade to be held on July 26, 1978 (working day 910). Whether it can be accomplished or not is being studied by the DCD and the Corps. An answer will be forthcoming very soon.

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We continued our discussions about vacating the construction office site for flood control and RB1 by early October. Captain Kraus said the matter is now being reviewed by his home office and a full answer on the question will be given August 1, 1978 (working day 914). This is a very critical area as has been repeatedly pointed out and it is urged that every step possible be explored to provide an early turnover of the area.

There still are some RB1 problem areas that must be resolved by the architect/engineer. One of these deals with apparent interferences with existing utilities. Captain Kraus has requested a technical management representative of the architect/engineer firm visit the site for two to four days so as to allow Captain Kraus, along with his staff and the contractors, to resolve the difficulties that are appearing. This matter is serious and I recommend immediate attention be given it by the project team at the DCD and DPW.

Have been resolved

During our monitoring, the revised network model for phase 2 of the River Beautification (RB2), Issue #6 dated July 3, 1978, sheets 24, 25 and 26, was issued for preliminary review and approval. The contractor will go through these sheets and check them for accuracy and conformance. I will meanwhile begin drafting the networks into final form but will await completion and issue of them until approvals or requests for changes have been given me.

In RB2 light fixture fabrication is still not resolved. This matter is under ongoing consideration by the project team and no current word is available as to when it will be settled. not resolved

The fish ladder design has been resolved and no further design problems exist at present.

The design of handicapped rails still is pending. However, pockets are being installed in the concrete work which should allow either rail design to be set in place at a later date. Fabrication of the rails must await resolution of the design decision.

I again suggest that those parties and organizations responsible for operating the water features of the entire Riverfront complex be pulled into the program on an intermittent basis as construction proceeds on out to its closing. This, to allow operating personnel to become familiar with construction characteristics of the features. The Riverfront program is very complex and will require good technical maintenance to be kept in tiptop operating shape.

One other problem that was brought up deals with the amount of spoil necessary to dredge and dispose of. There will be considerably more bulk than originally thought since the dredged material has not proven satisfactory for site re-use. This matter is directly related to dredging discussions covered previously in our meetings. The Corps of Engineers and the city are planning to meet on July 6, 1978 (working day 896) for a full review of the entire dredging and disposal problem. Hopefully from this session will come solutions to the various difficult situations which most dredging and disposal operations present.

St. John Industrial Park, Phase 2 Work

We monitored the phase 2 work from Issue #1 network model dated January 20, 1978. Currently the DPW is completing preparation of contract documents and they are expected to be available by July 28, 1978 (working day 912). Contract documents will be ready for advertising on August 4, 1978 (working day 917). The original target for this was June 28, 1978 (working day 891). However, Mr. Ecklund said that they could be ready for advertising in one day instead of five and thus, it is expected a contract can be let and work started at the site by October 26, 1978 (working day 975). The Issue #1 network model date start was October 10, 1978 (working day 963).

Thus, the lag in the project is about 12 working days. This is a good performance; however, the problem is that late fall is a difficult time of the year to begin construction on PASI (public area site improvements) work. Nevertheless it is expected that construction operations will be encouraged to get underway this year and then to resume full scale work in the late spring.

We should plan to monitor the project approximately once every four to six weeks to insure it is continuing to move in accordance with our current plan of operations.

Corridor Discussions

As part of our St. John phase 2 work, we made a general review of the present corridor conditions. I shall in the very near future assemble all current corridor data and incorporate it into a memo for ease in reference.

Discussions of miscellaneous corridors indicated the following miscellaneous information presented at random.

- The Stewart Avenue separation is probably going to be complete sometime near July 1979. It is possible that the bridge could be opened this year. However, a special topping which can only be applied in exceptionally good weather is being used and thus, plans are not to open the bridge this year unless the weather remains good.
- Corridor 27.00 work at the Dort Highway/Stewart Avenue/Buick Freeway area is in progress. It was noted that Thetford must be maintained as an access to the St. John phase 2 area until completion of PASI 2 work at the St. John area. Mr. Ecklund will take care of this matter.
- The temporary Buick plant parking lot must be maintained until the Stewart grade separation is complete or until we can vacate the construction zone in the permanent Buick plant lot. As noted above, this probably will be either in late fall 1978 or more likely in early summer 1979.

Doyle Project

The curb machine is on the job and it is expected that curb and paving installation will begin immediately. Our major efforts at this monitoring consisted of diagramming the area A and B remaining work and then preparing a

network model for the PASI work at the commercial area. We broke this into several sections - the fountain area, the north walk area, the central walk area and the south walk area. It is a sizable project and contains many special elements that must be completed in good weather. Therefore, the contractor is making every effort to expedite work at each of the area sectors.

Presently major work is proceeding at the fountain area with some work just beginning on the walks.

We completed preparing the logic for the entire program, however, before assigning durations it was requested by the contractor that they be given a copy of the rough diagram and allowed to study the network prior to fixing estimated durations. Prints were to be given them on July 6, 1978 (working day 896) for their study and review. We shall discuss the network once again at our next session and complete durations and setting target completion dates. ✓

It is still intended that residential construction will start August 1, 1978 (working day 914) on the job site. As pointed out previously, this is also a critical starting date since the residential units, particularly the high rise, require as much good weather as possible to proceed.

We discussed utility installation briefly but since representatives of the utility companies were not at the session we could not get authentic information regarding completion of telephone or power service. These are becoming very important items and should be cleaned up as quickly as possible.

Mr. Wilkins was asked about the temporary street names and he said he will select these immediately.

General

Mr. Vyvyan prepared an agenda for our next session and will distribute it to those involved.

Ralph J. Stephenson, P. E.

RJS/m

To: Mr. Andrew Nester, P. E.

August 4, 1978

Subject: Monitoring Report #57

City of Flint Downtown Improvement Program

Flint, Michigan

Project: 75:56

Date of Monitoring: July 28, 1978 (working day 912)

Actions taken:

- Participated in ad hoc committee meeting
- Continued rediagramming Riverfront Center, phase 1 (State government center)
- Monitored Doyle
- Monitored Flood Control 1 and 2 and River Beautification 1 and 2
- Field inspected various projects

Riverfront Center 1 (RC1 State Government Center)

Monitored from Issue #3 dated July 28, 1978

A portion of our ad hoc committee meeting dealt with the qualifications and duties of the proposed design manager for the downtown projects. We reviewed the type of person that might be required for such a position and Mr. Ursuy and Mr. King are continuing to refine the job specifications and duties. I have offered to assist in whatever way I might.

It is becoming important to bring on someone to manage the total program since projects are now beginning to fall into place and it will be very important to insure that they mesh properly.

This discussion lead naturally into a monitoring and continuing of the diagramming of the state government center RC1 program.

Presently the parking study is being brought to a point where it can be used to complete preparation of a financing plan. Preliminary findings of the parking study will be submitted on August 1, 1978 (working day 914) and at that point the staff will immediately proceed to prepare their financing

plan and make a final pro forma analysis. Meanwhile, parking study work will be carried to completion.

It is intended to get planning commission concurrence with the program based upon the early parking studies.

A bond counsel has not yet been definitely assigned to the project but apparently bond consultation is available as needed.

The present intent is to make a presentation and to obtain the mayor's and council's approval of financing on September 21, 1978 (working day 950). This will allow the project team to proceed with schematic and preliminary studies for the parking deck.

Proposals for preparation of topo maps and taking of soil borings are to be received July 31, 1978 (working day 936). The work should be completed by September 26, 1978 (working day 973).

Concurrently with the above activities, a lease and land acquisition negotiation committee will be appointed to prepare a plan of work and then to negotiate a lease and land acquisition agreement with the State of Michigan. Also, the council is expected shortly to review the Union Street vacation and granting of an easement. Once a lease agreement has been executed, the financing plan can be revised as required and bonds advertised and marketed.

Presently the State of Michigan is selecting their architect and engineer for the office building and as soon as this is done, work is expected to begin on the state facility design. Thus, it will probably be running concurrently with design work on the parking deck.

We shall plan to continue network diagramming the project piece by piece at each monitoring session. The network model which we are using for evaluation is Issue #3 dated July 28, 1978, sheet 27. This has not been printed and distributed for general use since there is still additional work to be done in planning of the project.

Again, I would request that with major downtown planning approaching a new peak of activity that we have available in our planning sessions those within the DCD who are responsible for specific downtown long range planning. This is for both land planning and traffic planning. Their presence would help insure that those who are most directly concerned with the implementation of the planning effort will be filled in on all phases of the projects as they are monitored and evaluated.

Doyle Project (DP)

Monitored from Issue #2 dated July 28, 1978, sheet 28)

Curbs and gutters have been substantially completed and most of the asphalt base course is installed. Windmills have been erected but are not yet hooked up; probably final hookup will be deferred until it is desired to fill the pond and streams.

Consumers Power underground work is encountering some delays and it does not appear it will be completed now until as late as October 11, 1978 (working day 964). However, this should not restrain any major tasks out through to the completion of irrigation and landscaping. It appears that the B and A area work can be totally complete by about November 1, 1978 (working day 979).

At the fountain area, underground utilities are substantially complete except for final electrical installation. Slabs on grade and footings, walls and columns are moving well and are within the current target dates at the fountain area. It appears that fountain area work will be complete about September 1, 1978 (working day 937).

In the walk areas at the south, central and north, irrigation and electrical conduit are complete at the south walk and about 50% complete at the central walk. This work is currently meeting early start/early finish targets. Present target completion for the walk area work is October 16, 1978 (working day 967).

The network model sheet 28, Issue #2 dated July 28, 1978 has been reviewed and approved by the general contractor and this will be the standard of performance against which we will measure project progress. I shall put the data on the rough tracings and it will be issued at our next monitoring session.

In a general discussion of the project following the monitoring, it was noted that street names have not yet been selected and this is now becoming a serious matter. Apparently it restrains Consumers Power from installing transformers and also will make it difficult to obtain building permits. It was agreed that we will set a target of Tuesday, August 1, 1978 (working day 914) by which to obtain the permanent names or we will have to go ahead and assign temporary names to the streets.

There was considerable discussion about when construction of the private residential units would begin. Originally it was hoped to start the high rise by August 1, 1978 (working day 914) but this does not appear feasible. There is no authentic word now on when it might start.

The low rise residential areas are being put through some revisions and it does not appear that these will begin within the near future. I strongly recommend that efforts be made to identify the starting points for these very important developments since we are rapidly approaching winter when residential construction will be extremely difficult. It would be wise for the benefit of all to know when active construction can be expected to start for each of the types of projects within the site.

Flood Control and River Beautification 1 and 2 (FC, RB1 and RB2)

Mr. Ursay reports that he is presently working with the Corps of Engineers to locate alternate office space which will allow the move from the present field office areas to be made at an early date. He is of the opinion that he will be able to find suitable space for such a move. There was no report at this session on the anticipated completion date of the flood control programs, however, a field inspection of the project indicates that it appears to be moving fairly well although there is still considerable doubt as to whether the project can be completed by the October and November dates presently established. It would be wise at our next session to get an official expression of the anticipated completion dates for the flood control project.

On the RB1 program, the utility interference problem has been resolved. The architect/engineer was able to spend a full week at the site and this has apparently resulted in clarifying and resolving many of the problems that had existed. I recommend that additional visits of the architect/engineer be scheduled and maintained as needed to avoid difficulties before they occur. The project is at a point now where most of these problem areas should be able to be identified and if there are any that must be resolved, it would be wise to have design attention given those quickly. *

As part of our work we made a detailed review of the river beautification phase 2 work (RB2) from sheets 24, 25 and 26, Issue #7 dated July 28, 1978. The general contractor has gone over these network diagrams and the current plan of work is his approved operational program. Each area is discussed briefly below.

Grand Fountain (GF)

Target completion date: July 31, 1979 (working day 1168)

Footings and piling are being completed and spread footings and walls are moving well. Underground mechanical and electrical work is being installed and all tasks are currently meeting early start/early finish targets.

Water Wall (WW)

Target completion date: August 9, 1979 (working day 1175)

The area was turned over to the contractor on July 5, 1978 (working day 895) and this late turnover delayed excavation to pile tops. However, work is now beginning at the area to install piles and is starting about 12 working days later than anticipated in the Issue #7 network model. However, there is a chance here that time can be picked up.

Archimedes Screw (AS)

Target completion date: September 14, 1979 (working day 1200)

Work is being concentrated on completing phase 1 work that was transferred to the phase 2 contract. Once this is done, excavation and construction of column and wall footings can begin. Work here is currently meeting dates in accordance with the above completion goal.

Flume Area #1

Target completion date: September 26, 1978 (working day 1208)

Phase 1 work transferred to the phase 2 contract is being completed by the contractor. Following mass excavation for the supported flume, the flume on grade will begin. No major work has begun on the actual flume construction itself.

Flume area #1 is that which can be built without access to the present Corps of Engineer office area.

Flume Area #2

(That area presently occupied by the Corps of Engineers' office)

Target completion date: September 28, 1978 (working day 1210)
exclusive of landscaping

Work here is being targeted to start by October 23, 1978 (working day 972). As has been pointed out, it would be very helpful to have flume areas 1 and 2 be able to proceed concurrently. However, the present plans are that work at the flume area #2 will not proceed full tilt until the Corps of Engineer office area has been cleared. As noted above, Mr. Ursuy is working on this problem with the Corps of Engineers and expects to reach an agreement shortly.

(Note: On sheet 26, Issue #7 dated July 28, 1978, task 128 - 143 inadvertently was made to read - complete phase 2 work by phase 1 contractor. It should read - complete phase 1 work by phase 2 contractor. Please make this change to your network.)

General

Mr. Wilkins and I prepared a tentative agenda for the next monitoring session and he will distribute it to those concerned.

Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Andrew Nester, P.E.

August 18, 1978

Subject: Monitoring Report #58
City of Flint Downtown Improvement Program
Flint, Michigan

Project: 75156

Date of Monitoring: August 11, 1978 (working day 922)

Actions taken:

- Participated in ad hoc committee meeting
- Continued rediagramming Riverfront Center, phase 1 (State government center)
- Monitored Doyle
- Monitored Flood Control and River Beautification 1 and 2
- Monitored St. John, phases 1 and 2

Riverfront Center 1 (RCL State Government Center)

(Monitored from Issue #4 dated August 11, 1978, sheet 27)

It is anticipated that by September 28, 1978 (working day 955) the parking consultant will recommend a course of action in respect to existing parking facilities in Flint. This, in turn, will allow various agencies to prepare an RCL financing plan and pro forma statement. Concurrently, the parking consultant will also complete his demand and feasibility study. The present target for completion is September 21, 1978 (working day 950). Hopefully, this material then can be reviewed with the planning commission to obtain their informal concurrence with the proposed physical plan.

Once the demand and feasibility study has been completed and the RCL financing plan is established, both can be presented to the council and mayor for their review and approval. In the meantime, the city expects to provide a notice to proceed with schematic architectural engineering studies to the project architect/engineer by August 29, 1978 (working day 934).

Once council and mayor approval is obtained on the financing and when early schematics are complete, design work can move into the preliminary study phase leading to start of final working drawings.

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The present plan is to be able to present a financing program to the mayor and council by October 12, 1978 (working day 965). Allowing three weeks for their review and approval brings the project to November 2, 1978 (working day 980). At that time preliminary government parking deck drawings can be initiated and within the next month and a half (33 working days) enough work should be able to be done so that by December 20, 1978 (working day 1013) the material can be reviewed for release of working drawing preparation for the government center parking deck. This is a critical point since it will be necessary to tie together the state's work on their office building and the city's work on the adjoining parking deck.

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There was some concern that in order to release the architect/engineer into working drawings and specifications that bonds may have to be marketed. This should be determined very early since it will have an impact upon the present plan of work. Generally once approvals have been given to go the bond route, it takes from 4 to 6 months (88 - 132 working days) before the bonds are marketed. If it is necessary to wait for start of working drawings until this point, it could cause a considerable delay to the work. We should discuss this at subsequent meetings as we continue diagramming the RCL project.

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There has been some indication that a director for the downtown development authority has been retained. If this is the case, I recommend he be invited to attend our monitorings of the RCL program since undoubtedly he will be heavily involved in activities now getting underway.

The updated network plan, sheet 27, Issue #4 dated August 11, 1978, was not printed and issued at this session since we should continue diagramming more of the work prior to releasing it. Hopefully, at our next session, we can carry the action plan far enough so it can be distributed and used as a formal guideline.

Doyle Project (DP)

(Monitored from Issue #2 dated July 28, 1978, sheet 28)

Wearing course is being applied to the pavement and should be complete soon. Consumers Power is expected to be on the site Monday, August 14, 1978 (working day 923) and their work probably will be complete in about 15 working days. Presently a target of November 1, 1978 (working day 979) is being kept for completion of all major public area site improvements (PAST) exclusive of work at the commercial area.

There may be some landscaping difficulties since apparently the time range for seeding extends from August 15, 1978 (working day 924) to October 1, 1978 (working day 957). Plantings can be installed between September 15, 1978 (working day 946) and December 15, 1978 (working day 1010). Since seeding must follow planting, it allows only the period from September 15, 1978 (working day 946)

to October 1, 1978 (working day 957) or about 11 working days for installation of all landscaping. This is a tight schedule and probably cannot be met. Mr. King will review the landscaping schedule with the appropriate DCD parties and resolve the matter,

At the fountain area, it is hoped that most work can be complete by September 1, 1978 (working day 937). Much of the concrete work is complete, including columns for the arcade. Slabs are being laid for start of brick pavers on August 14, 1978 (working day 923).

There has been some difficulty with detailing miscellaneous iron for park furniture. However, shop drawings are to be submitted next week. Shop drawings for planters and trash receptacles have not been submitted yet but are expected soon. Precast elements for the job will be delivered in January and stored until next spring. It will be necessary to find a place for these to be kept safely over the winter. This will be done jointly by the contractor and the city of Flint.

No authentic word was available on the start of private construction, however, there was some feeling that the high rise units will probably start about September 5, 1978 (working day 938). This date keeps getting moved to later in the year and again, it should be cautioned that the increasingly later start is seriously diminishing the amount of work that can be expected to be completed this year.

No word was available on the low rises. Apparently efforts are being made to reconcile design and cost. This delay is important in the sense that it is desirable from the city's standpoint to start construction at the site as soon as possible.

The matter of replacing trees was briefly reviewed. Mr. Wilkins will take care of the problem.

I strongly recommend at our next session that we discuss the start of the residential units, both low and high rise in some depth and if we can have someone from the developer's office, it might be of assistance both to them and to the project to be able to bring our planning efforts more closely together.

Flood Control and River Beautification 1 and 2 (FC, RB1 and RB2)

Present plans are to complete work on the flood control and river beautification project 1 by mid to late November. If we assume a completion date of December 1, 1978 (working day 1000), comparing it to the current date - August 11, 1978 (working day 922) indicates there are 78 working days remaining to complete all work on the project and if not to complete, at least to bring to the point

where limited operations only will be possible. Therefore, it is essential to insure that all administrative and front end activities needed to complete the work be isolated and resolved immediately.

A major source of concern are revisions to the RBl work which we discussed in detail at this session. There have been some problems with utility interferences. These have been resolved. However, there are other problems that also currently exist and strong efforts are to be made by the DPW and DCD to again review and resolve these with the architect/engineer. Revisions needed because of field conditions have been isolated and many are currently being installed by the Corps of Engineers and the contractor as a joint effort. We should plan to discuss this problem in depth at our next monitoring session.

Captain Kraus said that 79% of the project has been billed out and that currently they are aiming for a late November 1978 target for RBl and the flood control operations.

Dredging will probably start later in August than had been anticipated. There have been problems with DNR approval of the dredging method and the Corps is investigating alternative methods of removing silted materials.

Progress has been made in finding a space for the office facilities of the Corps so that their area of the project can be vacated in early or mid October. There is a possibility that one half of the present office site can be turned over to the RB2 contractor as planned if this space can be located.

We monitored the river beautification 2 (RB2) program carefully and a brief review is given below of each area.

- Grand Fountain (GF)

(Monitored from Issue #7 dated July 28, 1978)

Target completion date: July 31, 1979 (working day 1168)

Work is substantially complete on underground utilities and continuing on piling and spread footings. The project continues to move in accordance with the Issue #7 network dated July 28, 1978.

- Water Wall (WW)

(Monitored from Issue #7 dated July 28, 1978)

Target completion date: August 9, 1979 (working day 1175)

Piling is still being installed and currently lags by about 17 working days. The contractor feels this time can be picked up over the next few weeks and therefore, we shall continue to evaluate against the Issue #7 network.

- Archimedes Screw (AS)

(Monitored from Issue #7 dated July 28, 1978)

Target completion date: September 14, 1979 (working day 1200)

Work continues on phase 1 work that was moved into the phase 2 operation.

- Flume Area #1

(Monitored from Issue #7 dated July 28, 1978)

That area not occupied by the Corps of Engineers office.

Target completion date: September 26, 1979 (working day 1208)

Work is continuing on the phase 1 work that is being done by the phase 2 contractor.

(Note: In Monitoring Report #57, the target completion date was given as September 26, 1978. This date should read September 26, 1979 (working day 1208).)

- Flume Area #2

(That area occupied by the Corps of Engineers office.)

Target completion date: September 28, 1979 (working day 1210)
exclusive of landscaping

No work has begun here as yet. As noted above, it is the intent to find space for the Corps of Engineers so that work can begin in October at the area to be vacated by the Corps. Apparently an agreement has been reached between the city of Flint and the Corps of Engineers regarding this matter.

(Note: In Monitoring Report #57, the target completion date was given as September 26, 1978. This date should read September 26, 1979 (working day 1208).)

St. John Project (SJ) (Phases 1 and 2)

St. John phase 1 is complete except for constructing and setting bollards, paving the north 100' of roadway, cleanup and repairing of damaged areas and seeding and planting. These remaining activities will be carried out over the next few weeks, and hopefully, can be finished off this fall. The project is in relatively good shape.

Monitoring Report #58
City of Flint Downtown
Improvement Program
Page six

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

Phase 2 contract documents are continuing and are almost complete as of August 11, 1978 (working day 922). However, there has been a problem encountered with the ownership of a parcel of land not yet acquired. This parcel is encroached upon by a corner radius of a right of way and if the land is not acquired, probably the street will have to be relocated. This could impose a delay upon completing contract documents and having them available for advertising and contract letting.

Presently the goal is to issue the drawings for advertising by September 1, 1978 (working day 937). If this can be done, in all likelihood the job will be ready to start by about November 30, 1978 (working day 999). It is doubtful that much work could proceed over the colder weather. Therefore, we can generally assume at this time that most of the project will be built in warmer weather next year. Of prime importance presently is to resolve the interference problem with the street intersection and the property boundaries.

General

Mr. Vyvyan prepared the agenda for the next monitoring session and it will be published to those concerned.

Ralph J. Stephenson, P.E.

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

September 2, 1978

Subject: Monitoring Report #59

City of Flint Downtown Improvement Program

Flint, Michigan

Project: 75:56

Date of Monitoring: August 31, 1978 (working day 936)

Actions taken:

- Participated in ad hoc committee meeting
- Monitored Riverfront Center, phase 1 (State government center)
- Monitored Doyle
- Monitored Flood Control and River Beautification 1 and 2
- Made brief inspection of Doyle

Riverfront Center 1 (RC1) (State Government Center)

(Monitored from Issue #4 dated August 11, 1978, sheet 27)

Work is continuing on the parking study of demand and feasibility. Enough has been accomplished in this study so some schematic graphics have been prepared of the general parking deck arrangement. These are gradually being firmed and it is expected that by our next monitoring meeting on September 11, 1978 (working day 942) the size and location of the decks will be well set.

Our discussion considered the agencies from which approvals might be needed of the general arrangement and schematics. The group considered that probably the DCD, the DPW, potential developers, FACI, the DDA, the to-be-retained design manager, the State of Michigan, and of course, the City of Flint administration all should be involved in a review and approval process. Obviously it would be difficult to get individual approval from each and every one of the organizations named above, and therefore, a method of achieving a relatively rapid review and approval from key groups should be determined at an early date. These approvals will be critical to project success since the number of interfaces this program has with other downtown projects coming on line is greater than normal.

Of particular importance, in my opinion, is the need to early agree on the relationship of the state office building and the parking deck itself. It was suggested that since the office building will soon be moving into an active design stage that at a near future meeting we request a representative from the state to attend one of our monitoring and discussion sessions. Mr. Ursuy said he would take care of this.

Another element has been introduced into the RCI program - a decision has been made to submit a UDAG grant application to HUD. Preparation of the application is in work now and expected to be complete for submission by October 2, 1978 (working day 957). Review and approval of funding may take until January 2, 1979 (working day 1020). There is some thought that the financing plan to be presented to the mayor and council should not be firmed up until this funding is obtained. If this course of action is followed, it will extend the point at which final schematics could start from the present projected November 2, 1978 (working day 980) out to possibly as late as January 23, 1979 (working day 1035). This is a considerable delay in the program and it will be important to evaluate the actual course of action to be followed if we are to begin working drawings for the parking garages this year. The matter is quite important since once active design of the state office building begins, it will be essential to carry out the design of the parking deck so construction of the two can keep pace with each other. It is very important that the parking facilities be available when the office building is put into use.

Another revision to the current logic is that the land sale agreement is now to be executed prior to negotiation of the lease agreement. Work is underway in drafting a purchase option for the land.

At our monitoring session we decided to maintain a continual update on the current network revising it each session as the demands and needs of the project are isolated and identified. We shall continue to do this in subsequent sessions.

A brief review of the technical aspects of the program show that the contract has been awarded to obtain a topographic survey; however, awarding a soil boring and analysis contract has been deferred. Mr. Ursuy and Mr. Vyvyan will check into this matter since it is a fairly important item and a soil analysis will be required to be completed prior to start of actual design work. Presently a review of existing utilities is also underway and this is expected to be completed so as to be a part of the UDAG application.

Doyle Project (DP)

(Monitored from Issue #2 dated July 28, 1978, sheets 28 and 29)

B and A area wearing course on roads has been applied and construction of sidewalks is well along. Consumers Power is installing underground electrical work and should be finished sometime in early October.

We discussed landscaping in depth at our session and it was generally decided that tree planting and sodding would be completed this year. Seeding will probably be done next spring. Present plans are to complete most work in areas B and A by November 1, 1978 (working day 979).

At the fountain area work continues on slabs on grade and construction of the arcade superstructure. The present status of the work indicates that it should be complete by about mid-October. It will be critical to manage this work carefully since it will not be feasible to extend it into colder winter weather.

At the walk areas, the lag over the projected completion of October 16, 1978 (working day 967) is currently about 14 working days. Efforts are to be made to reduce this lag and bring completion to November 1, 1978 (working day 979). This appears feasible.

Plans are to start low rise housing construction September 18, 1978 (working day 947) according to the project team. Discussions were held at our session regarding the impact of rubble removal on the start of low rise construction. The PASI contractor assured everyone there would be no interference problem and that probably by the start of construction most of the concrete rubble would be off of the site. This is an important matter and should be given ongoing attention.

High rise construction probably will begin in early October with the goal this year to complete foundation work ready for a start of the superstructure next spring.

Miscellaneous iron fabrication for park furniture is still delayed by submittals, however, this should not materially affect completion of the project at present. Shop drawings have been approved for the planters and trash receptacles and when these have been fabricated, they will be stored for the winter. There still has been no color selected for these elements - I suggest this be done as quickly as possible.

Street names have not been assigned and Mr. Wilkins will do this immediately. There still are some miscellaneous site problems that remain to be resolved but most are routine and are being addressed.

Overall, the project is now entering its final PASI stages and work should be able to actively begin on the private units without difficulty or interference from site work activities.

Flood Control and River Beautification (FC, RB1 and RB2)

(RB2 work is being monitored from network Issue #7 dated July 28, 1978, sheets 24, 25 and 26)

At the river beautification area on the north bank of the Flint River, work on the Grand Fountain is moving well and is meeting all targets between early and late starts and finishes.

At the Water Wall, problems have been encountered in driving piling and this work currently lags by about 29 working days over a target completion of August 9, 1978 (working day 1175). However, the contractor expects he can regain most of this lag. Work on the Archimedes Screw is concentrating on the phase 1 work transferred to phase 2 contract. The lag here is about 21 working days, primarily caused by the encountering of unexpected foundation water. Thus, no major start on the excavation for column and wall footings at the Archimedes Screw has yet begun. This is a serious lag and will be difficult to recapture. It is measured against a projected completion of September 14, 1979 (working day 1200).

At the Flume Area, mass excavation for the supported flume in area #1 probably will be able to begin by October 3, 1978 (working day 958). This is a lag of about one month over the anticipated start of work there and may cause some delay difficulties, although a true evaluation of the lag cannot be made until active work begins. Again emphasized was the need to begin work at the flume area #2 which is in the location of the flood control construction offices no later than October 23, 1978 (working day 972).

There may be additional problems caused here since flood control work is also lagging and now may not be complete until December 1, 1978 (working day 1000). There have been several utility interference problems and these are being resolved on a day to day basis in the field by the Corps of Engineers, the DPW and where possible, the architect/engineer.

Another problem that now has begun to affect the project is a critical shortage of concrete. Cement supplies have been diminished sizably over the past few months and there is a nation-wide shortage of concrete materials. Presently it is not affecting the job to a serious degree but could very well slow it considerably in the next few weeks.

It has been decided that Saginaw Street will be opened to traffic on October 2, 1978 (working day 957) with a grand opening planned. In order to utilize the crossing, it will be necessary to complete the signal light at Saginaw and Detroit. Efforts are being made to obtain some of the long lead time equipment needed for this signal presently and it should not be a major problem.

Considerable discussion was held about the preparation of revisions to contract documents needed for maintaining work continuity in the field. It was decided that continuous communications must be maintained between the DPW, the architect/engineer and the field so that all changes are processed promptly and transmitted immediately to those who must install the work.

During our conference we stressed the need for operating manuals on all elements of the job that have operating elements. Captain Kraus said he would take care of this.

The Sears warehouse is still not completely demolished and it probably will require another week to clear the site. Dredging for the river will begin September 5, 1978 (working day 938). Present calculations indicate a need to remove and dispose of about 45,000 yards of dredged materials. Installation of the major sculpture piece is to be done next spring, however, foundation work for the sculpture is to be built this fall.

I suggested that plans be made now to establish proper punchout and turn-over procedures on the project since it will be a rather complex administrative matter. The DPW and Captain Kraus will address this matter over the next few weeks. We should plan to follow up on it at subsequent monitoring sessions.

General

Mr. Vyvyan and I discussed the agenda for the next session and agreed it should be substantially as for this session. He will distribute the meeting notice to those concerned.

Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Andrew Nester, P.E.

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

Note to Mr. Andrew Nester to
accompany Monitoring Report #59
City of Flint Downtown
Improvement Program

Felix J. Bessolobe, MacKenzie, Knuth and Klein requested that I send him a copy of each monitoring report. I promised I would see he received one but do not feel that I should send it to him directly. Would you please take care of his request in the duplication and mailing of the reports. Apparently he has had trouble getting copies and feels that he does need them. Thank you.

RJS

September 2, 1978

Subject: Special Monitoring Report on Project Symposium
City of Flint Downtown Improvement Program
Flint, Michigan

Project: 75:56

Date of Monitoring: August 31, 1978 (working day 936)

Actions taken:

- Reviewed present project system and outlined project management symposium with ad hoc committee

General

During the ad hoc committee meeting we discussed in detail the advisability of holding a project management symposium to review techniques used over the past two or three years in various programs that are underway or complete. During the session we discussed the basic philosophy of project management, tried to identify what some of the important features of future programs are to be and discussed how we can better manage projects now coming into implementation.

The discussion revolved around two major elements of technical programs - the project organization (by project) and the functional organization (by discipline). Project management by its nature has ups and downs that demand certain managerial techniques and attitudes. The managing of disciplines also has a unique set of managerial demands but can be considered somewhat more stable in its requirements and impact. Bringing these two together is a critical part of excellence in project management.

It was decided the basic symposium question is How do we cope with the Department of Community Development and the Department of Public Works during the next five years? ^{work load} It was felt if we started out with this foundation query that the answers to other important questions would begin falling in line.

Our next section of discussion concerned why we should approach and analyze how we are to cope with this ongoing managerial situation. At random some of the reasons offered were -

- a) Some key people feel that we have now exceeded the limitation of the present project system.
- b) Activities have become of such a nature that we have moved out of synchronization with the previous project system used.
- c) Some felt that we now need, because of the complexity of the program, a better way of working projects.
- d) Personnel policies in most governmental agencies are more restrictive today than ever before in the flexibility of use of resources available.
- e) Changes in staff abilities, talents and backgrounds make it necessary to re-evaluate how to strengthen the staff.
- f) There is a sizable projected increase in project work load intensity for the next five years.
- g) Although the present system has served its purpose, it is no longer as responsive as it must be to the demands of the project form.
- h) There has been a continual diffusion and dilution of authority and responsibility patterns due to changed conditions and demands. This, in turn, has extended project time frames and costs while quality appears to have declined.

There were several other reasons put forth for re-examining our project system but these served to establish a basic rationale for the program.

We next looked at the problem of who should attend the symposium and it was decided that the city agencies most directly involved were the Department of Public Works, the Department of Community Development, Legal, Administration, Finance, Personnel, Parks, along with some outside agencies, perhaps FOCI and the Downtown Development Authority. Mr. Nester and Mr. Ursuy will review the situation and decide who should attend and how best to put on the program.

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RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

Several places were discussed for holding the meeting. If it is attended by all those who most feel should attend, there probably will be from 12 to 20 people in the session. Therefore, it will be necessary to have a comfortable but functional (no easy chairs) conference room where adequate table and conference space is available for thorough discussion. Meeting places suggested included the Fire Department conference room, the City of Flint auditorium, the local university conference room, the United Way and perhaps General Motors Institute. Again, Mr. Nester and Mr. Ursuy will select a location for the symposium.

It was decided by those involved that adequate lead time for preparation should be given all participants, therefore, present plans are to have the symposium from 8:30 A.M. until 12:00 noon on Wednesday, October 11, 1978. To make each person's use of time most effective, the early part of the symposium, probably the first hour, will be used to set the basic problem concept. We then would plan to focus on each impacting peripheral function of the problem, such as personnel considerations, accounting considerations, financing features and other such key but intermittent project services. For the primary project oriented staff it might be wise to continue the conference for the full afternoon also.

We felt it would be a good idea for participants to bring specific examples of problems being encountered in their project work and conversely, to bring solutions that they feel are appropriate for such problems.

Overall, the intent is to make a thorough evaluation of the present method of accomplishing implementation of programs that are the responsibility of the DCD and the DPW. Since the amount of monies to be expended over the next five to ten years could very easily amount to hundreds of millions of dollars in capital expenditure, the need for constant improvement and high quality in project management is a foregone conclusion. This symposium will attempt to point the way by which these expensive and critical programs can now and in the future best be managed and implemented.



Ralph J. Stephenson, P.E.

RJS
m

To: Mr. Ray Vyvyan
Mr. Andrew Nester
Mr. George Ursuy

, September 13, 1978

Subject: Monitoring Report #60

City of Flint Downtown Improvement Program

Flint, Michigan

Project: 75:56

Date of Monitoring: September 11, 1978 (working day 942)

Actions taken

- Participated in ad hoc committee meeting
- Discussed project management symposium agenda
- Monitored riverfront center, phase 1 (State government center)
- Monitored Doyle
- Monitored Flood Control and River Beautification 1 and 2

General

Riverfront Center 1 (RC1-State government center)

(Monitored from Issue #5 dated August 31, 1978, Sheet 27)

Schematic design work for the government center parking deck is continuing, along with the demand and feasibility analysis for parking in downtown Flint. The demand and feasibility study is still scheduled for completion on September 21, 1978 (working day 950). *done*

The parking consultant is also reviewing recommended courses of action in respect to existing parking. This work will be completed by October 30, 1978 (working day 977) and will help in conjunction with the other work being done presently to prepare an RC1 financing plan. *done*

It has been definitely decided to submit an urban development action grant (UDAG) application. This is to be turned in on October 31, 1978 (working day 978) with the grant expected to be available by January 31, 1979 (working day 1041). A final financing plan will then be completed and submitted to the mayor and council for their approval. *in work*

Submission is expected presently to be by February 14, 1979 (working day 1051) with approval within the next three weeks by March 7, 1979 (working day 1066). *hold*

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10/11/79

This raises a question as to how preliminary and final engineering and architectural contract document preparation should proceed during the intervening period. There was considerable discussion about this matter and it was generally decided that whatever could be done to get an early start on final contract documents would be of help in getting the program into the field with optimum timing.

For best and most economical construction, projects should usually start field operations in the spring, late or early, depending on the nature of the facility, so that a full construction season is available. This means it would be desirable to have a construction contract let for the parking deck by May 1, 1979 (working day 1105) or earlier, if possible.

With the present plans to solicit the UDAG, it means that a concurrent processing of the final working drawings and specifications should be considered. This matter will be discussed in more detail at subsequent meetings.

At the State level selection of an architect and engineer for the new office building is in work. Once a selection has been made, the Joint Capital Outlays Committee will review the selection and release planning funds, after which schematics and preliminary drawings can be prepared.

A further review by the Joint Capital Outlays Committee and the Department of Budget Management then is made, after which cost estimates are prepared, the leases developed for office building funding and office building contract documents are started.

It will be critical to time construction of the parking deck at the office building so that it is completed with or slightly ahead of the new office building.

We are continuing to plan the process for bringing these two major projects on line and will study them further at our next session.

Concurrent with the government center parking deck work, studies are also proceeding along the same line for the second deck to the west of downtown. It is still the intent to consider these two facilities will be designed and constructed within somewhat the same time frame.

Recent developments in the downtown planning picture make it urgent and desirable that the overall plan be firmed up in the near future. The downtown development authority (DDA) now has a full time director, Mr. William Whitney and his presence should make overall liason and management on the downtown programs more effective.

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RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

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In addition, the City is now reviewing qualifications for a design manager who will be charged with the maintenance of high quality standards and continuing positive action on downtown projects.

Thus a high degree of skill can now be brought to finding methods of dovetailing actions on the RC-1 program, so an early start is made on construction of the facilities.

Doyle Project (DP)

(Monitored from Issue #2 dated July 28, 1978, Sheets 28 and 29)

Public area site improvements are now being brought into their final stages, with total completion expected early in November.

*Dec 1
78*

At the B and A area sidewalks are almost complete, underground utility work is continuing and it is expected that seeding and planting will start shortly.

At the fountain area, construction of the arcade superstructures is in work and probably will require another 15 working days. This brings completion to mid-October and with clean-up following, probably the area will be totally finished by the early November total target.

At the walk areas, installation of pavers is proceeding at the south, slabs on grade are in work at the center walk areas, with construction of north walk footings and walls to begin shortly.

The lag over a target completion of October 13, 1978 (working day 967) is about 10 to 15 working days, thus completion can be expected at the walk areas by early November, again in conformance with our overall target date.

*10/11/78
Lag 33
w.d.*

The developer's closing date with MSHDA is now set for September 22, 1978 (working day 951). Construction of both low rise and high rise units is expected to start by October 2, 1978 (working day 957). Occupancy of the first low rise units will probably be next spring.

*Closed
Sept 26
78*

Some problems are still being caused by rubble removal, however, the contractor has assured everyone that this will not delay start of residential construction.

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Permanent street names have not been selected, however temporary names have been assigned for the purposes of obtaining electrical service and getting the early permits required.

*Don.
but
not
don.*

I suggested to the project team that consideration be given now as to how the project is to be closed out, relative to PASI work. This is to be reviewed over the next several weeks and specific procedures developed.

*for
p.m.*

Some question was asked about continuing monitoring of construction in the residential areas. However, it was not felt appropriate, or within the scope of this monitoring evaluation program; therefore, our reviews and evaluations of Doyle will probably be limited to completion of the PASI work.

Flood Control and River Beautification (FC RB1 and RB2)

(RB2 work is being monitored from network Issue #7, dated July 28, 1978)

Progress at RB2 has been only fair over the past 2 or 3 weeks. Grand Fountain Work remains on time, meeting targets between early and late starts and finishes. Water wall work now lags from 30 to 40 working days, primarily in pile driving, which has had problems in getting underway. A new driving rig has been brought to the job and this should help improve performance. There is still some hope that a portion of this lag can be picked up prior to the onset of colder weather.

Work at the Archimedes Screw area lags by about 7 working days, a lag which has been reduced considerably by the commitment to reduce the time of excavation and construction of column and wall footings. Completion of phase 1 work being done in the phase 2 contract is now expected by October 11, 1978 (working day 964). Following work on column and wall footings is what will be reduced in time span.

At the supported flume difficulties have been encountered in completing the former phase 1 work and the contractor says now that mass excavation for the work at flume area 1 will begin in the spring by March 13, 1979 (working day 1070). This will give a lag at flume area 1 of about 32 working days over the target completion of September 26, 1979 (working day 1208) and a lag at the flume area 2 over the target completion of November 9, 1979 (working day 1240) of about 15 working days.

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Although the lag is not desirable, it appears it is going to be difficult to begin any meaningful excavation work the rest of this construction season. Of course if it does prove possible, work will proceed. This completion of the total RB1 program remains in the late fall of 1979.

At the flood control project, utility interferences have been resolved but the resolutions have not been totally released to the field. There is no hold-up presently, but it is critical that the revisions to the phase 1 drawings be made just as quickly as possible. The project team is working on this presently.

A critical area is the electrical duct at Water Street from Brush Alley to Harrison. Discussions with the power company are being held presently to insure that this duct bank can be properly considered in the construction planning.

Demolition of the Sears building will require another 5 working days. Removal of one of the walls is proving to be difficult, due to an electrical vault on Brush Alley.

We briefly discussed the need to accommodate and maintain a storm sewer outlet running through the River Beautification 1 area. Future plans for this outlet are not fully set at present and design of the area for present conditions may not be applicable to future conditions expected. The matter is being studied presently and an answer will be given in the very near future.

St. John. Phase II Projects

(Monitored from Issue #1, dated January 20, 1978, Sheet 20)

Working drawings are not yet complete, but the project engineer said he would attempt to complete these within the next 20 working days. The road location problem, mentioned previously in monitoring report #58, has been resolved and is no longer a delay factor. With the increased lag, it now appears unlikely that any work except for minor demolition can take place over the winter. Therefore, we are presently assuming that major construction on the second phase of the St. John Industrial Park will begin fully in the field next Spring.

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General

Mr. Vyvyan and I prepared the agenda for our next monitoring session. It will be published to those concerned.

Earlier in the day and at the ad hoc committee meeting, the project management symposium was discussed and it was decided that it will be held on October 31, 1978 (working day 936). Selection of the meeting place and attendance will be made by George Ursuy and Mr. Andy Nester, working with the appropriate City staff members.

It is hoped that the mayor can participate in early greetings at the symposium and all feel the meeting will greatly assist in a continuing improvement of the project management system.

Ralph J. Stephenson, P.E.

October 23, 1978

Subject: Monitoring Report #61

 City of Flint Downtown Improvement Program

 Flint, Michigan

Project: 75:56

Date of Monitoring: October 11, 1978 (working day 964)

Actions taken:

- Participated in ad hoc committee meeting
- Continued planning project symposium for October 31, 1978
 (W/D 978)
- Monitored Riverfront Center Project
- Monitored Doyle Project
- Monitored St. John Project

Project Symposium (October 31, 1978 W/D 978)

Discussions were held with those planning the October 31, 1978 (working day 978) project symposium. It was stressed that the purpose of the symposium will be to consider the question - How do we cope with the Department of Community Development and the Department of Public Works work load during the next five years?

To do this, it is essential that a broad spectrum of resources and talent be involved in the symposium since practically every major city department is touched and is influenced by these projects. The meeting place, the graphic reference materials, supplies and preparation of the meeting facility will be done by Mr. Nester, Mr. Vyvyan and Mr. Ursuy. Mr. Wilson of the University of Michigan will assist in providing the meeting location.

Very important to the success in considering this problem will be a clear identification of the projects coming on board over the next five years and a definition of the roles that the various agencies must play. Of particular importance to this group will be definition of DPW and DCD activities so that the other departments and functions which make up Flint governmental units can better identify where they interface with these projects.

Several techniques of interfacing were discussed and I am to prepare handout material that will allow definition of some of these interfaces in a convenient and quickly identifiable manner. Of importance is to clearly show the activity difference between the function or discipline approach to carrying out work compared to the project method.

In a project there are many disciplines involved. In a department, men and women of like disciplines normally work together to accomplish a function. It is felt that proper organization of projects and disciplines to insure good interfacing is of utmost importance. Also to be stressed is the need for timely response, both to and from the project.

Mr. Nester and Mr. Litzenberg will provide descriptions of how the DCD and the DPW act and what their roles are. They will also prepare descriptions of other groups involved in downtown, as well as city-wide planning, such as the DDA, EDC and FACI.

Again, the most important objective of the session is to generate discussion about techniques that will better allow the large projects coming on line to be implemented smoothly and effectively.

Riverfront Center 1 (RC 1 - State Government Center)

(Monitored from Issue #6 dated September 11, 1978 - W/D 942)

Our monitoring of RC 1 today consisted of a basic evaluation of the current status of work and a review of approaches to carry out upcoming design and construction operations.

There has been a change in thinking about how the government center parking deck will be designed, built and operated. It appears that the parking consultant will now take a more active role than in the past.

Still of importance, particularly to the second parking deck, is the urban development action grant anticipated to be available by January 31, 1979 (working day 1041). Work is proceeding on exploring methods by which work could begin sooner on the government parking deck.

This session focused mainly on identifying some of the important priority areas to be looked at over the next few weeks. We should plan at our next session, after the symposium, to again consider how we will proceed from here on out to maintain synchronization of the RC 1 program on the government parking deck with the design and construction of the state office building. To this end it would be helpful if at some session in the future we had a representative of the State of Michigan to assist us in better understanding their work.

Doyle Project (DP)

(Monitored from revised network prepared by the contractor dated October 6, 1978, sheets 1 and 2)

Work is proceeding at Doyle on the basis that most work will be done in the public area operations by December 1, 1978 (working day 1000). There will be required next spring approximately 30 working days to complete remaining work on landscaping and other such items that are weather sensitive. The goal is to get all of the concrete at the arcade poured out and to get slabs on grade down and the major part of the paving brick laid by mid or late November.

We shall monitor the project from the contractor's network at subsequent meetings, however, it appears that the project is being brought to completion in as expeditious a manner as is possible at the present time.

No private development work has begun as yet and there was no word at this session as to when construction of housing units would begin. The low rise area rubble has been cleared according to the contractor and the high rise area rubble will probably be completed within the next few days.

Flood Control and River Beautification (FC, RB 1 and RB 2)

(RB 2 work is being monitored from Issue #7 dated July 28, 1978, sheets 24, 25 and 26)

At the Grand Fountain the current lag is 6 to 10 working days. There was a strike of underground laborers which began on September 18, 1978 (working day 947) and ended October 2, 1978 (working day 957). This loss of 10 working days of work at a critical good weather point probably will not be able to be recaptured prior to substantial shutdown of work for the winter. The strike affected all sectors of the project.

At the water wall, piling continues although there have been some very serious delays due to breakdown of equipment, boom problems and of course, the strike mentioned above. The present lag at the water wall over the target date for substantially stopping work for the year on December 29, 1978 (working day 1020) is about 59 working days. This time may be able to be picked up over the winter if weather permits but if not, then it probably will extend the length of the job next spring unless compression of the spring and summer schedule can occur.

At the Archimedes Screw, work continues on activities transferred from the earlier phase to the RB 2 contractor. The lag in this work is about 27 working days. Excavation for column and wall footings is beginning and this work only lags by about 7 working days. The actual area lag is closer to the 7 than the 27 working day lag.

At the flume areas, work is still expected to begin in the spring by March 13, 1979 (working day 1070). Again, it will be critical that the flood control and RB 1 contractor vacate this area by then. It appears that the flood control project will also extend beyond the present anticipated projection date. The combination of the laborer's strike along with other delays has pushed substantial parts of the work into later than anticipated dates.

Major Kraus of the Corps of Engineers said that he hopes to complete his concrete and flat work by December 15, 1978 (working day 1010). Also to be completed by then are the channel walls, dredging, riprap and the fiber dam and the west park area. Next spring, the east park area will be completed along with sidewalks.

The goal presently is to landscape the west park area so it can be used next spring and early summer.

We talked considerably about various problem areas that must be followed continuously on these programs. A brief tabulation of problems remaining is given below.

- Dredging is not yet started. Work will have to begin soon or it is going to be very difficult to maintain a haul route in safe and clean condition. 12/4/78
in
work
- The Sears building has been demolished but the area has not yet been totally filled. This should be followed. filled
- We must follow up on the design of horizontal score lines in the flat work. The design of these must be re-evaluated. resolved
- At the northwest corner of the Harrison Street bridge there is a gas line interference that should be resolved. fixed
- The median strip grating in the Saginaw Street bridge must be rebuilt or overlaid with a smaller size grating opening. This is in work. still
problem

- A re-evaluation must be made of the spacing of vertical members on the Saginaw Street bridge railing. *not resolved*
- Light fixtures are still posing difficulties and although it was not clear at this session what the full problem was, the matter is being addressed. *all resolved*
- There was no word at this session regarding preparation and issue of operational manuals. This matter is quite important, particularly now that we are nearing beginning of operations for some of the flood control elements. *not resolved*
- Resolution of building access at First Avenue still remains to be considered in depth. This matter should be discussed in subsequent sessions. *not resolved*
- There was concern expressed about identifying the location of earth anchors. This to provide a convenient reference in the event that work which might damage the anchors would be done in the future in back of the walls. This matter will be considered. *no decision*
- Mr. Vyvyan mentioned that new storm sewer construction will be starting in Harrison next week. It will require about a 5' cut and it is expected that about 400' per day will be installed. Thus, only the early work there should affect access to the current construction site for RB 1 and the flood control. *no conflict*

(At our monitoring it was noted that Al Kraus of the Corps of Engineers had been promoted to Major from Captain. Congratulations are in order.)

St. John, Phase II Projects

(Monitored from Issue #1 dated January 20, 1978, sheet 20)

Working drawings are still not complete and there remain 15 to 20 working days to finish these off. There does not appear to be any timetable set at the moment on the project. I strongly urge this program be given careful attention over the next few weeks to insure the work that has to be done is identified and completed.

An important aspect of the St. John project is acquisition of remaining properties and completing of plotting of the project. There apparently remain many parcels that have not been acquired and some difficulty is being encountered

in closing these out. We shall monitor this project in more depth at a subsequent meeting.

It appears that construction of the PASI phase 2 work on St. John will not start until next spring or early summer. This will allow operations to proceed in good weather and hopefully be completed by fall of next year. We should plan to monitor the St. John project regularly, particularly in respect to property acquisition.

General Summary

The next session will be the symposium and we are working jointly to prepare the agenda and materials for this meeting. Hopefully it will allow us to better plan the work of the DCD and the DPW over the next few years and to identify improved techniques for carrying out the projects entrusted to various Flint agencies.

I shall review with Mr. Vyvyan at our next session the agenda for the meeting following the symposium.

Ralph J. Stephenson, P.E.

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To: Mr. Andrew Nester, P.E.

December 16, 1978

Subject: Monitoring Report #62

 City of Flint Downtown Improvement Program

 Flint, Michigan

Project: 75:56

Date of Monitoring: December 4, 1978 (working day 1001)

Actions taken:

- Participated in ad hoc committee meeting
- Made brief review of symposium matrix results
- Monitored Riverfront Center Project
- Monitored Doyle Project
- Monitored St. John Project
- Began review of project management needs for future Flint programs

Project Symposium

A symposium was held on October 31, 1978 (working day 978) to consider how to manage the capital improvements work load in the city over the next five years. The matrix analysis from the symposium discussion has been tabulated and some discussion was held of the results. Because the technique application is somewhat different than conventional, a full analysis of the data is still in work. However, some preliminary observations of the matrix analysis are in order.

- Total service density figures indicate that among the group attending, there is high interaction on a frequent basis in very few intersections of discipline and project stages.
- Average density interaction shows a consistent low level across the entire group.

- The overall picture, both total and average, given by the interactions indicate that it would be wise to restudy the entire project management system within the city to improve its ability to perform within the ongoing municipal management functions and disciplines. (Essentially project management requires, for effectiveness, a different mode of handling than does ongoing or continuous management action.)
- There are indications that in some important skills and disciplines the density of service is low in the initial stages of the project and only increases as the program proceeds. In some instances this is expected. However, in some specialized areas an improvement in the early involvement by disciplines would be helpful. Currently we are evaluating this in more depth.
- Reports at this monitoring meeting on December 4, 1978 (working day 1001) indicate a noticeable improvement in the communication process and in the interaction between department personnel attending the symposium. Some participants in our monitoring session noted that the symposium created a new awareness of the importance and magnitude of the upcoming program not only for down-town Flint but for the entire city. In this respect it appears to have served a good purpose.
- In light of the need for ongoing analysis and addition dialogue about the matrix and symposium results, I strongly recommend another symposium be planned for early 1979, perhaps in late January or early February. Further it might be wise to consider a full department head management meeting of this type three to five times a year. We shall discuss this at future ad hoc meetings.
- A seemingly valuable side benefit of the matrix analysis is that it tends to confirm analytically and quantitatively some of the problem areas felt intuitively on project work to date. An attempt will be made to bring the intuitive feelings together with the actual data without bias over the next several meetings.

- The next question faced with use of the analysis material is how to translate it into usable form for those affected and concerned. This, I shall address over the next few weeks.
- Further discussions of the project manager system indicate that it would be wise to consider appointing a project management task force from those active in past and current project work. This group should focus attention on recommending methods to obtain improved project management performance. I feel this appointment would be an appropriate subject for ad hoc discussion at a future meeting and am urging through this report that it be placed on a future agenda. I shall discuss it in more detail with the appropriate parties in Flint.

Riverfront Center 1 and 2 (State Government Center and Convention Center)

It was announced at this session that Mr. Robert Brown, a consultant from the east, has been retained to prepare design standards and consult with the design teams for Riverfront Center. This is a major step and should be of considerable help in formulating standards of quality to be expected in designing and constructing Riverfront Center. It is anticipated that his work will begin in the very near future.

Our discussions today revolved around the major elements of the plan presently being considered. There is an extremely tight time schedule imposed upon the project by the needs and requirements of all sectors. Therefore, intensive efforts are being put forth to assemble adequate data for our next session so a detailed diagram can be prepared. It is intended that nearly the full meeting on December 21, 1978 (working day 1014) will be devoted to RC1 and RC2. Mr. Vyvyan has suggested in a memo to Mr. George Ursuy and Mr. Richard King that we divide the time allocated from 9:15 A.M. to 5:00 P.M. into segments to accommodate all 21 discipline activities constituting a project. This, if we can organize our diagramming flow in this fashion, might help increase effectiveness of each party's participation.

At today's session we made a preliminary evaluation of the current status of many of the disciplines. There were mixed responses as to how far along some of these are, and it appears that a detailed discussion will have to be conducted at our next diagramming session to get a more accurate feeling for the present position. Hopefully, the consultant on

design standards, along with the design committee will be able to maintain good progress in bringing the various elements of the project on stream. They will be important to preparing a good and valid plan of work.

At our next monitoring session I suggest that we especially concentrate on the skill or discipline areas noted below.

- Involvement of the city administration in the program
- Engineering
- Finance
- Funding (especially critical)
- Government relations (due to the important interfacing with the State of Michigan and their new office building)
- Land planning
- Legal (generally one of the most time consuming areas of this kind of program and therefore, one of the most important to plan properly and early)
- Personnel
- Political
- Programming (here, the standard of performance consultant can be of great help)
- Public relations (Important to land acquisition)
- Public safety
- Real estate (the need for rapid movement in the real estate areas on this project demands a high, early attention by all concerned with the function)
- Recreation
- Regulatory
- Traffic (auto)
- Transportation (primarily due to the need to consider entrance and egress of traffic of all types to the project area)
- Site clearance and relocation
- Construction (there will be many phases of construction work proceeding concurrently. These must be planned properly and their interaction and interferences identified early.)
- Private sector input (needed since the health and vitality of this project is dependent upon a proper mix of public and private facilities and effort.)

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RALPH J. STEPHENSON, P. E.
CONSULTING ENGINEER

So far as the project phases with which we must be most concerned with at our next session, I suggest that we focus most heavily on those listed below:

- Concept and program
- Location
- Funding
- Project management
- Plan of action
- Human resources
- Approvals
- Monitoring
- Operation and maintenance

During our next session we will make every effort to plan as much of the work as is physically possible for which information is available. To do this, it will be necessary to carefully schedule in those authorities we must draw upon for proper information. I shall leave this in the hands of Mr. Vyvyan, Mr. King and Mr. Ursuy but it would be appreciated if the group is kept relatively small for any given part of the planning process. Arranging the session will require careful planning but these men have demonstrated a capacity for such good planning repeatedly and I am certain it will be shown here.

Prior to the meeting it would be appreciated if the current status of the funding and real estate activities were determined in depth. Questions about these two activities will be numerous and valid current answers will be required.

Also, as part of our work it would be appropriate to consider alternate financing plans for the project since there are any number of alternatives that might be appropriate. It may even be wise to consider the use of a decision tree analysis to establish courses of action that may or may not become alternates. I shall discuss this in more detail at the diagramming session.

Doyle Project (DP)

PASI work at the site is still not complete and the contractor estimates that next spring there will remain about two months of activity. It is intended to start spring work as soon as landscaping can begin which probably will be in March or April of 1979.

The city staff, along with the contractors, will make a detailed tour and inspect the current status of the work to identify what must be completed next spring and to establish the condition of the work as it is closed down for the winter time.

Work on private facilities is proceeding with excavation in work for the high rise residential units. Foundations are being installed for the low rise units. Construction will proceed as weather allows throughout the winter.

Flood Control 1 and 2 and River Beautification

Work is now proceeding on the entire flood control and river beautification process only as weather allows. It is expected that grading, walkways and seeding at the amphitheater will be completed in the spring. At the east park it is hoped to be able to complete canal work this winter, completing slabs, walkways and miscellaneous walkways in the spring. The east park will be turned over by early June 1979. The west park is to be turned over early in the spring of 1979; concurrently Harrison Dam will be completed.

Dredging started November 25, 1978 (working day 996) and is expected to be completed by January 2, 1979 (working day 1020).

Major Kraus feels that the entire project will be closed out by June 1, 1979 (working day 1127). This is a very important target date since it is considerably later than had been originally anticipated and poses the old program of access for river beautification work at the north bank. I strongly recommended that heavy efforts be made to remove the construction offices for flood control work as early in March 1979 as possible. They still are interferences to construction of the flume for the river beautification and their vacation is an absolute necessity for work there to proceed continuously and effectively. This matter is being worked upon by Mr. Ursuy, Major Kraus, Jerry Allen and Ray Vyvyan.

There are some problem areas under consideration at present. A brief discussion of these follows.

- Stair 104 apparently poses an interference at its present planned location with an existing gas line. It is expected that the stair can be shifted slightly to eliminate or minimize this interference. A meeting is to be held shortly to review this matter in depth. *- agreed on release of Stair 104 from building*
- Electrical interference problems have been resolved. *R.*
- Architectural scoring of upper walls still has not been resolved at the south bank. This matter will be reviewed. *resolved*
- The median strip grating on the Saginaw Street bridge must be remodeled as noted in previous sessions. No work has been started on this as yet. *not started yet, in work*
- Revised spacing of verticals of the bridge rail on the Saginaw Street bridge must be resolved. *in work.*
- Operational manuals are still in work by the Corps of Engineers and their contractors. I suggest this work be completed as soon as possible. *in work.*
- No resolution of the problem of access to the businesses on First Avenue is apparent. This item is still one to be cleared. *not yet.*
- Storm sewer work at Harrison is still in progress. Presently it has no major detrimental impact upon riverfront work. *not done yet.*

We also made a detail review of the river beautification work and it appears there are some relatively serious lags although it is difficult to make a totally accurate determination. Grand Fountain work is in completion of backfill, construction of supported decks and some installation of riprap and landscaping. If work can proceed as much as possible throughout the winter, it is conceivable that the present target completion of July 31, 1979 (working day 1168) could be met. It may be necessary to add a small extension due to the underground contractors' strike.

At the water wall the current lag over the Issue #7 plan of work dated July 28, 1978 (working day 912) is about 86 working days in construction of footings and walls above piling. The lag is serious as it is over a target of August 9, 1979 (working day 1175).

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RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

A resolution of the outfalls in the area was made at our session.

Archimedes Screw work is continuing on excavation with footings and some walls and superstructure about to start. The lag there presently is about 24 working days over a target completion of September 14, 1979 (working day 1200).

Work at flume areas 1 and 2 has not yet started but will begin in the spring - probably about March 15, 1979 (working day 1070). It will be important to clear this area for the river beautification contractor's work before he moves in and begins.

St. John 2

Contract documents are not complete yet with water department revisions and specification typing remaining to be completed. There is no current word on when the work will be advertised and there are problems on funding presently being worked upon.

No information was available on progress toward acquiring the remaining properties in the area. Apparently there are about 30 parcels yet to acquire with all of them being vacant now. There are also some miscellaneous State properties that could be acquired immediately.

I suggest that we establish an early spring target starting date for PASI work at St. John 2. This means that contract documents, approvals and funding, along with solicitation proposals must be expedited immediately.

Total acquisition also impacts upon funding of the program and therefore, it becomes important to clear the project for start as soon as possible. At some future monitoring session we should again re-examine the plan of work necessary to get the job into the field and identify in depth remaining problem areas that have to be addressed.

General Summary

At our next session it is the intent to spend nearly the full day diagramming the Riverfront Centers 1 and 2 programs. A detailed schedule of participation will be prepared so that effective use can be made of all resources time. Mr. Vyvyan, Mr. Ursay and Mr. King will prepare the plan for this session.

January 2, 1979

Subject: Monitoring Report #63

City of Flint Downtown Improvement Program

Flint, Michigan

Project: 75:56

Date of Monitoring: December 21, 1978 (working day 1014)

Actions taken:

- Participated in ad hoc committee meeting
- Monitored Riverfront Center Project
- Monitored Doyle Project
- Monitored River Beautification Program
- Monitored St. John 2 Program

Riverfront Center Project

A decision was made to defer detailed planning of upcoming work on this project to a later date when data and plans could be more reliably formulated. There is a strong need to carefully plan the work to be done and the responsible managers most directly in charge will review this matter over the next few weeks for an appropriate vehicle by which it can be planned.

Much depends upon obtaining UDAG monies and probably final evaluations will wait on explicit word as to whether or not the Flint application has been approved. It is expected approval will occur sometime in January 1979.

As part of our work, we also briefly monitored Issue #7 dated October 11, 1978 sheet 27, showing the plan of work for state government center front end operations. Mr. Ursuy said the State of Michigan has held interviews and will select and fund an architect to prepare preliminary documents for the office building starting sometime between January 2, 1979 (working day 1020) and March 1, 1979 (working day 1062).

We also discussed the real estate conditions surrounding the state office building. Presently the City of Flint and the State of Michigan are both review-

ing the land sale agreement and it should be possible to execute it sometime in the near future. Reports from the State of Michigan indicate that plans are to start construction of the state office building by June 2, 1980 (working day 1382). Of course, it would be desirable to make an earlier starting date, however, there still remains considerable work to do in the design of the facility which may make it difficult to improve on this date.

Doyle Project (DP)

(Monitored from general contractor's network model dated December 20, 1978)

A revised network plan for completion of Doyle public area site improvements was submitted by Sorensen Gross. It shows target completions of May 30, 1979 (working day 1125) at the central fountain area; May 1, 1979 (working day 1105) at the garden area and June 13, 1979 (working day 1135) at the park area. These dates are consistent with the goals stated in Monitoring Report #62 regarding a spring completion.

Most PASI work has been shut down for the winter season except as good weather occurs when miscellaneous operations can be carried out. Construction of high rise and low rise residential units continues with the contractor intending to work as much as possible over the winter season.

A portion of our discussion dealt with the construction start of the commercial area. It was pointed out that there is a relationship between the commercial development and completion of private units. The time is near when active work on commercial facilities should begin and design actually should be either in progress now or shortly ready to start. There was no information available regarding the current status of the commercial properties at this session. We should plan at a near future meeting to evaluate the status of the work.

A question was asked at the session as to how to prorate meter readings for water and power for irrigation and the fountain among the public and private interests. Mr. King said he would investigate this and generate a solution formula to the problem.

River Beautification

At the Grand Fountain area work is in progress on backfilling and constructing slabs on grade, along with supported decks and waterproofing. It is hoped by the contractor that work can proceed throughout the winter. If this can be done, it is possible that part or all of the current lag could be regained.

Full production should begin once again by April 3, 1979 (working day 1085) on construction of supported decks and waterproofing. If, however, much of this work can proceed over the winter, it is possible that by next spring the project will be far enough along so work can be concentrated on finish operations needed to make the fountain operative. This is the present goal of the contractor and although there is no assurance it can be done, it does represent a valid target.

Waterwall work is proceeding on footings and walls. Here, too, it is the intent to work throughout the winter to try to recapture some of the current lag over a completion target of August 9, 1979 (working day 1175). The lag appears to be slightly reduced at this monitoring and probably ranges now between 50 to 70 working days. It is too early to tell whether any effective pickup in time can be accomplished but an effort will be made.

Archimedes screw work currently lags by about 22 working days over a completion of September 14, 1979 (working day 1200). Again, if work can proceed over the winter, a portion of this might be regained.

Of critical importance is still vacation of the properties where the flume is to be built. It is the intent to begin work there on or about March 13, 1979 (working day 1070). It is critical that this area be cleared by other contractors and agencies prior to the start of work. The matter is being looked into.

Some minor problems still to be resolved at the riser area include:

- A hatchway on supporting framing must be designed for the mechanical pump room at the Grand Fountain. It will be necessary to do this prior to setting of the equipment due to the characteristics and space required to service the machinery.
- There has been no resolution of the access problem to businesses on First Avenue. However, an investigation of the under-street vaults is in work and hopefully will lead to consideration of a method by which this access problem can be solved satisfactorily.
- The median strip grating on the Saginaw Street bridge still must be remodeled.
- The spacing of verticals on the bridge rail at Saginaw Street bridge are yet to be revised.

- Operational manuals are still in work. There soon will be a need to have these available.
- Storm sewer work at Harrison and the river is not complete. It could pose some future interference problems. Mr. Vyvyan is following this carefully.
- A design for the sculpture base has been prepared and the time of construction is under study. This matter is being handled by the project team.
- The stairwell 104 redesign has been agreed upon. There will now be a need to process bulletin work required.
- Architectural scoring of upper walls has been resolved.

In closing, it was mentioned there was a strong desire to open River Bank Park with appropriate festivities in early July 1979. A firm date has not been set for this but the project team will work closely with those involved to implement the program.

St. John 2

EDA is now reviewing specifications and must comment on the general and special requirements of the contract documents. These will then be incorporated into final contract documents. The reissue for advertising probably will be ready for February 1, 1979 (working day 1042). Allowing 20 days for advertising and receipt of proposals, 3 days for selection of a contractor, 22 working days for council approval of the award, 10 days for executing the contract, 2 working days to hold the preconstruction meeting and 10 working days to move on the site brings expected start of construction to May 7, 1979 (working day 1109).

A major share of our meeting today dealt with reviewing real estate status on St. John 2 and 1. Mr. Jerry Hungerford presented the statistics on real estate, itemizing 43 parcels that remain unacquired. An attorney has been retained to focus totally on real estate acquisition and Mr. Hungerford expects by May 7, 1979 (working day 1109) that most real estate matters will have been resolved. Of course, it is possible that some of those which involve complex legal matters might run into snags, but by far and away the majority will be cleared.

We should plan to monitor real estate acquisition progress over the next several weeks.

Ralph J. Stephenson, P.E.

RJS/m

To: Mr. Andrew Nester, P.E.