

January 11, 1980

Subject: Monitoring Report #83

City of Flint Downtown Improvement Program

Flint, Michigan

Project: 79:30

Date of Monitoring: January 10, 1980 (working days 1281)

Actions taken:

- Monitored Riverfront Center
- Discussed Barton-Aschman downtown area traffic study
- Monitored and reviewed North Saginaw redevelopment project
- Began preparation of industrial park case study for implementation of City of Flint comprehensive plan

General

Before beginning the formal session, we briefly reviewed the current status of the Flint River sediment removal plan with Mr. Tom Tapp. He is now developing a method by which the sediment can be removed from the upstream side of the Hamilton dam on a regular basis as required by the City's agreement with the Corps of Engineers. Present indications are that the plan will make use of a vacuum cleaning device, and it is possible the sediment could be conveyed to closed tank cars as used with sludge removal programs, and carried to a disposal site remote from the river location. This matter will be studied in some depth over the next two weeks so as to prepare and have available a plan of action as required. It was re-emphasized that the removal plan should include plans for measuring the sediment profile, a removal method from the basin, and a disposal technique for the sediment, once removed.

Riverfront Center

Presently, pile tests have been completed as of January 7, 1980 (working days 1278, and installation of production piles began yesterday, January 9, 1980 (working days 1280). Present plans are to complete piling at the tower section by February 1, 1980 (working days 1297).

1/21/80 (1290)
Will
Complete
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(1303)

Monitoring Report #83
City of Flint Downtown Improvement Program
Page two

1/31/80
(224)

There were some delays in starting piling at the tower and structural steel erection will now start on March 3, 1980 (working days 1318). It is not expected that the later start of structural steel will have an impact upon subsequent dates since it has been possible to proceed with other work on the site at the west side.

1/31/80 (1296)
will probably start in mid March.

Thus, the targets identified for completion of the hotel on page 2 of Monitoring Report #82, still hold.

Still hold

We briefly reviewed the interference potential between hotel construction and PASI work. It was decided at this session that sheet piling, particularly at the Saginaw street elevation, will be pulled just as early as possible, so as to allow PASI work to be completed at Saginaw and West Union areas this coming spring and early summer.

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It is the intent to resume both private and public contract work on PASI installation about mid-March, 1980. Thus, it becomes extremely important that this work be allowed to proceed on through, particularly private contract work, to completion without being delayed past the present contract target completion date.

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early

As part of our monitoring, we also reviewed the dovetailing of hotel parking deck construction with that of the hotel and convention center. It should be kept in mind that the proposed start of work on the hotel parking deck of August 1, 1980 (working days 1425), established at our last month's session, is one that could be pivotal since the deck must be available when the hotel is opened. There are presently specific commitments for spaces to be allocated to the hotel, and these commitments are a part of the agreements between the various parties. I recommend strongly that the August 1, 1980 (working days 1425) date be monitored carefully. It is only 144 working days from today.

During our discussions, it was agreed that planning the front end work to the start of construction on the parking deck, particularly those activations that must be done administratively, would be a suitable project to discuss at one of our monitoring sessions. Miss Stoughton will arrange this, if desired, with the appropriate parties.

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At the fountain, utility work to the facility is being revised: it was suggested at the meeting that the bulletin revisions be issued just as quickly as possible for pricing so that the change order can be processed promptly. The mild weather this year is somewhat deceptive in that it has allowed the construction season to extend

further into winter than would be normal. Thus, we now only have 6 to 8 weeks before the onset of spring weather where construction of such items as the fountain will be put in work.

10-2-81
~~We briefly discussed conveyance of accurate utility ~~less~~ information from adjoining facilities to those involved in design of the public utility systems.~~ Miss Stoughton said that she had notified the design team working on the riverfront development programs of this desire by DPW.

Downtown Area Traffic Study

Mr. Fred Schweiger of Barton-Aschman, along with Bill Whitney of the downtown development authority, were kind enough to present a summary of the traffic findings and recommendations now to be reviewed by the traffic task force. The plan presented appears reasonable and certainly well within achievable limits required for successful implementation.

The traffic consultant has concentrated upon identifying major approach routes, distributor road systems, and penetrator streets. Within this major street framework, local improvements to street patterns can be made so long as the integrity of the major patterns is maintained. This approach appears to be sound and will allow development latitude within the major patterns.

An important element of the evolution of this traffic plan in the field will be the observing of the impact upon surface street traffic caused by the opening of I-475 in December, 1980. It has been recommended that an ongoing analysis be made of the changes to traffic densities and characteristics after the expressway opens. This, in turn, will assist in proper implementation of the proposed traffic plan.

It is expected that the downtown traffic plan will be brought into final shape and a report issued to all those interested within the next one to two months.

During the session, Mr. Schweiger also related proposed traffic plan to the 12 points reviewed in Monitoring Report #77, dated September 20, 1979, page 2. These are reviewed briefly below:

1. The proposed traffic plan will allow the present First Avenue access to be maintained at the loading area to the drug warehouse.
2. The Stevens Street bridge as a public vehicle facility is now an integral part of the traffic plan. Thus, its ultimate use and disposal can be kept flexible relative

to ownership, utilization, maintainence, and capacity.

3. Mr. Schweiger generally felt that the future of Cole Blvd. should be as a maintained city right-of way. Apparently those areas which the boulevard bounds are not felt to be adversely affected by its presence.
4. No additional bridges over the Flint River are anticipated at present. However, the Church-Mason connector might ultimately require another river crossing.

On the west boundary of downtown there probably will be some structures required in the future at the deep gully where the Kearsley and Second Street connectors are routed.

5. From the present proposed plan, Center City Plaza can be adequately served by customer and service traffic.
6. Pedestrian access and circulation in the downtown area was not a part of Barton-Aschman's study. However, it was felt that, within the present plan, the integrity of a circulation pattern for walkers and non-motorized vehicles could certainly be developed that would compliment the the total downtown development program.
7. Traffic circulation adjoining the hotel and convention center has been carefully studied, and the plan accommodates the present thinking for the movement of such traffic.
8. The Church-Mason proposed connection remains a future possibility. For the time being, however, Church from the south comes to Kearsley, is routed west, and then across on the Grand Traverse bridge, north.
9. Service traffic access and egress in the downtown area, was not a special part of the study, and I suggest we give it additional careful attention, since the transition from the present downtown to our new Flint central city will require ongoing attention as how to service traffic is accommodated. This is particularly true of the provisions for larger vehicles such as tractor trailers and large panel trucks and vans.
10. There appear to be adequate routes for sediment removal inherent in the proposed traffic plan.
11. Riverbank parking has been provided in adequate quantity and location for the initial stages. Additional parking might be required later, but this is a part of the ongoing program as the demand for facilities increases.

12. North side development at the Flint River is presently served by adequate and available parking facilities.

New Flint North Commercial Revitalization Project (New Flint North)

We made several analyses today with the basic considerations now as follows:

11/31/80
(1296)

- Phase #1 work will be all work from back of curb to back of curb and will be done by DPW forces. *OK*
 - Phase #2 work includes all items in back of the curbs except for miscellaneous electrical underground work which will be done by private contractors. *1/3 about conduct back of curb to front.*
 - A decision has not yet been made concerning how phase #2 work will be contracted and managed. It is possible that the various trades will be let to separate contractors and administered and managed by a construction management system. *1. with CM*
 - A target for substantial completion of all phase #1 work and all phase #2 flat work was set at November 3, 1980 (working days 1490). *OK*
 - It is very important to let phase #2 contracts for long lead time items such as street furniture, steel pipe, pavers, miscellaneous iron, clocks and other such elements start as early as possible. The reason is that to obtain these items shop drawings must be prepared, reviewed, approved, and then the item fabricated and delivered. *OK*
- In the case of some long lead time items the period consumed by this entire process could be as much as 70 to 100 working days. Thus, it can be seen that if we are to complete all phase #1 and a substantial part of phase #2 work by November, 3, 1980 (working days 1490), we must begin just as quickly as possible.
- HUD review and approval is expected on phase #2 funding by April 7, 1980 (working days 1343). *OK*
 - Money for phase #2 is expected to be available from HUD by July 1, 1980 (working days 1403). *OK*
 - Once money is available for phase #2, it is expected that a contract can be awarded, executed, and the contractor moved on the site within 30 working days or by mid-August, 1980. *OK*

Monitoring Report #83
City of Flint Downtown Improvement Program

RALPH J. STEPHENSON, P.E.
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Page six

- Present indications are that phase #1 will require about 77 working days to complete. Thus, this work can be completed by about August 7, 1980 (working days 1429) using a target start date of April 18, 1980 (working days 1352)
- Consumers Power and Michigan Bell Telephone work is expected to start in the field on April 18, 1980 (1352). No problems appear at present to prevent completing it by November, 1980 target date.

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The major goal is to get the area ready for holiday shopping in 1980 so merchants can use the new attractions and the improved area as a drawing feature for their customers.]

To do this will require that we initiate as much work as possible as quickly as possible. Of special importance is to focus on the acquisition of funding and the clearing of all approvals needed prior to acquisition of funding. This includes completion of all contract documents, advertising, and receipt of proposals in phase #2, selection of contractors, and ordering of whatever materials that can possibly be acquired at early dates, on the project.

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It also is important to resolve the method of proceeding in phase #2- whether by general contract or by a construction management technique. The decision should be made as quickly as possible.

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Implementation of Flint Comprehensive Master Plan

Our objectives today were to begin preparation of case study material to allow identification of standard sequences that can be used in future project planning efforts. To accomplish this, Mr. Ursuy, Mr. Vyvyan, and I selected an industrial park model for analysis. We first prepared a laundry list of items up through the administration's and the council's approval. We then began casting this into a network diagram, identifying responsibilities and logic sequences. From this plan of work, it is expected we will be able to develop diagrams of standard procedures that can be used to quickly evaluate the activities necessary to fund the projects, obtain approvals, prepare contract documents, award contracts, and carry out other such work items that are common to most projects in the master planning program.

This analysis is presently proceeding on a pilot basis, but as we get into more of these elements, it would help greatly if those project managers who have and experience in the various procedures being diagrammed were able to participate and convey the benefit of their experiences and performance to us for inclusion in these standard diagrams.

We shall continue to work on this phase of the work as it is appropriate and can be made a part of our ongoing project analysis

RALPH J. STEPHENSON, P.E.
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Monitoring Report #83
City of Flint Downtown Improvement Program

Page seven

work.

General Summary

Overall, the projects reviewed today are contributing positively to the ongoing development of the Flint downtown, as well as the outlying commercial areas. I believe that careful attention to the proposed traffic plan, as reviewed and analyzed, and resulting from the various presentations, be brought to implementation as quickly as possible. Once general agreement has been reached as to the plan desired, it would be wise to assemble a long-range plan of action showing how the improvements are to be put into work. This however, should wait until the traffic plan is released for public view.

One of the major benefits of using a well-defined and accepted plan is that it allows us to maintain the integrity of the project corridors and the conditions that surround them for each of the programs. Thus, prediction of conditions to be expected can be made more accurately, resulting in better traffic flow design and better probability of project success.

Mr. Vyvyan will prepare the agenda for the next session and distribute it to those concerned.

Ralph J. Stephenson, P.E.

RJS:lrn

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

February 15, 1980

Subject: Monitoring Report #84
City of Flint Downtown Improvement Program
Flint, Michigan

Project: 79:30

Date of Monitoring: January 31, 1980 (working day 1296)

Actions taken:

- Monitored Riverfront Center
- Reviewed progress of state office building design
- Reviewed and monitored North Saginaw redevelopment project
- Continued preparation of industrial park case study to aid in implementation of City of Flint comprehensive plan

Riverfront Center

We first reviewed the progress of hotel and convention center construction at the site. Mr. Lusky said that pile driving is continuing although more slowly than had been anticipated and desired. Probably piling will now be complete by mid-February 1980 with start of structural steel set back to mid-March, 1980. However, foundation work at the low rise area has proceeded well, and structural steel will start there about June 2, 1980 (working day 1382).

Construction of the low rise area is very important. Thus, the continued progress being made there may compensate to some extent for delays in the work installing high rise piling. FDC is still maintaining a close in target of November, 1980 with completion by January 1, 1982 (working day 1786).

Presently, most Consumers Power and Michigan Bell Telephone work has been able to move well and aside from some current difficulties with a gas line in the Beach Street right-of-way most utility company work is in fair shape.

We again reviewed the construction conditions at the boundary of the hotel, and Mr. Lusky confirmed that sheeting at the Saginaw Street elevation will still be pulled as quickly as possible so as to permit PASI work to proceed without delay this coming spring and summer.

There was no current word on design progress of the hotel and convention center parking deck. There are, however, indications that most of the outstanding problems will be resolved within the next week, and we are still holding a target start for construction of the parking deck at August 1, 1980 (working day 1425).

A bulletin for revisions to the utility work servicing the plaza fountain has not yet been issued. Again, I suggest these revisions be prepared and issued as quickly as possible so a change order can be issued. It soon will be time to resume underground installation, and we should be ready to start as required.

There was considerable discussion about the turn-on celebration for the Flint River north bank later this year. Present target for public start of the fountains, water wall, the flume, the Archimedes screw, and flooding the channels is set for May 17, 1980 (working day 1373). Mr. Lusky brought up the fact that once the river is brought to its high elevation (about 699' 6") that there is a possibility of the excavated areas having water infiltration. FDC is aware of this problem and are presently designing a dewatering system. This will be available and installed ready for operation prior to May 17, 1980 (working day 1373) subject to confirmation by Mr. Lusky to Mr. Tom Tapp. This activity is very important since the turn-on celebration is a key milestone in the bringing Flint River improvements on line. Presently the date appears to be a feasible target but should be checked carefully.

During our session, we frequently referred to start of construction of the hotel and convention center parking deck due to the need to tie its completion to completion of the hotel. It was still recommended by those at the session that we try to reduce the remaining elements particularly those that must be accomplished by other than the parking deck consultant to a monitorable plan of action by which we could insure that the area would be ready for the contractor to move in and start August 1, 1980 (working day 1425). During the session, we should also insure that full consideration is given to the possible conflict between an existing Michigan Bell Telephone line in Buckham Alley and the sub-structure of the approach and ramp into the parking deck from west Union. There may be no problem at all, but the matter should be checked to make certain that this line is not unintentionally damaged. It should be noted that this line cannot be moved and that design of the apron and ramp if it does conflict will probably have to be adapted to the current location of the underground telephone line.

Again, to be emphasized is the desirability of planning work to be done prior to the start of field work for the parking deck. Mr. Vyvyan will set this item in the agenda, and we should be prepared if felt appropriate to do such planning of the work.

Next, we reviewed the status of PASI phase #2 operations on the east side of Saginaw. There are some property acquisition matters to be resolved as well as working drawings and specifications to be completed. The intent is still to begin construction as soon as possible presumably by mid-March, 1980 and to complete by fall of 1980. Again, these dates are important because there is some indication presently that the State of Michigan office building could possibly be started in the late fall of 1980.

State of Michigan Government Center

Mr. Ken Neumann and Mr. Robert Greager, architects on the state office building, gave a brief presentation of their work to date and schematics for the facility. Their comments were very helpful in firming up some of the thoughts about how the state office building relates to the surrounding areas. There was a large group attending the presentation and discussion revolved around design consideration, service access, core structure, skywalk tie ins, and access to the building. Out of this discussion came several items that should be given early attention since Mr. Greager said that it is possible that the joint capital outlays committee of the State of Michigan may be reviewing the project next week for approval. This means that design development and contract document preparation could begin within the next several weeks.

Therefore, we paid careful attention to those matters of importance in the design of this facility and the preparation of contract documents for its construction. Some of these points, listed at random, are given below:

- The tie in and location of upper level skyways showed up as a critical item in our discussions. There still is no firm location set for the bridge connection from the government center office to the government center parking deck. Thus, the branch location for the skyway from the office building to other areas in downtown is as yet undetermined.

The upshot was that I suggested and strongly recommended that immediate steps be taken to start design of the skyway system so that there is some design and circulation unity in the plan. Miss Stoughton, the project manager, said that a skyway and bridge design was to be part of the phase #3 work. However, as early design and construction moves into work for the various buildings it appears that we should initiate early efforts to get the design of the system started now. It probably would not be necessary to generate full design documents, but preliminary concepts and most especially locations should be established while accommodations can be designed into the various structures that are to receive the walkway and skyway elements.

- The use of Brush Alley from Union Street north to the park came in for considerable discussion since the preliminary planning of the state office building architect is to use it for service traffic entrance while still maintaining a clear pedestrian corridor through from Union to the park. There was some confusion about the use and ownership of this land, and I suggest the matter be reviewed in depth at an early date since it does impact upon final design for the state office building.

It also is a very important element in design of the adjoining private office building and will also influence and be influenced by the design of this facility. As a side note, the architects for the state office building were very anxious to obtain data about the design characteristics of the private office building. Since Brush Alley is the link between the two and since it has been decided that there will be a separation of the buildings by Brush Alley, the use of this key, common land area between the two becomes critical to good design and circulation.

- The handling of service traffic for all facilities bounding Union and Brush Alley must be carefully studied and closely related to each other. Presently, the state office building being the first building to be designed has a service traffic pattern that will be fixed very shortly. This traffic pattern should be checked to insure that it is compatible with the service traffic for the other buildings that are at that intersection, the private office building, the projected commercial center, and even the parking deck. The handling of service traffic in this facility which is the first of these four to be designed and started in the field will set precedents for the others.
- We spoke briefly about the utilities in Brush Alley. Apparently, Michigan Bell Telephone has vacated most of their work in Brush Alley, but Consumers Power still has a major electrical service there that probably will have to be maintained. At present, there is no intent of utilizing any of the space below grade or above grade over Brush Alley between Union and the park for building space.
- During the presentation it was mentioned that the bridge between the parking deck and the state office building was not considered to be a part of the state office building budget. Therefore, in line with our earlier remarks about the skyway program, a quick identification

as to responsibility for construction and cost on this connecting bridge or skyway should be made.

It is possible that clarification of cost, design, and construction responsibility can be made at a later date for these elements. However, what I am urging now is that early design and location determinations be made so provisions for skyway connections can be built into the structures as they are designed and constructed.

- Mr. Greager asked what areas might possibly be available for contractor mobilization areas and storage. This matter will be investigated by the project team.
- There was a question about whether the Sears building foundations have been totally removed. Mr. Ursuy said that under the demolition contract these were supposed to have been removed completely, other than possibly exterior concrete walls adjoining the street. Probably a sub-soil demolition survey should be made to insure that no major problems will be encountered during construction of this project.
- Sewer and water is available in East Union. The lines flow to and come from Harrison. Therefore, there should be no problem with serving the state office building with right-of-way utilities. Leads to the building will be installed as part of PASI work, phase #2 providing sizing and location information is provided by the state and their architects.

The presentation by Rossen/Neumann was well received, and their assistance and courtesy in bringing the material to the meeting was greatly appreciated. We will plan to again discuss design and construction of the state office building in the future as their work proceeds.

New Flint North Commercial Revitalization Project (New Flint North)

We continued our analysis of the current status of work, and it is substantially at the same point as our last monitoring. There has been a tentative decision made to work under a construction management arrangement of some type using the staff of THY to assist in purchasing and managing various contracts during phase #2 work. There has, however, not been any firm decision on the organizational arrangement pending preparation of proposals and execution of agreements between those parties involved.

Monitoring Report #84
City of Flint Downtown Improvement Program
Page six

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

Our discussion today primarily concerned the feasibility of the scheme presently being considered and a discussion of how best to proceed on this matter so that contractor involvement could be encouraged on the basis that careful and understanding contract management would be provided by responsible parties.

At our session it was agreed that we would diagram the actual construction process for phases #1, #1a, and to as great an extent as possible, phase #2. We should also analyze procurement work for special items in the second phase to see what kind of lead times might be needed.

Implementation of Flint Comprehensive Master Plan

There was only a brief time to work on this project but we did update the network model sheet CD-1 to Issue #2, dated January 31, 1980 (working day 1296). We reviewed the logic prepared in our last session and proceeded on from a point where we had cost estimates prepared for the in-house preliminary site plan. Once this has been done a planning package can be made and a presentation given to the various concerned parties, ultimately resulting in a submission to the City of Flint council.

Once the council reviews and approves the in-house preliminary site plan, work can immediately proceed to implementation and acquisition of funding.

The network for the sample industrial development is now complete up to a point where work on the specific project begins. We will continue preparation of this model as decided by Mr. Ursuy at our next or soon to be held session. Mr. Vyvyan will discuss this with Mr. Ursuy to determine his desires.

Ralph J. Stephenson, P.E.

RJS:sps

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

February 22, 1980

Subject: Monitoring Report #85
City of Flint downtown improvement program
Flint, Michigan

Project: 79.30

Date of Monitoring: February 21¹² 1980 (working day 1304)

Actions taken:

- Monitored Riverfront Center project
- Continued work on master plan implementation program
- Reviewed and monitored North Saginaw redevelopment program

Riverfront Center

Mr. Paul Reed of FDC attended our meeting and we spent the early part of the session reviewing the project and briefing him on development programs which surround his site.

Mr. Reed reported that structural steel for the hotel tower is now to be delivered March 10, 1980 (working day 1323) with erection to begin at the tower on March 24, 1980 (working day 1333). The intervening two weeks will be required to unload and shake out steel to get it ready for erection. Present plans are to restrict traffic on Saginaw Street to one emergency lane, two way, beginning March 10, 1980 (working day 1323). Saginaw will be restricted until the tower structural steel is raised. Saginaw will be reopened June 12, 1980 (working day 1390). This is a revision to previous plans and is basically due to a later than expected start of structural steel. However, the period of time which Saginaw Street will be restricted remains the same, approximately 67 working days.

142 of the 153 tower piles have been placed and mass excavation is under way. At Beach Street, gas line work is complete and construction of basement walls is in work.

After considerable discussion about maintenance of full traffic capacity on Beach and Saginaw, it was agreed we should prepare a small network model showing the time periods in which traffic flow on these streets would be restricted. This diagram is

shown on Sheet 41, Issue #1, dated February 12, 1980 (working day 1304). In it we indicate that FDC must first have a dewatering system designed and put in place, along with installation of the west and part of the north basement wall. Once the dewatering system (exterior drain tile) is installed the wall can be backfilled at the west side. Presently, it is planned to have basement walls built and braced in mid-March, 1980 and backfilling complete over the dewatering system at the west wall in late April, 1980.

Tower structural steel, as noted above, will be arriving on the job site starting March 10, 1980 (working day 1323) and be complete with Saginaw reopened June 12, 1980 (working day 1390). On June 12, 1980 Beach Street traffic can be restricted so the section of Beach at the west side of the hotel can be replaced and the base course installed. This work will require about 19 working days at which time Beach Street will reopen on July 10, 1980 (working day 1409). Erection of the low rise structure for the hotel is not considered to be a restraint on Beach Street work.

We also reviewed removal of sheet piling with Mr. Reed and he said, as has been discussed previously, that the sheet piling along Saginaw and the river side of the hotel will be pulled just as quickly as possible. This remains a very critical restraint to completion of PASI work.

We next discussed the other projects in the Riverfront Center including the Offmark office building, the state office building, the state parking deck, and the hotel and convention center parking deck. It is important that work on these projects be meshed together so the concerns expressed by the various design and construction groups as well as the owners of the properties are considered and incorporated into planning and construction operations.

The design of the skyway system was again brought up as a needed element which requires early attention so the projects with which it intersects are properly designed and constructed to accommodate it. It also becomes increasingly important that we tie in the work on the two parking decks to planning and construction of the hotel and convention center and the state office building. It was requested that at a near future meeting Mr. Rich or one of his representatives attend the session to help integrate his work into construction and design work presently in progress. We are still presuming a start of work on the hotel parking deck of August 1, 1980 (working day 1425).

Of considerable importance is the release of phase #2 PASI work and the start of construction on East Union. There is no current word on acquisition of properties along Saginaw Street

nor on the present status of contract document preparation for phase #2. We should monitor these elements in more detail at our next session. It is still planned to start construction of PASI phase #2 work on June 2, 1980 (working day 1382), with advertising to be initiated April 1, 1980 (working day 1339).

Fountain design at the hotel plaza area is now being reworked by CHMP and once revisions are complete drawings will be issued and a change order prepared. At our next session, we will further consider remaining PASI work in both phase #1 and phase #2.

Implementation of Flint Comprehensive Master Plan

We continued to identify and evaluate methods of proceeding with implementation of the City of Flint comprehensive master plan. To start implementation, several ingredients are required:

1. A policy plan adequate to use to update a master plan
2. A master plan which identified physical conditions desired
3. A zoning plan and ordinance which is reasonably current
4. Known citizen input

If we have some or all of the above it is felt that we then can effectively identify opportunities for implementation development. This identification process would include assigning priorities and using well-tempered judgments to say that these are the

- a. programs
- b. projects
- c. jobs
- d. components
- e. endeavors
- f. activities
- g. tasks
- h. developments
- i. plans
- j. models

that we should be engaged upon.

The discussion with Mr. McKenzie of DCD was especially helpful and brought into clearer perspective the planning documents presently available, as well as the purpose of the City's policy statement regarding the comprehensive plan.

In the near future, we shall resume our work on preparing standard network models to be used as library documents for implementation work. The network model for the sample industrial park, Issue #2, dated January 31, 1980 (working day 1296) is complete through to council approval. We shall discuss the process in more depth at our next diagramming session.

As we have proceeded through the brief meetings held to date on implementation of the master plan, it has become increasingly apparent that the need for an implementation process will soon become acute due to the number of programs that are presently being brought on line. Therefore, I recommend that the city set specific administrative guidelines that define the responsibilities of those who must plan and execute the master plan work.

New Flint North Commercial Revitalization Project (New Flint North)

Our discussions today revolved around the timetable to get work into the field on both phase #1 and phase #2 of this program. It has been decided that phase #1 will be built by the DPW from contract documents already issued and priced. This work is expected to begin in mid-April, 1980. Mobilization is presently under way, and no difficulties are expected in getting field work started.

For phase #2 work, it has been tentatively decided to use a modified form of construction management, and the management proposal is presently being prepared for review and approval by DCD. Plans are to get phase #2 work into the field sometime in early July, 1980. It should be emphasized that there are some long lead time items that probably will be required for field work to proceed continuously.

In reviewing the method by which this work will be initiated, we must carefully consider how the following items are to be handled in phase #2:

- Field supervision
- Processing of submittals and shop drawings
- Initiation of bulletins

- Conversions of bulletins to change orders
- Possible cost overruns on contracts
- Bonding requirements
- Provision of general requirement items at the job site

All of these are critical to letting separate prime contracts and should be analyzed carefully to avoid gaps or excessive overlaps.

It is still the intent to complete all phase #1 work and all phase #2 flat work up to grade by November 3, 1980 (working day 1490). To do this, it will be necessary to insure that contracts for embedments in concrete for phase #2 items are let promptly and that the items are on the job so installation of concrete elements can proceed without delay. Essential to this is prompt submittal, review, and approval of all shop drawings and cuts.

General

Overall, hotel and convention center work is moving fairly well although there have been some delays in piling installation, deliveries, and subsequently, to start of erection of structural steel.

Other Riverfront Center programs are moving well. There have been some delays in completing acquisition of property to totally free up phase #2 PASI work for the Riverfront Center. However, constant efforts are being made to get this work under way in the field by early June or July, 1980.

At our session today it was again brought out that design of the skyway system and the location and nature of the various interfaces with surrounding buildings is of primary importance. This is essential because the projects about to be launched including the parking decks and the State of Michigan office building require that location of skyway interconnections be fixed as quickly as possible.

In fact, all design elements of the entire Riverfront Center area should be given a careful review to insure that decisions have been made that will allow full design to proceed on all buildings in the entire project.

The implementation program for the Flint master plan is still being worked upon, and some progress was made today relative to identifying future direction of our efforts. I recommend

Monitoring Report #85
City of Flint downtown improvement program
Page six

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CONSULTING ENGINEER

we continue preparing sample development models so these are available as projects come on stream.

Important to implementation progress is to insure that programs can be brought into being even though a master plan has not yet been totally approved. Therefore, the machinery for implementing these programs must be prepared and available as the demand for the projects occurs.

Work on the North Saginaw development is proceeding with plans still to construct the entire program to grade with all flat work installed by early November, 1980.

Mr. Vyvyan is presently preparing the agenda for our next session and will convey it to those concerned.

Ralph J. Stephenson, P.E.

RJS:sps

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

March 3, 1980

Subject: Monitoring Report #86
City of Flint downtown improvement program
Flint, Michigan

Project: 79130

Date of Monitoring: February 25, 1980 (working day 1313)

Actions taken:

- Monitored Riverfront Center project
- Continued work on master plan implementation program
- Reviewed and monitored North Saginaw redevelopment program

Riverfront Center

Pile driving for the hotel tower is complete, and mass excavation will be completed sometime this week. Pile caps will be put into work this week. Structural steel is to be delivered March 17, 1980 (working day 1328) and erection will start March 24, 1980 (working day 1333). Shake out and mobilization time for structural steel erection has been reduced which allows the later delivery time.

The dewatering system has been designed and will be installed shortly when basement wall construction at Beach Street has moved far enough along for the drain tile to be installed. Present plans are to pour out the west basement wall by February 28, 1980 (working day 1316). A considerable length of the north and a portion of the west wall has already been poured already. We probably will be able to complete back-filling and compacting at the west side of the west wall earlier than had been originally expected. However, we still will not be able to restrict Beach Street for construction and repairs until Saginaw Street has been reopened to its full width.

The present plan to start Beach Street work still holds for June 12, 1980 (working day 1390). Completion of the Beach Street improvements and reopening of the road full lane will be by July 10, 1980 (working day 1409). It was re-affirmed that sheet piling along Saginaw and at the north would be done by June, 1980. This is critical to allowing adjoining P&S work to proceed.

*M. J. S.
6
revised.*

At our monitoring session, we prepared a network model for the administrative front end work necessary for parking deck construction to start. Activities to be done are shown on sheets 42 and 43, Issue #1, dated February 25, 1980 (working day 1313). The network model shows the various agreements, approvals, leases, assignments, and purchases necessary to issue bonds and receive construction monies from their sale. The key element in the plan of work is preparation and submittal of the revised project plan by PANAM to EDC. This revised project plan is presently in work by PANAM, but there is no current word on when it will be available for review by EDC.

If an expedited submittal of the project plan can be achieved it makes preparation, submittal, review and approval, and execution of a bond agency agreement very important. The present target is to have the revised project plan along with the land control agreement with Citizens, the land lease agreements, and the right-of-way rights agreement completed and ready for council review and approval by June 2, 1980 (working day 1382). If certain of the tasks preceeding this target council review and approval date can be shortened, it might be feasible to set an earlier council date. Once council has been presented with the revised project plan, there is a time restraint to a public hearing, then the hearing itself, followed by execution of various agreements with EDC, and consequent assignment of rights from EDC to PANAM. At that point, EDC can approve the bond issue, close and execute the bond agreements and assignments, and finally registering, and delivering the bonds.

Present plans show that if a bond purchaser can be located promptly, we could have bonds delivered by July 31, 1980 (working day 1424) which fits in well with current plans to begin construction no later than August 1, 1980 (working day 1425).

We were not able to prepare network models for preparation of the contract documents and the various review and approval periods needed to insure that these are given a full sign off by all concerned. However, we do have a laundry list of random items needed to be done during preparation of contract documents, and shall discuss this sequence at our next session. It would be of great help if the various parties who are authorities on construction of the deck, along with the members of the DCD staff knowledgeable about EDC and the various agreements that must be prepared were able to be present at our next session.

The tracings, sheets 42 and 43, were left with Mr. Ray Vyvyan for printing and distribution.

We closed out our discussion by reviewing the revised fountain design which presently is in work by CHMP. CHMP expects to issue these near the end of March, 1980 but presently are

waiting for information from Hobbs Engineering who is preparing the revised engineering design for incorporation in the contract documents.

Implementation of Flint comprehensive master plan

Added to the list of ingredients required to start implementation carried over from report #85, page 3, should be:

5. Known deficiencies and surplusses

Using our previous discussion outlined in Monitoring Report #85, we reviewed the sample industrial development network model with additional staff members from DCD and began preparing a checklist of the control elements for master plan implementation. These were divided into four major headings:

- Land control -
- Legal -
- Finance -
- Political -

Under these major categories, as shown on sheet CS-2, Issue #3, dated February 25, 1980 (working day 1313) it is possible to group several methods, procedures, and systems that influence controls to be exerted on master plan implementation. This list is by no means complete, but does give us a starting point and a checklist by which we can initiate further sample network models for typical implementation programs.

We may carry out this checklist and work through some of the control elements at our next session. Presently we are searching for a technique by which we can identify explicit factors which lead to successful implementation. Mr. Ursuy will check out the material discussed today and involve those who can contribute to further planning of the very important sample network models.

New Flint commercial revitalization project (New Flint North)

A decision is near on selection of a specific method by which phase #2 work will be managed in the field. It appears that a modified construction management plan will be applied and the proposal for this work is now being considered and studied by DCD.

Monitoring Report #86
City of Flint downtown improvement program
Page four

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

Our work today consisted of monitoring progress on the phase #1 work. We were not able to do any detailed diagramming since some of the staff involved in the implementation process were not able to attend the meeting. However, it is still expected that the grant processing will move as outlined in the network model currently being used to monitor the project. The targets outlined in previous monitoring reports are still being maintained and, at our next session, we expect to have the implementing staff available to be able to diagram phase #1 and parts of phase #2 work to be completed this year.

By that time, probably the management structure for carrying out phase #2 will be identified, and we will be able to have the people to be directly involved in the construction management process to give us authentic information about how the work is to proceed.

Again, I stress that it is of the utmost importance that all of the administrative elements required to manage phases #1 and #2 in the field be identified, decided upon, and stated as policy as early as possible for the benefit of all who are involved in the project.

General

Please note on page 1 of Monitoring Report #85 that the date of monitoring is given as February 21, 1980 (working day 1304). This should read: Date of Monitoring: February 12, 1980 (working day 1304).

Mr. Vyvyan is preparing the agenda for our next session and will forward it to those concerned.

Ralph J. Stephenson, P.E.

RJS:sps

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

March 19, 1980

Subject: Monitoring Report #87
City of Flint Downtown Improvement Program
Flint, Michigan
Project: 79.30
Date of Monitoring: March 14, 1980 (working day 1327)

Actions taken:

- Monitored Riverfront Center project
- Continued work on master plan implementation planning
- Reviewed and monitored North Saginaw redevelopment program

Riverfront Center

Installation of the hotel dewatering system is about to begin, and it is expected by the contractor that backfilling will be complete to rough grade at Beach Street by March 31, 1980 (working day 1338). A major portion of the basement walls have been built, and foundation work is proceeding well.

Structural steel is due to begin arriving on March 17, 1980 (working day 1328), and arrangements have been made to block off Saginaw Street between Union and the river for stock-piling and shake out. Steel erection will begin March 24, 1980 (working day 1333) and presently we are adhering to the targets established in previous planning sessions.

It was noted here that the reopening of Saginaw Street will now be June 19, 1980 due to the one week later start on arrival of structural steel. Work at the Beach Street area can begin once Saginaw Street is reopened on June 19, 1980 (working day 1395).

We again discussed removal of sheet piling along the river and Saginaw Street elevations. The intent is to remove this sheeting sometime during the month of June, 1980 probably near the end of the month. This is a critical point since every effort will still be needed to get remaining PASI work into the field so as to complete this fall.

There was a brief discussion about redesign of the fountain. Presently engineering contract documents are almost complete and should be available for pricing sometime next week. Work there is very important since it must be closely correlated with erection of structural steel. Probably fountain foundations will begin while structural steel is still being erected, and therefore close cooperation between the parties involved will be essential to avoid disruptive interferences. Mr. Ken Collard will meet with Mr. Paul Reed at the site to review the necessary interfaces.

We had considerable discussion about ordering new pavers for sidewalk areas, and the re-use as well as purchasing new brick for street work. Mr. Paul Hegedus of CHMP will do a brick and paver count, and he will then confer with Mr. Collard and Mr. Reed concerning additional materials needed.

There were several items discussed relative to the adjoining hotel convention center parking deck, but since no technical data was available we were not able to project with any accuracy the possibility of starting work by our present target of August 1, 1980 (working day 1425). It is urgent that if the hotel is to be provided adjoining parking spaces in the number required by their agreement with the city we continue planning for a start of deck field work by August 1, 1980 (working day 1425). This is now only 98 working days away, and time is getting very short for completion of all activities that lead up to the start of parking deck field work.

The need for a conference with the parking deck developer is important to gain a clear picture of the physical characteristics of his construction operation. It is important for the building team at the hotel to know what conditions they must accommodate and prepare for as the deck is built. Also, it is important for those installing PASI work, both the private contractor and the city, to properly correlate their operations with the parking deck construction. The need for an exchange of construction planning information is great, particularly now.

Present activities for both the hotel and convention center construction as well as for PASI phase #1 work is being planned with the assumption that the parking deck construction can proceed around the needs of the construction of these two elements. Therefore, this may cause some inconveniences or schedule difficulties for the parking deck constructor if advance planning is not done early enough to resolve possible conflicts.

Also, of major importance is that parking deck construction not interfere with or restrict traffic on either West Union or Beach during the holiday season (from mid-November through early January).

Phase #2 PASI work is now in for final corrections, and a meeting is scheduled for March 18, 1980 (working day 1329) to review the drawings and specifications. Contract document work will continue on, aiming for an issue of the documents sometime in early May, 1980. Presently we are also considering May 1, 1980 (working day 1361) for the target for obtaining the grant. PASI phase #2 work is, at this time, scheduled for start in the field about mid or late July, 1980. I recommend we prepare a network model for getting the work under way including the necessary acquisition and demolition work needed to start in the field. We shall consider this matter at a planning session soon.

Implementation of Flint Comprehensive Master Plan

A detailed discussion was held with Mr. George Ursuy and Mr. Greg McKenzie about the various elements to plan and the method by which we are to implement these plans. Presently there are five identified mandated projects:

- Capital improvement program
- Capital improvement budget
- Zoning ordinance amendments
- Master plan completion
- General planning

These are the responsibility of the new land use section headed by Mr. Ursuy. We selected the master plan completion to focus on for our work today. Our planning included preparation of a comprehensive laundry list and initiation of a network model on sheet CS-3, Issue #3, dated March 14, 1980 (working day 1327). This document was left with Mr. Ursuy for his review and further thinking about the program. The intent is to diagram the procedures necessary to have reached a point where the city council has adopted the master plan and approved the implementation process recommended.

As part of this master plan, I suggest that we incorporate in it the method of selecting projects for priority programs as well as the implementation techniques to be used. This insures that the methodology is available to those who must carry out the various programs.

Mr. Ursuy will review the laundry list carefully and discuss it with other staff members. Thus, at our next planning session for the master plan we should be able to proceed with actually preparing the network models required.

New Flint Commercial Revitalization Project (New Flint North)

It is expected to begin work in the field on phase #1 April 1, 1980 (working day 1339). This work is to be done in the main by DPW staff. However, Consumers Power will also have electrical service to install, and it has been decided that the electrical service needed for the various street fixtures will be installed as a part of phase #1. However, contract documents for phase #1 electrical work have just been completed and will be issued next week for proposals and DPW phase #1 work will undoubtedly start prior to phase #1 electrical work.

started
Mar 27, 80
(1376)

B.L.
due
Apr 17, 80
(1370)

There have been some difficulties in obtaining proposals for Consumers Power underground installation. But, it is still hoped to bring the contract to council by April 14, 1980 (working day 1348) for approval. If this is the case, Consumers Power can be in the field starting their work by April 21, 1980 (working day 1353).

ok -
will
start by
Apr 21, 80
(1353)

It was decided at our session that installation of electrical conduit for Consumers Power and for the phase #1 electrical contractor would be made by the DPW with cooperation from Consumers Power and DCD, as initial curb and drive work was installed. At some point it is expected the Consumer's and phase #1 electrical contractor's work will move past in-work DPW installation of curbs and drives. Therefore, installation of conduit will only be required during the early phases of the work. This matter will be reviewed in detail by THY, the DCD and Mr. John McGarry, and the DPW.

The intent is to complete all phase #1 work by early September, 1980 and to maintain a flexibility of backfilling so that if phase #2 work has not been able to be completed that the fill strip in back of the curb line can be graded with top soil and seeded for appearance.

We shall continue the planning work for phase #1 and start planning for phase #2 at our next session. Presently an evaluation of the method by which phase #2 contracts is to be implemented is still under consideration. I recommend that this matter be resolved soon since there are some long lead time items that must be procured early in the phase #2 project life.

General

Overall, the three programs outlined above are moving relatively well, although there is ongoing concern about the need to exchange information relative to parking deck construction at the hotel and convention center.

Monitoring Report #87

City of Flint Downtown Improvement Program
Page five

RALPH J. STEPHENSON, P.E.

CONSULTING ENGINEER

The implementation program for the master plan for the City of Flint should move well since Mr. Ursuy is now focussing attention on getting the project organized and the scope of work defined.

Construction is about to begin at the North Saginaw area, and the DPW expects to move on the site about April 1, 1980 (working day 1339). Present intent is to get at least phase #1 work complete by the fall holiday season or earlier.

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

Ralph J. Stephenson, P.E.

RJS:sps

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

April 21, 1980

Subject: Monitoring Report #88
City of Flint Downtown Improvement Program
Flint, Michigan

Project: 79.30

Date of Monitoring: April 14, 1980 (working day 1348)

Actions taken:

- Monitored Riverfront Center project
- Continued discussions of master plan implementation work
- Reviewed and monitored North Saginaw redevelopment program
- Completed rough diagram for phase #1 of north Saginaw project

Riverfront Center

Most of the steel for the first three hotel floors has been delivered and is partially erected. Following steel is being delivered to the job site now, and FDC expects erection will proceed continuously interfacing closely with precast deck installation. Precast deck is due to start April 23, 1980 (working day 1355). Low rise structural steel will be started in the field May 5, 1980 (working day 1363) with both the low rise and tower building to be erected completely by July 7, 1980 (working day 1406).

This is 11 to 16 working days later than had been originally intended for completion of structural steel and will delay the partial re-opening of Saginaw to traffic. At present Saginaw Street is totally closed and the entire area is being used for stockpiling, shake out, and erection area for structural steel. Oral permission was obtained to do this, and I suggested to FDC that they confirm the permission in writing to those city parties involved. The matter of restricting traffic on downtown streets is one of concern to all parties involved and should be done carefully and with adequate pre-alert.

We spent a good share of our discussion time today reviewing problems with traffic that may be encountered over the next few months. The Saginaw Street reopening to traffic will be done on July 7, 1980 (working day 1406) with two lanes returned

to traffic use. Meanwhile, the west curb line public area site improvement work will be installed after which a total of one lane each way will be opened on Saginaw. At this time, the east curb line public area site improvements will be installed and the median constructed. When this work is complete, Saginaw will be fully opened to traffic.

With the present projected plan and no work on PASI operations during erection of structural steel, the full opening is set for about mid-August, 1980. However, there is some hope that a portion of the work perhaps at the east curb line and on the median could be done midway through steel erection when the shake out area has been cleared. If this is the case, considerable compression of the time to reopening Saginaw to full traffic can be accomplished. The matter is being studied presently by FDC and the DPW. (d.)

Another traffic situation that was discussed in depth is the construction of the south half of Kearsley from Grand Traverse through to Saginaw. Presently the north half of Kearsley is rebuilt, and work is actively in the field for the south half of Kearsley near Grand Traverse. It is expected that this work will be to the relocated Beach Street corner within the next 10 to 15 working days. At that time, it will be necessary to restrict traffic in the Beach Street right-of-way to complete curb and base work at the intersection of Beach and Kearsley.

We identified several different approaches that could be taken to construct the intersection. It was decided at this session that the best solution would be to continue work on Kearsley from west to east with no break in the time sequence. However, work at the intersection of Beach and Kearsley will be done on a weekend and overtime basis. The work can be installed in two successive weekends when traffic volume is less than during the business week. It is anticipated that this will be done during the next 15 to 25 working days.

It is important that the traffic plan for the downtown area be put in order prior to May 14, 1980 (working day 1370) since there will be a full scale hearing regarding several parking and traffic circulation matters held then.

Along the Beach Street side of the hotel, backfilling is being held until Consumers Power can complete installing their gas line. Presently there is a delay due to late delivery of a valve, and discussions today indicated that we will probably hold off backfilling until Consumers receives the valve and can install the line after which grade can be brought up to street level. FDC said they would provide a full three lanes of traffic capacity on Beach Street by next Monday morning, April 21, 1980 (working day 1353). d

Another potential difficulty that was reviewed in detail was the possibility of work stoppages due to contract expirations of trade agreements. Between May 1, 1980 (working day 1361) and July 31, 1980 (working day 1424) practically all major construction contracts expire in the Flint area. Since there are approximately 10 trades involved in work presently at the site with the possibility that additional will be involved within the next one to two months, the impact of any work stoppage on the project could be significant. There is no current word on the possibility of work stoppages, and therefore no major planning could be done at this session to accommodate potential strikes. However, we should plan to discuss the matter at each of our monitorings since any major work stoppages at the hotel could force several trades on surrounding areas into undesirable construction difficulties.

Sheet piling around the hotel building is still due to be pulled the third week in June, 1980, and notice should be given to the piling contractor that he should be ready to move in and remove his sheeting as quickly as he can. Removal of the sheeting is important not only to continuation of PASI work on Saginaw and at the river side but also to erection of masonry on the hotel itself.

There is still no information available regarding construction of the parking deck. Therefore, a decision was made at this session that construction work for both the hotel and PASI operations would proceed on through to completion without detailed consideration being given to construction needs of the parking deck for the hotel and convention center. If there is a resolution of the parking deck situation within the next month or so, it is possible that this procedure could be altered to encompass full or at least partial consideration of the needs of the parking deck.

It was brought out that the design elements of the spaces in between the various buildings at the Riverfront Center still need attention on an ongoing basis. This includes the alley spaces and skyways that connect or tie the project together. This matter should be continually addressed because much of the design of the various individual projects depends on how they connect to adjoining facilities.

← f o
Will examine this problem.

We diagrammed continuation of PASI work for phase 1 at the Riverfront Center and identified the fact that the ordering of pavers and paving brick is dependent upon revision and pricing of several drawings. The pavers which are to be furnished by FDC and the phase #1 PASI contractor can only be ordered after the crosswalk revisions are evaluated by the contractor. This is presently in work and an order for the pavers should be able to be placed within the next 5 to 10 working days.

The fountain redesign is presently being reviewed by GBQC, after which the contract documents must be brought to a point where they can be issued for pricing. Then, a change order will be issued for the fountain work if required. Revised documents presently are to be issued by May 8, 1980 (working day 1366) with the change order to be available by July 7, 1980 (working day 1406) to correspond with the point in time at which the field erection area will be freed for plaza and fountain work.

Paving brick can only be ordered after finally determining the number of paving brick required. Once this has been established, the city can obtain paving brick proposals, along with samples; then the design review committee will look at the brick for review and comment. Next, the City of Flint will purchase the brick concurrently with FDC so as to maintain consistency in the brick color, range, and texture. Probably paving brick will be a long lead time item and therefore, obtaining all prior approvals should be done just as quickly as possible.

The work in PASI phase #1 operations is shown in part on sheet #42, Issue #1, dated April 14, 1980 (working day 1348). This sheet was left with Mr. Vyvyan for distribution to those concerned.

We did not discuss PASI phase #2 work in depth, but contract documents will be issued May 1, 1980 (working day 1361) for proposals. The grant has been obtained, and work should be able to proceed there as soon as proposals are received, the contractor selected, and the contract awarded.

There still is no word on completion of property acquisition in the area, and this is being followed carefully by the project team.

Implementation of Flint Comprehensive Master Plan

We continued our discussions of the implementation process with George Ursuy, Jerry Childers, Dick Kagerer, and Ray Vyvyan. Mr. Ursuy and I reviewed the random laundry list for obtaining council approval and authorization to implement the master plan. Mr. Childers agreed generally with the items to be done and added other elements that should also be considered. We then tentatively set target dates for council approval of both the policy plan and the master plan. At succeeding sessions if approval to proceed is given we shall diagram the actual process needed to achieve these approvals within the time constraints assumed.

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Monitoring Report #88
City of Flint Downtown Improvement Program
Page five

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

New Flint Commercial Revitalization Project (New Flint North)

The phase #2 grant has been denied and so presently we are to construct phase #1 and then stop work on the project. We concentrated heavy effort on completing the plan of work for phase #1 PASI work, and this is shown on Issue #2, dated April 14, 1980 (working day 1348) sheet #41. Present plans are to complete placing the asphalt on the new street by August 26, 1980 (working day 1442). This will bring all curb and gutter improvements, new drive accesses, new electrical installation and backfilling the sidewalk side along with some seeding, to grade and should leave the area in good shape for the merchandising season coming up during Labor Day and Thanksgiving.

There is no way to project when and if phase #2 work will proceed. However, some consideration is presently being given to methods by which the sidewalks can be replaced, and if this is done, it should be further noted that inserts for phase #2 miscellaneous iron work should be installed as an integral part of the sidewalk work. This matter is being studied by Mr. McGarry and Mr. Dan Clark of THY.

The council has approved the contract with Consumers Power in phase #1, and Consumers Power expects to move on the job within the next 5 working days.

Proposals are due in for phase #1 electrical work on April 7, 1980 (working day 1351) and the phase #1 electrical contractor should be able to move on site by May 5, 1980 (working day 1363). It is important to get both Consumers and the electrical contractor on the site so they can install their conduit sleeves underneath the walks and driveways. Prior to the point where they move on the job, the phase #1 DPW contractor will probably install PVC sleeves.

We shall plan to monitor the job from the network model shown on sheet #41, Issue #2, dated April 14, 1980 (working day 1348). This tracing was left with Mr. Vyvyan for distribution to those concerned.

Ralph J. Stephenson, P.E.

RJS:sps

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

May 27, 1980

Subject: Monitoring Report #89
City of Flint Downtown Improvement Program
Flint, Michigan

Project: 79.30

Date of Monitoring: May 15, 1980 (working day 1371)

Actions taken:

- Reviewed current status of Riverfront Center project
- Inspected North Saginaw and Riverfront Center project briefly
- Reviewed and monitored North Saginaw redevelopment program
- Prepared network model for Economic Adjustment Plan implementation (EAP)

Riverfront Center

Construction of the hotel continues with no current strike interruptions. Structural steel is erected at the perimeter through the ninth floor with 6th floor precast being erected today. Low rise structural steel is arriving at the site, and erection is expected to begin about May 20, 1980 (working day 1374). It should be kept in mind that the possibility of strikes is high at present particularly in key trades. The structural iron workers and resteel iron workers contracts expire May 31, 1980 (working day 1382), and there is no current word as to whether a settlement can be expected.

The FDC staff said that low rise structural steel erection will not impact upon either Saginaw or Beach Street traffic. However, it is still expected that the erection of tower structural steel will require Saginaw Street to be open only to emergency traffic through July 7, 1980 (working day 1406). Beach Street has been opened to three lanes although there are periods of time during the week that it is narrowed due to construction activity at the boundary of the site. There was considerable discussion about the importance of maintaining Beach Street at as full a capacity as possible. Every effort will be made to do this until Saginaw can be completely reopened.

The FDC staff reported that the Consumers Power work is now complete at Beach Street, and that the hotel foundation drainage system is also complete. Sheet piling is expected to be pulled starting in early June, 1980 provided the demolition contractor is able to move on the site at that time.

There has been some activity on the hotel parking deck. A financing plan has been prepared, and it is hoped to be able to begin construction by October, 1980 (working day 1467). I suggested to Mr. Whitney that we prepare a network model to reflect the sequence of actions needed to get parking deck construction started at the site. This will be arranged between Mr. Whitney and Mr. Vyvyan.

We reviewed at length the various corridors that are to be established as the Riverfront Center project moves on through to completion. A new corridor schedule was prepared and issued to those concerned. The schedule is shown on sheet #3, Issue #1, dated May 15, 1980 (working day 1371). A review of these corridors is given below:

<u>Corridor</u>	<u>Description</u>	<u>Date Begins</u>	<u>Condition</u>	<u>Date Ends</u>	<u>Condition</u>
51:13	Saginaw Street closed except for one lane Union to river	In effect		July 7, 1980 (working day 1406)	
51:14	Saginaw Street restricted to local traffic Kearsley to Union	In effect		August 13, 1980 (working day 1433)	
51:15	Saginaw open to two lanes of traffic Union to river	July 7, 1980 (working day 1406)		August 13, 1980 (working day 1433)	
51:16	Saginaw Street open to full traffic Kearsley to river	August 13, 1980 (working day 1433)		Permanent	
51:17	Beach Street traffic restricted from none to two lanes during construction of east side and islands	August 13, 1980 (working day 1433)		September 5, 1980 (working day 1449)	

Monitoring Report #89
City of Flint Downtown Improvement Program
Page three

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

<u>Corridor</u>	<u>Description</u>	<u>Date Condition Begins</u>	<u>Date Condition Ends</u>
51:18	Beach Street closed to all traffic during paving	September 5, 1980 (working day 1449)	September 10, 1980 (working day 1452)
51:19	Beach Street open full width Kearsley to river	September 10, 1980 (working day 1452)	Permanent
51:20	Union Street between Beach and Saginaw remains closed to traffic until hotel and parking deck at the hotel are open	In effect	December 31, 1981 (working day 1785)
51:21	Kearsley street traffic restricted to one lane between Beach and Saginaw (Note: to be checked)	In effect	June 6, 1980 (working day 1386)
51:22	Kearsley and Beach intersection work restricts intersection capacity to one lane on each street for one full week plus two weekends	June 6, 1980 (working day 1386)	June 16, 1980 (working day 1392)
51:23	Kearsley street closed periodically for raising manholes and laying wearing course	June 16, 1980 (working day 1392)	July 7, 1980 (working day 1406)
51:24	Kearsley street open Saginaw to Grand Traverse for full traffic	July 7, 1980 (working day 1406)	Permanent
51:25	Kearsley street closed between Saginaw and Harrison for PASI #2 reconstruction	No word on start or completion	

The network model from which the above corridor descriptions were derived is shown on sheet #42, Issue #2, dated May 15, 1980 (working day 1371). This network model is under study continuously by the DPW to see where time compressions can be effected and how

street capacities can be maintained at high levels. However, we are utilizing the model as the standard of performance for street work and PASI work in the Riverfront Center over the next several months.

In a discussion about target dates for development of the entire area, it was decided that we would continue to hold the Riverfront Center dates shown on pages #1 and #2 of Monitoring Report #82, dated December 13, 1979 (working day 1263). It would be appropriate sometime in the near future to again conduct a detailed discussion of these dates to confirm that they are, in fact, valid and achievable. It was again re-emphasized by all concerned at our meeting that attention must be given to the areas between the various specific projects within the Riverfront Center. Apparently, there is some study being given to these interfacing areas now, and I strongly urge it be formalized and implemented as an official part of the downtown design program.

The fountain and plaza work at the hotel area is expected to be able to begin as soon as that area is freed up by FDC from their steel erection operation. Paving brick proposals have been requested by the city, and close cooperation will be maintained between the city, FDC, and the PASI #1 contractor to insure that paving brick and all other special materials are appropriately ordered in the correct amount for the total project.

It was noted by the project team that Department of Natural Resources and State Health Department approvals will be needed on PASI #2 contract documents. This matter will be followed by CHMP.

As our review of the project closed out, it was again re-emphasized that since no information is currently available on the parking deck design, that current construction work in the area will proceed largely independent of the parking deck unless there is information conveyed that can be economically and easily incorporated into the current construction process. For this reason, it becomes important to identify design features of the parking deck particularly those structural accommodations that must be made at as early a date as is possible.

New Flint Commercial Revitalization Project (New Flint North)

We made a brief review of the status of this work and updated the network model, sheet #40, dated April 14, 1980 (working day 1348) of Issue #7. Presently construction work is

proceeding very well at the site although there is now a relatively serious problem with the electrical work. Electrical proposals were high than expected and revisions are presently in work. Therefore, DPW work is now proceeding independently of the electrical installation. However, the DPW is watching the project carefully and will make every effort to accommodate what electrical work has to be put in later now. Consumers Power is expected to be on the job in 5 to 10 working days, and they will be able to closely interface their work with that of the DPW. Overall, we are still maintaining a target to place asphalt on the street and complete the phase #1 work by August 26, 1980 (working day 1442).

There is no word relative to phase #2 as yet. Therefore, present plans are to make every effort to leave the phase #1 work in such condition that it will be effective and safe for customers of the businesses on the street. It is expected that some backfilling and seeding activities can be incorporated into phase #1 work that will provide a suitably landscaped temporary space between the curbs and the walks.

Economic Adjustment Plan (EAP)

This work analysis was substituted for Flint comprehensive master plan work on our agenda since there presently is an application being prepared to receive an economic adjustment plan grant to allow 5 major programs to be put into work. These are designed to help alleviate the current economic distress being experienced by the community. The five programs include emergency safety services (ESS), revolving loan funds (RLF), UDAG projects, EDC projects, and foreign trade investment activities (FTI).

We diagrammed the use of early funds for each of these five grant projects showing them on sheet #44 and #45, Issue #1, dated May 15, 1980 (working day 1371).

This diagram was prepared in response to the request of the DCD that a graphic flow chart be available for submission with the grant application. Mr. Ursuy said that the DCD will extract the data from the network model and incorporate it into their grant application.

This could be a significant program, and I suggest that when the grant has been obtained, that we give the five projects careful planning attention to assist in their prompt and proper implementation.

We shall continue working on implementation of the Flint comprehensive master plan at our next session. Meanwhile, prints of the economic adjustment plan flow chart have been issued to those concerned.

Monitoring Report #89
City of Flint Downtown Improvement Program
Page six

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

General

As part of our work today, I visited the North Saginaw and the Riverfront site with Mr. Ray Vyvyan and observed the current field conditions of the two projects. Reports on the job are as noted above. Mr. Vyvyan and I also prepared an agenda for the next session, and Mr. Vyvyan will distribute it to those concerned.

Ralph J. Stephenson, P.E.

RJS:sps

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

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

June 3, 1980

Subject: Monitoring Report #90
City of Flint Downtown Improvement Program
Flint, Michigan
Project: 79:30
Date of Monitoring: May 30, 1980 (working day 1381)

Actions taken:

- Prepared network model of front end work (F) for hotel parking deck to point of early contract awards
- Monitored Riverfront Center Hotel project
- Reviewed master plan implementation process in detail
- Monitored North Saginaw redevelopment program

Riverfront Center hotel parking deck

In conjunction with Mr. Whitney of the Downtown Development Authority (DDA) we prepared a network model showing the steps necessary to issue bonds, prepare contract documents, and award early contracts for the hotel parking deck at the Riverfront Center. This network model is shown on sheet #46, Issue #1, dated May 30, 1980 (working day 1381).

The bond issue requires a Michigan Finance Commission application to be submitted, reviewed, and after the referendum waiting period, approved. Following this, we can solicit and receive bids for the bonds and accept the purchase proposal. Following this, bonds can be printed, delivered, and a transfer of funds made.

Concurrent with this work, the architect/engineer will complete preliminary contract documents for review and approval by several agencies. The method of awarding construction contracts should be an integral part of the early review of the preliminary contract documents since it is possible that by early awards of key contracts for foundation work and superstructure elements considerable time can be saved in submittals of shop drawings and review and approval of these important documents.

It appears presently we could be ready to let an early contract for some elements by August 19, 1980 (working day 1437). The

total job will be designed, approved, and ready for issue, according to our current diagram, by about November 7, 1980 (working day 1494). Allowing another 10 days for the DDA to award a contract brings start of field work to about November 21, 1980 (working day 1504). Thus, if procurement could have begun by August 19, 1980 (working day 1437) there is about 67 working days of shop drawing preparation, submittal, and approval that could proceed before construction contracts are awarded.

One method of doing this would be to commit for the cost of shop drawing preparation, similar to the method of committing for the architectural engineering fees. If the job does not proceed at the planned point, the city, of course, would then be liable for the cost of preparing shop drawings. However, this is only one of several other costs that could be incurred in the front end work for the deck in any event.

We will plan to review, on a regular basis, progress toward completing the hotel parking deck design along with the preparation of documents and applications for the bond issue at subsequent sessions. I recommend we give this project careful attention to assure it is carried out within the essential time frames.

Although our present starting point for construction of the parking deck is a considerable time after what had originally been desired, it is probable that it is possible to complete the deck by the target completion set for the hotel. The difficulty now is that much of the foundation and superstructure construction will probably have to proceed in less desirable weather than had been originally intended.

Riverfront Center Hotel

As of May 30, 1980 (working day 1381) structural steel is set through the ninth floor with precast in place through the eighth. The total building will be 16 stories high at the main roof area with penthouse extending two stories above that. Structural steel through the 13th floor is on the site and low rise structural steel has begun. Much of the concrete work for the base of the structure is completed and work is moving well on basement floor slab work.

It was pointed out at our session that the structural iron worker's and resteel worker's contracts expire June 1, 1980 (working day 1382) and that there is no current word on whether or not there will be a work stoppage. If a strike does occur, the project will probably come to a halt since most major activity is presently structural steel erection and reinforced

Monitoring Report #90
City of Flint Downtown Improvement Program
Page three

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

concrete installation. Since there is no authentic trade information available we will maintain present targets for reopening of Saginaw Street for construction of additional PASI work on July 7, 1980 (working day 1406).

Again, a review was made of the process by which Saginaw Street PASI improvements are to be installed. Agreement again was given to the corridor definitions shown on sheet #3, Issue #1 of the corridor schedules, dated May 15, 1980 (working day 1371).

It was reported that the demolition contractor is having trouble pulling sheeting at Saginaw Street. It is possible that sheeting will have to be cut off if pulling is not feasible.

As part of our work we reviewed major interferences with PASI stage #1 work. Most of these interferences it was found deal with matters that can be resolved by straight conferences. We must keep in mind that there are date limits on PASI phase #1 work that must be conformed to and therefore this work must proceed without hinderance.

Miss Stoughton will prepare a letter to the RCHA outlining the needs for installing PASI work in phase #1 and explain that this work will have to proceed independently of the hotel construction aside from areas where space problems make it impossible to work.

At the north of the hotel, it will be necessary to install a fire alarm duct and the existing sheet piling will have to be taken into account in this matter. Also at the north there is a water valve location problem that must be resolved by FDC. Another important technical element is to check compaction of the fill at the southeast corner of the hotel so that work there can be installed with the assurance that the compaction is as specified. Mr. Jackson mentioned that the below grade vaults presently existing in Union Street need to be checked and accommodated in planning consideration for PASI #1 work.

I recommend that the needs of both the private contractor and the DPW in installing PASI phase #1 work be clarified relative to the work on the hotel just as quickly as possible. This is important since both PASI and hotel work is ongoing and a full scale PASI operation is expected to be resumed on July 7, 1980 (working day 1406) when structural steel is complete and additional areas at Saginaw Street become available.

PASI phase #2 contract documents are complete and presently in for approvals by the Department of Natural Resources and the State Health Department. There are some tight time requirements on phase #2 PASI work with the present schedule of needs as follows:

- Grand awarded April 17, 1980 (working day 1351)
- Must advertise for bids by mid-July, 1980
- Must award contracts by mid-September, 1980
- Must start construction by mid-October, 1980
- Must complete construction by mid-October, 1981

This schedule poses some potentially severe interference problems with the new State of Michigan office building, the proposed state of Michigan parking deck, and possibly the Offmark Office Building at Saginaw Street and the river. The projected interference problems are similar to those now being experienced with PASI phase #1 work and the hotel. It was suggested at our session that early conferences and intense discussions be held to inform all parties involved of the need for very careful interfaced management of possible PASI phase #2 conflicts prior to work starting in the field. This is being done by Miss Stoughton who is planning to meet with the architect/engineer on the state office building project within the next 5 to 10 working days.

There are also some potential conflicts with utility installation at the intersection of phase #1 and phase #2 PASI work. These are presently being resolved by the DPW.

Flint Master Plan Implementation Program

Today we met with staff members of the DCD and discussed in detail the method of proceeding on the master plan implementation program. We have had considerable difficulty with the vocabulary and definition of terms while discussing the project and therefore, today we concentrated on defining terms for all those present. Some progress was made. Mr. Ursuy kept notes of the session and will review the vocabulary with Mr. Jerry Childers, Mr. Greg MacKenzie, and others in DCD management.

The major need was that we required something to describe:

- a. the substance of master plan implementation for Flint
(what we want to accomplish by the process)
- b. the process of master plan implementation for Flint
(how we expect to get from here to there)

Within the classifications, process and substance, we then identified items that would appear as elements of each category. Those identified are shown below:

a. substance

includes goals*, objectives *, hopes*, aspirations, maps, technical descriptions, recommendations*, priority statements, etc.

*presently in policy plan

b. process

includes procedures, staffing, organization, regulations, monitoring, scheduling, revising, technical data, legislative procedures, methods of setting priorities within the nine elements, and methods of setting priorities among the nine elements

Our present efforts, it was agreed, should focus on preparing a substantive plan package for review and approval by the various city agencies to give direction to the implementation process. Thus, it was decided that the major thrust now would be to assemble the present policy plan, combined with recommendations and some priority statement, along with identification of the methods of setting priorities and some long range time schedules for working within the nine elements, to present for approval within the next two to four months.

This package could be described as follows:

Here in planning package, called substantive plan phase #1, is the substance of what we hope to achieve once you (the appropriate city agencies) have approved it. We will use the process plan (now being developed) to accomplish the goals and objectives contained in the substantive plan.

Although the above seems like a somewhat self-evident set of statements it assisted in clarifying the language that would allow us to speak to each other in understandable terms.

It was agreed that descriptions of some of the elements discussed above might be assigned different words. However, I strongly recommend that a glossary of planning implementation terms be prepared and issued that will allow us to speak a common language during this program. It is a complex project and needs clearly stated and understood wording to be successful.

To summarize, the following was adopted as a definition for the two phases identified in our discussion today:

SP-1 Substantive plan phase #1 - includes the present policy plan and some limited process exhibits (i.e., nine-element schedules and methods of setting priorities)

SP-2 Substantive plan phase #2 - includes maps, priority statement and technical descriptions of the nine elements described in substantive plan phase #1. Also includes merging present master plan officially adopted elements into the new master plan

Thus, our work first concerns generating and having approved a substantive plan phase #1. Next, we would develop a detailed process plan along with substantive plan phase #2 and the three elements combined, once approved, would constitute the City of Flint master plan.

Of course, implementation of the master plan would be ongoing but would have a major springboard once the substantive plan phase #1 was approved and specific projects within the nine elements were identified.

We will continue to work within this framework at subsequent sessions with Mr. Ursuy and the DCD staff. I recommend strongly that the ideas presented above be reviewed internally and revised or agreed to as the need may be.

North Saginaw Redevelopment

Work on demolition, replacement of curbs, drives, and walks along with installation of paving concrete base is currently meeting targets between early and late starts and finishes. Consumers Power has not yet moved on the site and their intent now is to wait until most of the DPW work is done before coming in to install the electrical service. The matter of phase #1 electrical work from the service to the various feature elements is still under study, and a decision is to be made as to how to proceed soon.

Overall, the goal is still to complete paving by August 26, 1980 (working day 1442) and to leave the project in an attractively landscaped and properly graded condition so that the merchants can merchandise within a greatly improved environment over the 1980 holiday season.

There are still ongoing efforts to see what additional work can be installed, and we shall keep track of these as we monitor the program.

General

Mr. Vyvyan and I set the agenda for our next session, and Mr. Vyvyan will prepare and issue it to those concerned.

As part of our work today on the master plan implementation process it was decided that we should make a review of all procedural network models prepared to date and index these so as to identify what typical planning programs for implementation can be extracted from the projects already worked upon. Mr. Vyvyan suggested that we identify the information by:

- Date of concept (issue date)
- Description of process
- Current status of project to which it was applied
(is it complete, in process, or a future development)
- any other data that would assist in quickly locating the item for future use; could include agencies involved, type of financing, and other such information.

It might be of some help to use the classification system on sheet CS-2, Issue #3, dated February 25, 1980 as a guideline for further indexing the plan sheets. I shall give this my attention over the next few weeks.

Ralph J. Stephenson, P.E.

RJS:sps

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

June 23, 1980

Subject: Monitoring Report #91
City of Flint Downtown Improvement Program
Flint, Michigan

Project: 79:30

Date of Monitoring: June 13, 1980 (working day 1391)

Actions taken:

- Began classifying and indexing network models for Flint downtown programs
- Monitored Riverfront Center project
- Continued preparing network model for implementation of master plan
- Monitored North Saginaw redevelopment program

Riverfront Center

Hotel steel erection continues with the elevator shaft to the top, and perimeter steel set through the 14th floor. Precast is erected through the 8th floor. Mr. Lusky of FDC said that the present plans are to have the steel erecting crane dismantled and removed by July 11, 1980 (working day 1410). We discussed this and the project staff indicated that the target date for partial reopening of Saginaw must be kept at July 7, 1980 (working day 1406). Mr. Lusky agreed that they would maintain this target by working with their erector to insure that crane dismantling would not interfere with the Saginaw two lane opening. It was felt, however, that we would not be able to begin PASI work on Saginaw until July 11, 1980 (working day 1410).

It was further stated that FDC would have Beach Street clear and all elements that are the responsibility of FDC to replace, installed by July 1, 1980 (working day 1403).

Sheet piling has been removed on Saginaw; however, difficulties were encountered in pulling the piling at the Water Street side and most of that piling has been cut off. There was some damage incurred, and this matter is now being resolved among the various parties involved.

We briefly discussed some of the other technical matters at the site including the fire alarm duct, the water valve location, the vault investigation in Union Street, and compaction of backfill along Beach and at the southeast corner of the hotel. No major decisions were made on any of these items at our session. However, each situation must be resolved sometime in the near future, and I suggest that they be followed carefully by the project team.

We did not, at today's meeting, review the current status of PASI work in phase #1. However, phase #2 PASI work has become a very important element of the next two month's operation at the Riverfront Center since there will shortly be considerable activity on the east side of Saginaw. PASI #2 documents have not yet been fully approved at the state level, although these approvals are expected momentarily. The Mill End building is still not closed upon, and efforts are being made on a continuing basis to acquire full ownership of the site. There is no word, however, on when we can expect that site to be either owned or cleared.

We decided at our session today that for planning purposes we will hold a start of PASI #2 work on or before October 1, 1980 (working day 1487). It would be well while setting dates to re-evaluate the point at which the east side intersection at Union and Saginaw is to be built. Presently this is in the PASI #1 package and consideration is being given to transferring it to the PASI #2 package so it can be installed when Mill End has ceased to become an obstruction to construction of relocated Union Street.

Attending our session today was Mr. Robert Greagor and Mr. Thomas Kowalski of Rossen/Neumann, architects for the state office building. We had a very good review of the project with them, and covered several points of interest and concern. These are discussed at random below:

- Presently design work for the office building is scheduled
- ① to be complete in late August, 1980 and contract documents are to be issued then for proposals. Proposals are expected back in mid-September with contract awards anticipated by October 23, 1980 (working day 1483). Allowing two weeks to move in and begin work at the site gives a start of construction for the office building about November 6, 1980 (working day 1493).

- ② We made some preliminary projections on detailing, approving, fabricating, and delivering structural steel, and it appears that with present planning steel could be on the job by April 7, 1981 (working day 1598). If we allow eight weeks for erection and detailing, steel probably would be complete by June 3, 1981 (working day 1638).

- ③ Use of relocated Union Street as a construction staging and work area was discussed in great detail. It is the general recommendation that relocated Union not be occupied for any extended construction use, but that it be maintained throughout the construction period of the state office building, the parking deck and later the Offmark office building for unrestricted public, vehicular, and pedestrian traffic. If this is approved by the City as a policy for construction to the east of Saginaw it would be well to define what areas contractors will have available to construct the various buildings that are to be built there. This matter is to be reviewed in more depth by Mr. Kowalski, the DPW, and the project team within the next two to three weeks. The matter is important since the contract documents for the state office building are nearing the point where staging information will have to be incorporated into the specifications.

It might also be well to consider inviting the University of Michigan Flint campus representatives to the discussion since there has been some consideration of using university property for temporary marshalling and some construction uses.

- It was noted that Brush Alley is not presently considered a part of the government office building site. It is to be maintained as a public right-of-way, and no design for work other than installation of new utilities in Brush Alley has been prepared. Presumably this facility will be covered in contract documents prepared for PASI #3 work.
- We discussed the method of matching building materials that extend from the interior of the property line for the state office building out to the curb line of the street. This will be a consideration where lobby areas adjoin public sidewalk areas. It was decided that, if possible, the contractor for the state office building would be required as part of his contract to install sidewalk finishes out to the installed curb line. The curb will be constructed as part of PASI #2 and #3 work. If already installed curbs are damaged it will be the responsibility of the government office building contractor to replace these along with the sidewalk paving and finishing. Again, these matters should be resolved in a mutual session with the architect/engineer, the DPW, and the project team.
- Accommodations for the skyway are being made in the state office building contract documents at the location designated jointly with the Design and Review Committee. Mr. Kowalski will confirm this in a letter to the DDA.

- We reviewed in considerable detail the time window between completion of office building structural steel and start of work on the state office building garage. As noted above, structural steel at the state building will be completed probably by about June 3, 1981 (working day 1638). Present plans are still to begin work on the parking deck August 3, 1981 (working day 1680). Thus, there is a 42 working day period in which we can expect a lull in construction activity that might require heavy temporary and periodic use of the relocated Union Street right-of-way. Again, however, it is recommended that no major construction operations be allowed to utilize Union Street for their base.

Overall, the discussion today was very positive and gave indications that we shall be well advised to continue giving close and constant attention to the interfacing of office building construction for the state, the adjoining parking deck work, and, of course, for the Offmark office building which is presently planned for a construction start of early-March, 1982. This date is tentative and is used to give some structure for simulating the various conditions that must be met within the total complex.

Flint master plan implementation process

We continued our modeling for preparation of substantive plan phase #1 (SP-1) at this session. It was also decided that the policy plan would be edited and minor revisions made as required. A major effort will be made to quickly prepare the limited process exhibits needed to accompany the policy plan when it is submitted to the council for approval.

Mr. McKenzie and the others discussed addition of a short need statement at the beginning of each of the nine element sections of the policy plan. For instance, directly prefacing the introduction to the policy plan for residential we might incorporate a statement such as, (Please note that this is for illustration only and is not to be construed as the desired need statement),

Flint physically lost 15,000 housing units between 1970 and 1979. As a result, the City also lost nearly 30,000 people who resided in these housing units. The loss negatively impacts on tax base, employment levels, in-city development potential, and new construction. The residential element of the master plan is to be used as a tool to help reverse this and other undesirable trends in the city's residential development and strengthen the potential for a healthy housing future.

Monitoring Report #91
City of Flint Downtown Improvement Program
Page five

Using such summary need statements as above will make the rationale for preparing a master plan incorporating each of the nine elements more real and understandable to the layman. As it was put in the session the objective is to write a master plan that can be understood and used by the citizens of Flint as well as by the planning agencies. Frequently plans and descriptions are written to please those who write them. Instead, the master plan must be written so it makes comprehensible and real the planning concepts and intent to those who are affected by it.

During our session, we were able to list several items that influence setting program priorities. It was stressed that identification of these items and their combination into a methodology by which priorities can be set should be considered a process exhibit to be submitted to the Council with the policy plan. We also should identify additional process exhibits, some of them graphic, so that when the presentation is made, Council understands that the purpose, intent, and methodologies presently expected to be used for implementation.

To close our discussion it was emphasized that essential to understanding the master plan implementation program is to prepare for common use a glossary of terms defining exactly what is meant by each of the words and phrases used. Examples of words and phrases that must be defined are:

- process
- substance
- process exhibits
- priorities
- nine-element schedules

These and a side assortment of other phrases and words must be defined so a common vocabulary is achieved early in the implementation program.

North Saginaw redevelopment

Work on DPW installation if holding generally to dates between early and late starts and finishes. Present plans are to maintain August 26, 1980 (working day 1442) as the completion date for the work.

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

Monitoring Report #91
City of Flint Downtown Improvement Program
Page six

There is no current projection possible on when the 201 sewer installation can resume but the staff feels that it will be soon and that once installation starts it should take no more than ten working days after which the curbs and gutters along with paving in the area can proceed. Presently there does not appear to be a problem in meeting the late August, 1980 phase #1 completion target. However, the sewer installation is potentially a disruptive factor and should be watched carefully.

Consumers Power will begin their electrical work on the west side Monday, June 16, 1980 (working day 1392) and will begin pulling cable on the east side a week later, June 23, 1980 (working day 1397). It is also their intent to complete work by August 26, 1980 (working day 1442).

It was mentioned in the meeting that there are methods being explored now to incorporate some flat work and inserts into contract work to be installed before the end of the year. This work is presently authorized to proceed in design, and we should at the next session consider the timetable for issue of this work and its construction by either the DPW or through outside contracting sources.

General

At our next session, I have suggested we spend a bit more time planning preparation of the master plan implementation documents. Mr. Vyvyan is preparing the agenda and will issue it to all concerned.

Ralph J. Stephenson, P.E.

RJS:sps

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

July 10, 1980

Subject: Monitoring Report #92
City of Flint Downtown Improvement Program
Flint, Michigan

Project: 79.30

Date of Monitoring: June 27, 1980 (working day 1401)

Actions taken:

- Reviewed current status of hotel parking deck design and financing
- Continued discussion and network model for implementation of master plan
- Monitored Riverfront Center project
- Monitored Flint North project

Riverfront Center hotel parking deck (monitored from sheet #46, Issue #1, dated May 30, 1980 (working day 1381))

Mr. Vyvyan, Mr. Whitney and I discussed the current status of the contract documents and of the bond issue. As of June 27, 1980 (working day 1401) the architect/engineer is readying preliminary contract documents for an initial submission and review Monday, June 30, 1980 (working day 1402). It was not clear exactly what would be contained in this initial review package, but the material probably will not be adequate for final approval by the DDA, the Design Review Committee, and the DPW.

I stressed that it is important to get this contract document package prepared and issued just as quickly as possible since there remain only about 103 working days from now until our projected award of early contracts. Of this time, about 62 working days are for reviews, approvals, and other administrative actions. Forty-one working days are allocated to actual engineering contract document preparation. Thus, it can be seen that the need for movement on the total program both on administrative reviews/approvals and design be expedited.

The application for authorization to issue bonds is to be submitted to the Municipal Finance Commission on July 1, 1980 (working day 1403). This is approximately 10 working days later than anticipated. Since the bond sequence shown on

sheet #46, Issue #1, dated May 30, 1980 (working day 1381) is very tight, it may be that this 10 working days will not be possible to recapture during the sequence. Therefore, I stress again, it is important that both the contract document preparation and bond financing be brought along together.

Once the MFC has approved the bond issue, we have allowed 22 working days for solicitation and receipt of bids for the bonds, 10 working days for the City of Flint to accept the bond bids, 15 days to print the bonds, and 5 days to deliver the bonds to the buyer and receive the check. Presently we are hoping to complete this process by November 7, 1980 (working day 1494) so as to allow construction contracts to be awarded.

Another item of importance is a decision on how to award contracts. There has been some discussion about using a construction management form of contract, either liable or non-labile, or possibly completing the documents and soliciting firm proposals. I suggest that we select a method that allows us to order pre-cast elements early and start shop drawing submittals just as quickly as possible so erection of precast units can begin early next year.

Flint master plan implementation process (monitored from Issue #8, dated June 27, 1980 (working day 1401))

At this session we determined the actual needs for submitting a substantive phase #1 plan for council approval. It was decided by the group attending that the substantive plan phase #1 (SP-1) presentation package should include the following:

1. An edited policy plan
2. Introductory statements to the 9 elements of the policy plan
3. The 12 map plans previously adopted
4. An explanatory statement about each of the 12 map plans previously adopted.
5. A brief history of master planning already done for the City of Flint, including a chronology
6. An explanation of why the transition from the 12 map plan system to a nine element policy plan was made.
7. A statement about how it is intended to make the transition from the 12 map plan to the 9 element plan
8. Miscellaneous multi-dimensional exhibits to illustrate the plan (This is to insure that the plan that is used is understood in other than two dimensional form by those who are to use it)

Once we defined the eight basic documents which will make up the presentation package for SP-1 we completed the network model showing how we intended to prepare these documents. This network is shown on sheet CS-3, Issue #8, dated June 27, 1980 (working day 1401).

Of importance is the need to prepare checklists for priority setting factors. We have identified 13 elements that will influence the methods of setting priorities. These are shown in the middle of the network model on sheet CS-3 and are identified as future programs identified in the policy plan and related to the nine element concept.

Once the impacts have been identified and checklists prepared to insure that the various topic areas are covered, we can then prepare the priority setting method for master plan implementation, prepare recommendation statements as to how to make the transition from the 12 map to the nine element plan and complete preparing supplementary graphics.

The last two steps to take are to assemble and final edit the SP-1 presentation package and then to print it for discussion. At completion of this sequence we have available a discussion draft of SP-1 that can be reviewed with the staff, the administration, the planning commission, and affected outside agencies.

Our network model was next assigned rough preliminary durations. It was found that the entire sequence requires about 83 working days to prepare the discussion drafts for the SP-1 presentation package. At our next session, it is the intent to review the network model for this process in depth with the city staff who must make the decisions. Once it has been reviewed and approved, we will move immediately into assignments and organization.

I want to stress once more the need to prepare a glossary of terms. This need is becoming more apparent at each of our sessions since it is important that all of us be speaking a common and understandable language regarding master plan work. This is particularly so since we are working with a relatively different concept in our present work. It, thus, becomes important that terms for which there are no conventional definitions be clearly explained to all those who must work with the plan.

I left the Issue #8 network model of sheets CS-3 with Mr. Vyvyan and Mr. Ursuy for printing.

Energy utilization discussion

Mr. Ursuy has been assigned the responsibility of assembling an energy use approach for insuring that over the next few years, in both the public and private sectors, the energy generated in the Flint area is used at peak effectiveness. It has been suggested that we approach this project on a systems basis with generation of the plan for effective energy utilization to evolve from a planning approach. If desired, I shall continue to work with Mr. Ursuy in setting up a sequence of activities that will encourage the program to move in a planned pattern.

Riverfront Center

Erection of structural steel at the hotel is now to the top at the perimeter, with precast deck erected through the twelfth floor. The steel erectors are working on an overtime basis, and Mr. Lusky said that the east half of Saginaw will be cleared on July 7, 1980 (working day 1406). The entire Saginaw right-of-way from Union to the river will be cleared by July 14, 1980 (working day 1411), a delay of about 5 working days. We are still holding completion of work to open Saginaw for full traffic at a target date of August 13, 1980 (working day 1433).

On Beach Street this results in a completion target for laying the wearing course from Kearsley to the river of September 10, 1980 (working day 1452). There was mention at the meeting that Union Street will be used by the contractor for assembling the deep trusses to be erected at the low rise. Present plans are to use this right-of-way for the period from July 2, 1980 (working day 1404) to July 25, 1980 (working day 1420). Union Street is presently closed to through traffic and as mentioned previously, the intent is to maintain it in this manner until the completion of the hotel project.

At present the electricians and glazers are on strike. They are not now affecting work at the hotel. Carpenters could possibly go on strike by mid-July, 1980, and this would have a serious impact upon work at the building. There is no current word on whether the carpenters will actually strike or not.

We next covered the residual technical matters regarding fire alarm duct, water valve location, Union Street vaults and backfilling. The fire alarm duct is partially in but backfill at the northeast corner is needed to complete installing the duct. Apparently, there is no serious difficulty with this

Monitoring Report #92
City of Flint Downtown Improvement Program
Page five

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

installation. The water valve location is to be taken care of by FDC. It is not currently a problem. There has been no progress made in the vault investigation in Union Street, however Mr. Collard is following this matter and it is being looked into. Backfilling at the Beach Street boundary of the project is to be complete by July 14, 1980 (working day 1411) a delay of several days over the previous target of July 1, 1980 (working day 1403).

At the southeast corner of the site where the fountain is to be constructed, the backfill will be tested by the private PASI phase #1 contractor once the steel erection crane has been dismantled and moved off the erection site. There is no current information on the condition of the backfill, and we will have to wait until the area is cleared and the excavation down to the lower area of the fill is complete before we can determine what compaction measures, if any, are to be taken. The time required to excavate and test probably will be about three working days. If no corrective action is required, construction of the fountain can begin immediately after the testing.

It looks presently as though fountain work could start by July 17, 1980 (working day 1414) provided the soil is properly compacted. The drawings for the fountain have been priced and the estimated cost was given to the architect engineer at our session today. It is hoped that rapid action can be obtained in processing approval of this work so field operations can begin just as quickly as possible. We will attempt to hold the start of fountain work no later than July 17, 1980 (working day 1414).

Phase #2 PASI work has been approved by the state health department and the Department of Natural Resources. Presently it is intended to use the DPW staff on a force account basis to construct PASI #2 work, although we must have EDA approval to proceed in this manner. Enough information should be available within the next 10 working days to solicit and receive EDA approval.

We probably will not be able to start PASI #2 work until October 1, 1980 (working day 1467) due to crewing and work load restraints. It will be important to have the Mill End store acquired and demolished before much PASI #2 work has been installed. Presently, plans are to take possession of the Mill End store by October 1, 1980 (working day 1467) with one month allowed for demolition.

To be re-emphasized is that in construction of the State Government Center and other facilities in that area that Union Street is not to be occupied for any continuous construction use but will be used for unrestricted public vehicular and pedestrian traffic.

During our session today, we did not have an opportunity to fully cover the points especially indicated on pages 2, 3, and 4 of Monitoring Report #91 dated June 23, 1980. We should plan to review these at our next session in some detail because defining the interaction of the various projects on the east side of the Saginaw Street right-of-way is becoming critical to effective long range planning.

North Saginaw redevelopment

It was decided at this session to construct all phase one work except for the two blocks on the east side between Loreda and Holbrook. Probably we will be able to meet the August 26, 1980 (working day 1442) target completion or perhaps even complete slightly earlier. Work has proceeded well on installation of curbs, aprons, and concrete base. Consumers Power is installing their work now and they anticipate that completion of electrical installation will be by the time DPW has finished paving work.

We reviewed in detail the work which follows Phase #1 not including installation of street furniture and other special fixtures and finishes. This scope of work which we call phase #1 A includes flat work for sidewalks, special architectural concrete in planter boxes, brick pavers and some electrical work for street furniture. The architect engineer is working on these documents now and expects to complete them about 10 working days after as-built contract documents are received from the DPW for phase #1. By July 21, 1980 (working day 1416), phase #1 A contract documents will be complete and ready for obtaining proposals. Contracts for phase #1 A could be let by September 9, 1980 (working day 1451) with field work starting about September 23, 1980 (working day 1461). This is a very tight schedule and does not allow a great amount of work to be done before cold weather starts; therefore, prompt issuance of the contract documents is very important.

We suggested at the session that Mr. John McGarry let a contract early for purchase of the pavers. Normally, pavers are long lead time items and if we now have an accurate count, which apparently we do, we can buy these early, store them, and have them on hand when the phase #1 A contractor is ready to install them. This will give us

Monitoring Report #92
City of Flint Downtown Improvement Program
Page seven

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

relatively flush surfaces throughout the project area and permit the entire area to be brought to proper grade prior to the holiday season in 1980. Again, it is a tight construction schedule but appears presently to be feasible if we order the pavers early. It should be remembered to order additional pavers for contingencies such as breakage and possible over-runs in installation.

There is no current information about when phase #2 can proceed. Financing for this part of the project is still not available.

General

Our next session will generally follow the pattern of this meeting and we will plan to continue our discussions on a policy level regarding implementation of the master plan.

Mr. Vyvyan will prepare an agenda for the next session and see that it is distributed to those concerned.

Ralph J. Stephenson, P.E.

RJS:sps

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

July 28, 1980

Subject: Monitoring Report #93
City of Flint Downtown Improvement Program
Flint, Michigan

Project: 79:30

Date of Monitoring: July 18, 1980 (working day 1415)

Actions taken:

- Reviewed current progress on design and financing of hotel parking deck
- Reviewed master plan development program with George Ursuy and project team
- Discussed energy conservation and utilization planning with George Ursuy and staff
- Monitored Riverfront Center project
- Evaluated current status of state government office building, surrounding street pattern, and traffic routing plan
- Monitored Flint North project

Riverfront Center hotel parking deck

The project was monitored from the network model, sheet #46, Issue #1, dated May 30, 1980. An application for authorization to issue bonds was submitted on July 1, 1980 (working day 1403) and is currently being reviewed by the Municipal Finance Commission. Once this review is complete it will go to the Attorney General's office for further review with final approval expected by August 26, 1980 (working day 1442). When approval is given the City will solicit and receive bids for the bonds, accept the bond bid, print the bonds and deliver them.

Following approval by the Municipal Finance Commission it is anticipated that approximately 52 working days will be required to deliver the bonds and receive the check. If we assume that approval is given on August 26, 1980 (working day 1442) we can anticipate we will have the bond money in hand by November 7, 1980 (working day 1494). Allowing another ten

days to award early contracts on the project puts these awards at November 21, 1980 (working day 1504). It is still the intent to improve upon this date if at all possible, and the current schedule for completion of contract documents is such that it is hoped to be able to award a contract by October 2, 1980 (working day 1468). This matter will have to be studied in detail as progress is made in the acquisition of financing.

Preliminary design documents which include some schematics of the site plan, some floor plans of the deck, and some elevations have been prepared and presently negotiations are in progress regarding design, fabrication, and erection of precast elements.

We reviewed again today the need to have contract awards made quickly so fabrication of precast can proceed concurrently with winter installation of foundations. Erection of precast elements for the deck probably will be able to begin next spring which should allow completion of the deck by the present target of October 1, 1981 (working day 1722). This date has been set so as to allow a break in of the deck to traffic prior to formal opening of the hotel.

Because of the complexity of the downtown planning and the constant need to be alert to identification of street closings and restricted traffic routings, I suggest we prepare a corridor analysis of the proposed parking deck construction process at an early session. I shall discuss this with Mr. Whitney at our next meeting and perhaps do some work on it at that meeting. Meanwhile, the DPW will begin checking the planned access and egress from the deck in relation to the surrounding road patterns.

Flint master plan

Mr. Ursuy brought in the master plan project team for this conference, and we reviewed, in detail, the concept of the plan preparation. The projected course of action has been reviewed with DCI management, and Mr. Ursuy said that work will begin shortly on preparation of the substantive plan phase #1, (SP-1).

As a part of our work today, we reviewed the list of items to be included in the SP-1 presentation as outlined on page 2 of Monitoring Report #92, dated July 10, 1980. It was agreed at this session that these eight items would be an integral part of the SP-1 presentation package. We also reviewed items that would be incorporated as factors in establishing a priority setting method. The factors were confirmed as being valid for consideration.

Our major effort consisted of going through the logic and durations to see if we could reduce the amount of time required to produce the discussion draft of SP-1. It was found that there were very few places where compression could occur, and therefore the decision was made to maintain 83 working days as the amount of time required from next week to prepare the discussion draft for the SP-1 presentation package.

Energy utilization discussion

We continued reviewing the need to assemble a program for effective energy utilization by and in the City of Flint. One of the major problems encountered in our discussion was defining the scope of our activity. It was finally decided that the group attending would review several factors prior to our next meeting so a method by which we could plan this work could be established.

The question was asked, Do we consider our assignment to be to produce an energy plan of the population of the City of Flint or only for the city government facilities of Flint? Both groups, of course, have energy needs and it might be that both are intended to be objects of the managerial program.

In any event, below are listed some of the elements that must be identified as we move into assembly of a master plan for implementation of an energy utilization program:

- Physical boundaries of the project
- Affected and affecting people and agencies
- Types of energy being considered
- Classification of techniques for effective energy utilization. This could include energy saving, energy recovery, generating techniques and others
- Overlapping responsibilities and authorities
- Energy resources to be considered targets for improved effectiveness
- The nature of DCD's efforts
- Other-funded programs and/or city-budgeted programs
- Priority setting systems and methods
- Identification of manageable planning units to achieve the objectives

Above all, it was clear that we must set explicit objectives of the program for all concerned if we are to make an effective effort toward improving utilization of energy. I suggest that the staff working on the problem attempt as much as possible to set down their ideas and additional factors involved in the study as they see them. This will allow us to evaluate various concepts of what the plan is to be like and to synthesize the factors into a cohesive approach to getting energy utilization efforts on line.

Riverfront Center

Steel is erected and most precast is set. Some miscellaneous structural work is still being hoisted but to all intents and purposes Saginaw Street is now able to be worked upon with phase #1 PASI work. Trusses for the low rise area are to be in place by July 25, 1980 (working day 1420), with exterior masonry on the building due to begin August 4, 1980 (working day 1426). It is still intended to hold a mid-November, 1980 close in of the structure and to complete the job by the end of 1981.

Currently electricians are still on strike, the glazers are back to work, and the carpenters have apparently cleared their contract and are working. The lack of electricians is beginning to affect both the hotel project and PASI work.

Fountain work has not yet begun pending clarification of what is to be done at the backfilled area. An analysis of the sub soil is presently in work and a course of action will be decided upon sometime within the next few days. The technical matters regarding the fire alarm duct, water valve location, and Union Street vaults still need to be resolved but they are not presently holding up any work. Identification of all potential problems with the electrical vault renovation should be made just as quickly as possible so that repairs can be done as street work proceeds.

Presently the plan for PASI phase #1 work is aimed at bringing Saginaw back to full traffic operation by August 20, 1980 (working day 1438) and Beach Street to a completion and opening by September 17, 1980 (working day 1477). The delay over previous targets is due to a late return of the Saginaw Street right-of-way to limited use.

Some of the items that must be cleared at the fountain before construction begins on the foundations were discussed at our session. These are to be reviewed with the project team and should be resolved as quickly as possible since they, in some cases, deal with long lead time items.

We next moved into a discussion of work at the state government center. It is still the intent to issue contract documents in late August, 1980 and to award contracts by October 23, 1980 (working day 1483). This gives a start of construction on the building of November 6, 1980 (working day 1493). We also are holding, for planning purposes, the start of structural steel erection at April 7, 1981 (working day 1598), with completion of steel by June 3, 1981 (working day 1638). It was reported by the architect that these dates could possibly be improved upon according to some of the contractors with whom they have spoken. The important item of work concerns identification of marshalling space, traffic flow, parking for construction workers, and steel erection space.

As far as marshalling space is concerned, there are several alternatives available, and these are presently being studied to see how appropriate it is to identify them before a contract is let.

The problem of traffic and street closings or street restrictions was discussed in detail. It is possible that the position of not allowing Union Street to be used for construction purposes might have to be reconsidered since the tight nature of the site may require that erection of structural steel be done from one or more of the surrounding areas. One of these is Brush Alley, the other would be the proposed right-of-way for new Union, and the third is Harrison.

It appears that possibly the best potential area for effective, economical marshalling and steel erection would be to allow access to Brush Alley north of Union and the Union right-of-way along with limited space to the south of the new Union right-of-way. These matters are all being taken into consideration by the project team, and an answer is expected shortly about how best to route the traffic and how best to allocate areas for the various operations.

So far as parking for construction workers is concerned, probably it will be necessary to have the contractor building the facility provide parking.

For ease of planning reference we have identified the various elements of the surrounding traffic pattern by letter as follows:

- A - new Union between Saginaw and Brush
- B - new Union between Brush and Harrison

- C - existing Union between Saginaw and Brush
- D - existing Union between Brush and Harrison
- E - Brush Alley between new Union and existing Union
- F - Brush Alley between existing Union and Kearsley
- G - Brush Alley north of new Union

To help in the analysis, following is given a brief resume of projected dates:

Construction of PASI #2 work - from November 3, 1980 (working day 1490) to November 2, 1981 (working day 1744)

Completion of hotel - January 1, 1982 (working day 1786)

State Office Building - start construction November 6, 1980 (working day 1493)

Office Building steel - start erection April 7, 1981 (working day 1598) - complete June 3, 1981 (working day 1638)

Parking deck - start August 3, 1981 (working day 1680)

Within the above constraints and, of course, considering that traffic disruptions during heavy shopping seasons including Easter, Labor Day, Thanksgiving, and Christmas should be kept to a minimum the solution to the problems of parking, marshalling, and construction operations should be able to be resolved. In any event, I suggest we prepare a corridor analysis of the solution tying it to the plans given above.

North Saginaw redevelopment

Curb work is substantially complete and DPW construction forces will pull off the job about Tuesday, July 22, 1980 (working day 1417). Following their work, Consumers Power and Michigan Bell Telephone must complete installing electrical and telephone lines. Once Consumers and Michigan Bell are complete it will require another 15 working days to install remaining DPW work including paving, and rough grading filled areas. The PASI #1a contract documents are being worked upon now, and it is hoped that we will be able to let a contract for flat work and other behind curb operations in time to complete some of this installation by cold weather. I recommend that we establish the condition in which the phase #1a contractor is to leave his work if he must stop before completing the work due to cold weather.

Monitoring Report #93
City of Flint Downtown Improvement Program
Page seven

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

Overall, work is moving well in line with most of our projections and phase #2 operations are now being looked at in light of an additional grant from another source. There is no word on when phase #2 might be possible to start.

General

Network models for work prepared earlier had been left with Mr. Vyvyan for review and additional classification. Also, I left the master plan implementation network with Mr. Ursuy to allow further printing and discussion. Mr. Vyvyan will prepare an agenda for our next session and distribute it to those concerned.

Ralph J. Stephenson, P.E.

RJS:sps

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

August 7, 1980

Subject: Monitoring Report #94
City of Flint Downtown Improvement Program
Flint, Michigan

Project: 79.30

Date of Monitoring: July 31, 1980 (working day 1424)

Actions taken:

- Viewed Auto World presentation by Bridgette Ryan
- Reviewed master plan implementation program
- Discussed energy utilization and conservation plan
- Monitored Riverfront Center
- Monitored North Saginaw redevelopment program

Auto World

At this session Bridgette Ryan of FACI made an excellent slide presentation of the proposed Auto World. She traced the history of Auto World and then discussed the evolution of the design of the facility. The project is expected to be located at the IMA site on the north side of the Flint river. It will consist of three major elements - a glass dome, the existing annex, and the existing IMA auditorium. The site is bounded on the north by 5th Avenue, on the east and south by James Cole and Second Avenue, and on the west by North Street.

Since the program will be closely tied to surrounding patterns of roadways and utilities I suggest that at some appropriate time in the near future we review the corridor analysis that would be best suited to this project. Undoubtedly there will be public site improvement interfaces, and these should be evaluated and identified early in the program.

City of Flint master plan implementation program

The project team for implementation of the master plan has been selected and work assignments made by Mr. Ursuy. We are monitoring the project from sheet TS-3, Issue #9, dated July 18, 1980 (working day 1415).

At present the introductory statements to the nine elements are being prepared by each member of the team responsible for the respective element. Methods of reproducing the adopted planning maps are being considered, and other activities leading up to assembly and editing of the substantive plan #1 (SP-1) are in work. Currently the lag in work is about 11 working days over the Issue #9 network model, dated July 18, 1980 (working day 1415). Probably this time will not be able to be picked up since the entire program is very tight and difficulty will undoubtedly be encountered in assembling and tying together all of the information to be prepared.

At our next session we should continue preparation of the network plan beyond the point where the discussion draft of SP-1 is ready for presentation. We also should spend some time identifying in more detail contents of SP-2 (substantive plan phase #2). It would be wise, in addition, to review methods that could be used for weighing, identifying desirability, and evaluating the probability of impact of the several factors identified as elements of the priority setting program.

Also, in the near future we should begin preparing a list of projects that would be appropriate to implement within the nine elements. This has humorously been called the wish list; but it is an important tabulation of programs that over the years have been identified as fulfilling a need or being a desirable approach to solving community problems.

In our discussions, Mr. Wilson who participated today, indicated we might well want to add a third item to our description of the various major activities. We have frequently talked in describing the master plan implementation about process and substance. Mr. Wilson suggested we add as a middle activity, implementation. Thus, process is the way we expect to get from here to there, substance is what we want to accomplish by the process, and implementation is the actual bringing of what we want to happen into being. Also, as part of our work it was mentioned we probably should try to prepare a series of descriptive but broad, short overall objective and goal statements which would apply to the City of Flint desires relative to the master plan. This is a somewhat complex task and Mr. Ursuy will investigate the matter and determine if it is possible to set down some of these broadly stated summary goal statements.

Energy utilization and conservation

We had only a brief discussion of energy at our session and merely discussed what further steps might be taken. The

Monitoring Report #94
City of Flint Downtown Improvement Program
Page three

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

more we investigate the energy matter the more complex becomes the definition of our true assignment. However, in our next session on energy, Mr. Ursuy expects to have some answers to the key questions set down in our previous discussions.

Riverfront Center

Structural steel and precast is erected in the tower. Two of the four trusses are erected at the low rise with the third truss going up today. The last truss should be erected sometime next week. Progress at the hotel is such that the contractors are still maintaining a target completion between November, 1981 and late December, 1981.

We also reviewed PASI work surrounding the hotel. The major development there is that we will need to remove the backfill at the southeast corner in the fountain area and replace it. This is expected to take from one to two weeks and concurrent with this activity, heavy attention is to be given to PASI work in Saginaw. Plans are presently to complete all work in Saginaw and have the street fully open for traffic by August 23, 1980 (working day 1441).

There is still no word on acquisition of the Mill End property on the east side of Saginaw. This acquisition will affect the start of PASI phase #2 work. We shall continue to follow the matter at succeeding meetings, still planning on an evacuation by October 1, 1980 (working day 1467).

As we discussed the various surrounding facilities questions were asked about the hotel parking deck, and so a review of current target dates was given. It should be restressed here that there is no interconnection presently provided between the hotel and the parking deck. Hotel construction has gone ahead on the basis that any connections to be made will be a part of the parking deck design. There is an indication of the interconnection location on sheet A-3 of the schematic prepared by Richard Rich for the parking deck. However, to the knowledge of those participating in the discussion today, there is no accommodation made for this at the hotel elevation. I stress that this matter should be investigated soon, and further recommended to the group that there be a joint meeting between the hotel construction and design team, representatives of the city, along with the parking deck design and development group to go over the various interfaces necessary to properly relate the parking deck to the surrounding area.

Of strong importance is the need to maintain full traffic on the downtown street patterns during the holiday seasons which extend generally from the week before Thanksgiving on through the New Year. We are trying conscientiously to avoid any

Monitoring Report #94
City of Flint Downtown Improvement Program
Page four

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

interference with traffic which might harm or slow circulation of pedestrians and vehicular traffic during high volume shopping periods. This matter should again be addressed with the various groups involved so that they are fully aware of the need to maintain free and clear traffic access.

At the fountain the change order for the work to proceed is expected to be approved at a council meeting to be held on August 11, 1980 (working day 1431). This approval is very important since there are some long lead time items required in the fountain construction. These include the submerged light fixtures, the vaults for equipment and water, and granite. In addition, we are still having some minor difficulty in matching up procurement of Hastings pavers and the paving brick. This matter is to be worked upon by the project team this week.

At the government center a decision has been made in part regarding construction use of the elements of the street pattern. For ease of reference, we have identified the elements with the following letters:

- A - new Union, Saginaw to Brush
- B - new Union, Brush to ~~Saginaw~~ *Harrison*
- C - existing Union, Saginaw to Brush
- D - existing Union, Brush to Harrison
- E - Brush Alley from existing Union to new Union
- F - Brush Alley from Kearsley to existing Union
- G - Brush Alley from new Union to riverfront park boundary

Plans are now that areas B, the new Union right-of-way from Brush to Harrison and G, the Brush right-of-way from new Union to the riverfront park, will with negotiation probably be available on some basis for construction use between start of work on the government center to completion of structural steel erection for the government center. Also, to be made available on a negotiated basis is the 60-foot wide parcel south of new Union extending from Brush Alley to Harrison.

It was stressed that negotiations for the use of these areas is to be between the contractor and the City. It was also expected that Harrison can be made available for intermittent

Monitoring Report #94
City of Flint Downtown Improvement Program
Page five

RALPH J. STEPHENSON
CONSULTING ENGINEER

use of the west lane as construction might require. Again, this is to be negotiated between the city and the contractor.

I shall prepare a corridor analysis of these various sectors but a brief review of conditions in each element is given below for early reference and review:

Sector A - There are no utilities to be installed in sector A. Paving will be constructed during the time window between erection of structural steel for the government center and start of foundation work on the deck. This window is presently assumed to extend from June 8, 1981 (working day 1641) through August 3, 1981 (working day 1680).

Sector B - There are no utilities to be installed in sector B. Street work will be constructed during the window period.

Sector A plus B - A determination as to how new Union will be used for construction traffic is to be deferred to a later date.

Sector C - No work to be done during entire project.

Sector D - Utilities will be installed after Sector F utilities. Improvements above the utilities will be part of the parking deck construction.

Sector E - Utilities can start anytime from beginning of PAST work. Once utilities are installed, the right-of-way will be gravelled for temporary traffic and paved later. The right-of-way may be taken out of use temporarily for deck construction.

Sector F - Utilities will be installed after installing those in E, and the road will be gravelled for temporary traffic. It may be possible to take a portion of F out of service for construction use during construction of the parking deck. This matter is to be determined at a later date.

Basically, the plan is to make every effort possible to expedite construction by individual negotiation with the contractors relative to the space they require or desire for their construction operations. We shall continue to review and refine present plan of work and strive to interface properly with those who are building the facilities on each of the properties.

It was mentioned during our session that we should also be certain to consider that Harrison Street is to be resurfaced to the bridge, Brush Alley will be resurfaced from south of

Monitoring Report #94
City of Flint Downtown Improvement Program
Page six

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

Kearsley to Second Street, and Kearsley will be resurfaced from Saginaw to Harrison. The G area is not to be resurfaced by the city.

North Saginaw redevelopment

Curb work is complete on the project and Consumers Power expects to finish installation of conduit within the next 10 working days. They will then pull cable which should require another 20 working days. Meanwhile, the DPW will complete resurfacing the streets, dependent upon Consumers Power and Michigan Bell Telephone completing all street excavation.

The target now is to finish all work within the next 25 to 35 working days by mid-September, 1980.

Meanwhile, package #1A is to be issued next week. This package will cover items necessary to bring the area to a visually pleasing standard so that it will be functionally ready to encourage customers to shop there during the upcoming holiday season. So as to identify the extra work done by the city and to specifically determine what should be contained in phase #1A the project team will make a reconnaissance survey of the site within the next few days. This survey is to determine all activities that must be completed there within phase #1 and phase #1a scopes of work. This work is to be completed within the next two to three months.

General

Mr. Vyvyan will prepare the agenda for our next session and distribute it to those concerned.

Ralph J. Stephenson, P.E.

RJS:sps

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

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

August 29, 1980

Subject: Monitoring Report #94-A
City of Flint Downtown Improvement Program
Flint, Michigan

Project: 79:30

Date of Monitoring: August 15, 1980 (working day 1435)

General Summary

At this session we concentrated upon preparing a network model for a special program which because of its critical nature required high priority planning attention. Thus, we were not able to monitor or plan work identified in the original agenda. However, at our next session we will return to the monitoring a portion of the ongoing Flint planning programs previously scheduled for this meeting. An agenda has been issued to those concerned.

Ralph J. Stephenson, P.E.

RJS:sps

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

September 4, 1980

Subject: Monitoring Report #95
City of Flint Downtown Improvement Program
Flint, Michigan

Project: 79.30

Date of Monitoring: August 28, 1980 (working day 1444)

Actions taken:

- Continued work on user network model for site improvement design and installation
- Monitored Riverfront Center
- Revised and updated network model for installation of PASI work at Riverfront Center

General Summary

At our morning session we continued work on the user special program and prepared a network model for site work design and construction. This model will be used as a guideline to work following the September 1980 decision point.

In the afternoon, we concentrated totally on evaluating the current status of the Riverfront Center hotel project along with preparing an analysis of PASI work for the Riverfront Center area phase #1.

Hotel construction particularly at the tower continues to move fairly well with masonry now to the 8th floor and exterior backup wall work nearly complete. The low rise area has slowed considerably and was adversely affected by the long electricians' strike. This strike was settled about Wednesday, August 27, 1980 (working day 1443). Despite the slowed progress over the past several weeks, the hotel project team is still maintaining a target completion of December, 1981.

After monitoring progress at the hotel we turned our attention to installation of PASI work in the area directly surrounding the hotel. Fountain work is moving reasonably well with a portion of the foundations complete and work just starting up on the foundation walls. Presently

we need the vault and water system drawings back for work to continue on obtaining the vault, installing it, and completing foundation work.

After a thorough analysis of the entire PASI operations, it was decided that we would aim to have the private contractor work (Darin & Armstrong's) completed by late November, 1980 with the major DPW work to be substantially complete by early November, 1980.

As part of analyzing the problem of totally completing DPW PASI work, we reviewed installation of foundation changes to be installed in Beach Street to accommodate the revised hotel parking deck structural arrangement. The pile caps installed during the original Beach Street relocation now must be modified to accommodate the present structure being designed. This field work cannot proceed during the period from about one week before Thanksgiving (mid-November, 1980) through to the first of the year probably January 5, 1981 (working day 1532). However, in order to complete DPW Beach Street work including islands, raising of manholes, and paving under present financing arrangements we must have this street work installed by October, 1980. In all likelihood, we will not be able to install pile revisions in Beach Street until financing is available for the parking deck which is to be in late November, 1980 and until we can let a contract and move on the site which will probably be late December, 1980 or early January, 1981. Since paving must be done prior to cold weather of this year and because of the grant conditions it was decided that Beach Street islands and paving will proceed independent of construction of the revised foundation work. There will be every effort made to leave out portions of the island that would have been torn out if the full island was in and then construction on pile caps proceeded at a later date. Hopefully, this will minimize the amount of demolition required.

It is of prime importance that Beach Street be held open to full traffic during the holiday season. This restraint must be observed. It will also be important to complete as much PASI work on Saginaw as early as possible so as to gain full use of the street this fall. It should be understood, however, that there will be temporary interruptions of traffic in Saginaw due to the need to have access to islands for landscaping and to sidewalk areas for installation of pavers. Also, it is still necessary to install crosswalks of brick pavers, and this will necessitate closing a portion of the street at a time to install the new flush walkways.

Monitoring Report #95
City of Flint Downtown Improvement Program
Page three

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

I suggest strongly that we monitor the project very carefully from the new network model prepared (sheet #47, Issue #1, dated August 28, 1980 (working day 1444)). The time available between now and when the majority of this work must be completed is extremely short and because of the tight time schedule the project must be given carefully ongoing attention. It is also important to install PASI work along Saginaw just as quickly as possible. Therefore probably curb and pavers at the present location of FDC's material and personnel hoist will be installed soon, possibly during a shutdown of the hoist over weekends or during the weekday. This matter will be worked out by the project team. Overall, we are now at a point in PASI work where we can no longer afford to delay installation of any of the various project elements.

Mr. Vyvyan and I discussed the next meeting content, and he will issue the agenda to those concerned.

Ralph J. Stephenson, P.E.

RJS:sps

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

September 24, 1980

Subject: Monitoring Report #96
City of Flint Downtown Improvement Program
Flint, Michigan

Project: 79:30

Date of Monitoring: September 16, 1980 (working day 1456)

Actions taken:

- Continued work on preparation of the master plan implementation program phase SP-1
- Continued review of energy utilization program
- Discussed and monitored progress on preparation of contract documents and obtaining financing for Beach Street parking deck
- Reviewed and monitored Riverfront Center program

Flint master plan implementation

The majority of the project team attended this meeting, and our first activity was to monitor current status of the work. The inventory of master plan resources available for the City of Flint and surrounding areas is presently being assembled. Each member of the project team is responsible for acquiring the information needed by him or her for this particular section of the policy plan. In developing this inventory, there should be adequate cross referencing done so that each knows what material is available that was located by other members of the team. The purpose here is to generate a comprehensive listing and library, if appropriate, of planning studies and other types of reports of significance and that will help in implementing the master plan program. Presumably, assembly of the material could also lead to a data retrieval system involving the master planning data assembled so retrieval by various planning topic could be considerably expedited.

The statements of why the transition which made from the 12-map to the nine-element approach is well along, and five statements of the nine have been completed with two others in work. The status of the other two are unknown. In the case of new sections, such as that on environments, the statement will deal with the rationale for including the

item in master plan considerations now as compared to its absence from the plan in the original adopted master plan. Introductory statements to the nine elements are also in work with four done, two in the first draft, and three not complete.

The outline, history, and chronology of master planning already accomplished in the City of Flint is in work but has not yet been completed. The staff has located most of the original planning maps already adopted and are trying to locate the remaining few. Once this is done, methods of reproducing these maps will be decided upon and the narrative of the 12-map content prepared for inclusion with the presentation package.

We spent considerable time reviewing the concept of assigning scale to the objectives and goals of the master planning implementation process. Conventionally, the scale has been in the number of years by which a certain configuration or appearance would be achieved. However, the project team overall felt that perhaps redefinition of the scale measurement process, so that goals and objectives are used as intermediate measurements of progress toward implementation, would be an additional and appropriate method of setting targets. It was pointed out by members of the DPW that the interaction of various time length goals was an important consideration when setting objectives on a program of a long range nature, such as waste treatment plants, water treatment plants, bridges, and major expressways.

Mr. Ursuy will make assignments within the project team to establish a reasonable and usable approach to interfacing the various time scale and objective/goal scaled measurements that can be used in the implementation process.

An example of the various methods that could be used to establish views along the implementation pathway is, for instance, growth of a school system. In the school system the pattern of facilities design is usually based on the enrollment expected. Of course, enrollment is frequently a function of time but the improvement and expansion of a school system or its reduction is normally tied to the enrollment and this is the prime measurement by which goals and objectives are set.

The matter is important enough to implementation of the master plan program so it should be given very careful attention during preparation of the SP-1 package.

It should be remembered throughout preparation of the SP-1 presentation material that the SP-1 acceptance and approval will depend to a large extent on how well it is presented

Monitoring Report #96
City of Flint Downtown Improvement Program
Page three

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

and how straightforward the explanations of the rather complex material is made. Therefore, although the concepts are complicated, the presentation itself should be short, to the point, objective, and very clearly outlined preferably with good graphic backup.

A portion of our monitoring today revolved around a discussion of the preparation of checklists and devices to aid in collecting data for establishing project and program priorities. The 13 elements we have identified which have an impact upon master planning programs was reviewed in some detail and a statement of progress given by those responsible for the nine sections of the policy plan. Four of the checklists have been completed. Another two will be complete within the next few days. One is not started and the other two are in an indeterminate stage. Overall, it appears that major work on checklists should be completed within the next 10 working days which should then allow work to begin in depth on preparing the priority setting method for master plan elements to be implemented. Completion of checklists will also allow preparation of the recommendation statement regarding transition from the 12-map to the nine-element plan, and the setting and preparation of supplementary graphic material for the SP-1 presentation package. The target in Issue #8 of the network model dated June 27, 1980 (working day 1401) for check list preparation work to be complete was August 8, 1980 (working day 1430). Present projected completion is September 30, 1980 (working day 1466) a lag of about 36 working days. This translates into a completion of the presentation package ready for submission by December 16, 1980 (working day 1520). The decision was made to complete the presentation package SP-1 by December 10, 1980 (working day 1516) so it could be presented at the December 10, 1980 (working day 1516) mayor's staff meeting and go to City Council committee on December 17, 1980 (working day 1521). The council will set a public hearing date on December 22, 1980 (working day 1524). Action on SP-1 could then be taken at the council meeting on January 26, 1981 (working day 1547) the same evening of the public hearing. To review, the present goal is to have the SP-1 presentation package completed ready for submission by December 10, 1980 (working day 1516) and to have the council action approving SP-1 held on January 26, 1981 (working day 1547). This is a very tight schedule, but the project team feels that it is feasible.

Prior to the close of our discussion, Mr. Ursuy distributed copies of a planning glossary of terms and requested that everyone review these and comment. In addition, we began identifying what must be done once the SP-1 package is

complete and approved. We started preparation of a laundry list for the work following and agreed that first we must define what phase #2 consists of, then identify specific programs and projects that might be put into work over the next few years; after this we would set priorities of known programs and projects for as many as possible of the nine elements of the policy plan. In addition, I suggested we consider that the material presented in the phase #2 work which will be also submitted to council for approval include models that can be used by all sectors of the community to gauge their involvement and participation in full implementation of the plan. This would include models of such planning elements as economic structure, transportation and other corridor elements, and models for planned and directed industrial growth in new and potentially profitable developing technologies. The purpose of providing models with the conventional map plans is to insure that the multi-dimensional nature of each of the nine policy plan elements is explored in depth. Models give us a chance to examine just what the future of Flint should be, or could be, like within the context of each of the major sections.

This is a sophisticated approach to the technique of master plan implementation but is important enough so it should be given close and careful attention in the phase #2 planning and preparation. It is generally felt that to be effective SP-2 must be a document that can lead all of those affected into new and desirable developments in the future. Again, the master plan must be for those it affects.

We will continue monitoring SP-1 and discussing and diagramming preparation of SP-2 at our next session.

Energy utilization program

We addressed some of the questions that had been posed earlier about the needs of the energy utilization program. For instance, in responding to a dynamic situation regarding energy, for which sectors shall we design an energy utilization program that will effectively take into account the transient situation of energy production and use. A brief discussion of each of the influenced groups is given below:

- The people to take into consideration are those who live and require energy supplies in residences, businesses, governmental environments and institutions.
- The political and geographic boundaries of the program are not clear cut, and thus it was felt that we should primarily concentrate on areas within the boundaries of the City of Flint but certainly should establish secondary and perhaps tertiary areas that allow crossing the boundaries to be possible where needed to maintain integrity of the program.

- The agencies involved are difficult to define. However, for a starting point it was decided that certainly the City of Flint agencies concerned with energy production and use should be included in program consideration. The next higher level was the Genessee Metropolitan Planning Commission and a third tier of agency would be a three county Region Five group. In addition, it was decided that the utility companies should be considered as part of the agency considerations in our study program.
- The types of energy to be considered must not be limited. Thus, we should consider that energy from fossil fuels, solar, nuclear, renewable sources, recovery by recycling and all other types of energy must be included.
- The methods of energy utilization would take into account all techniques which use the types of energy noted above.

As we discussed the affected areas and groups the question was asked as to what classification should be set up to define the groupings of energy utilization. It was suggested that possibly we should use boundaries already established in model program designs for energy utilization. However, many of those present were not convinced that the conventional system was acceptable and in some cases whether any classification was actually needed to develop an effective energy utilization program. It was discussed briefly that we could classify by type of facility, by the consumption characteristics, or by the type of device using the energy, among others. The matter should be given considerable thought and discussion at subsequent meetings since we must have methods by which we can refer to a measurement of effective energy utilization.

This is a basic need and probably should take into account the rationale for the needs' existence. For instance, do we need a classification system in order to set policy, to provide incentives, or to impose penalties? Is it possible that we would require regulation of energy utilization which might demand that a classification system be used? These are all questions that must be answered and addressed in our subsequent sessions as we evolve a preliminary energy utilization program for submission to the City administration for further direction. We shall continue to work on this program as time permits at our sessions.

Beach Street parking center (at hotel)

Mr. Dick Rich and Mr. John Porter were at our session today, and we were able to conduct an in depth discussion on progress of the hotel parking deck at Beach Street. Our major

discussions revolved around when it would be possible to start construction of parking deck foundations. This is an important date since it will be required to install additional piling and pile caps in the present Beach Street right-of-way. This activity will require restriction of traffic during the construction process and thus must be identified in time and duration so as to minimize the disruptive nature of the construction work.

Also, it will be necessary to totally close Beach Street for one to two weeks some time, presently estimated at May, 1981, to erect precast structural elements that span Beach Street.

Our discussions further ranged around acquisition of financing, award of contracts, and mobilization and procurement of early materials. For our discussions we assumed that the receipt of bids for the bonds would be in hand by September 30, 1980 (working day 1466) and that we would have the bond delivered by November 11, 1980 (working day 1496). At that time, money presumably would be available to finance the construction program and we would thus be able to award contracts without the necessity of qualified letters of intent for start of early work.

The present plan is to issue the foundation package by November 1, 1980 (working day 1467) and it was calculated that to receive proposals (by Richard Rich), select the contractor, award a contract, mobilize and procure early materials for foundation work would take approximately 63 working days. Thus, it would be possible to begin work on foundations, if financing was available, by December 31, 1980 (working day 1530). Since the restriction placed upon work at Beach Street is that there will be no disruption of traffic in the thoroughfare between one week before Thanksgiving and through to the beginning of the year it was decided that we would plan on starting foundation work at the site in early January, 1981.

Present goals are to issue the superstructure package for the parking deck in mid-October, 1980 and to begin erection of precast structural elements by April 1, 1981 (working day 1594). Precast erection is expected to require about 45 working days and to be complete by June 4, 1981 (working day 1639). Completion of the parking deck is to be held at November 1, 1981 (working day 1744).

Present plans for Beach Street are to complete the PASI work to as great an extent as possible leaving gaps where foundation modifications are to be made. Then, completion of Beach Street work at the modified foundation areas will be a part

of the parking deck foundation contractor's work. Although most of the gaps between public area site improvements and the parking deck seem to have been covered I suggest a careful screening of the interfaces between the various areas of construction be reviewed again to insure that all are accounted for and steps taken to have a full construction covering of the entire area.

One other major item touched on in our session was the bridge between the parking deck and the hotel, now contained in the parking deck contract documents. This bridge will be an independent structure resting on bents and consisting of precast elements and presumably a glass enclosure leading from the deck to the upper stories of the hotel. It was not clear at our session whether or not the location has been finally determined. Also, it would be wise to insure that the exterior and interior features of the bridge entrance into the hotel are actually built into the hotel exterior. This matter should be followed by the design teams.

A set of preliminary drawings was left with Mr. Ken Collard by Mr. Rich to permit him to check possible utility interferences and to review elevations and other connecting elements.]

To close the session we went over the reviews, approvals, and comments that would be required on contract documents for the parking deck. DDA probably will review and approve the final drawings as will the design review committee and the DPW. In addition, DCD, the Riverfront Center Hotel Associates, Consumers Power, and Michigan Bell should also be permitted and encouraged to comment on the drawings to insure that the design of the various elements is compatible with their installations. This matter will be handled by the project team.

Riverfront Center hotel and PASI work

As an extension of the parking deck meeting, we moved directly into an evaluation of the current status of hotel construction and the various surrounding PASI projects. Masonry at the hotel is complete to the 14th floor, scaffolding removal will probably start within the next two weeks, and enclosure of the tower with glass will soon be initiated. Structural steel at the low rise is erected, and metal deck is being laid out at the various elevations. Masonry on the low rise is starting at Union Street. The goal is still to close the entire building in by cold weather although this may be difficult particularly at the low rise area. The intent still is, according to the FDC, to complete 100%

Monitoring Report #96
City of Flint Downtown Improvement Program
Page eight

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

of the public areas and 50% of the room areas by November 1, 1981 (working day 1744) and 100% of the room areas by December 1, 1981 (working day 1764). The planning is to bring completion of the parking deck and the hotel to the same date point.

Fountain work is encountering some delays and presently lags the Issue #1 network model, sheet #47, dated August 28, 1980 (working day 1444) by about five working days. The delay has been in obtaining the vault and also in completing construction of below grade pool walls. However, these are not expected to seriously delay overall completion of the project although the five days will probably be difficult to pick up.

Street work was discussed in depth and presently the major concern is Beach Street and getting it back into condition for full traffic. The east Beach Street curb at the hotel is to be replaced as quickly as backfilling is complete, (September 19, 1980 (working day 1459)). Curb work will start soon after. There was considerable discussion about various difficult elements of the street work and fountain work, but basically most of these problems can be resolved in day to day project contracts and discussions. Some of the areas to be resolved are listed below at random:

- Installation of trees along Saginaw may be delayed until in-work electrical interferences are eliminated at the east side.
- It has been suggested by the landscaping contractor that installing ground cover and allowing it to be exposed for a winter could conceivably destroy the cover. Plans will be made so it can be stored properly over the winter.
- Recessed pool lights at the fountain are proving a delay problem. However, they should now be on the job by September 26, 1980 (working day 1464) according to the general contractor.
- Installation of crosswalk pavers at Saginaw Street will start October 1, 1980 (working day 1463). During the installation period Saginaw Street must be closed half a width at a time. Provisions should be made for this partial closing.
- Installation of pavers at the personnel hoist for the hotel on Saginaw Street may prove difficult since the personnel hoist is not to be deactivated until inside service elevators are operative for hoisting. This probably will not be until mid-November, 1980.

10/24/80

Moving
clock
1. in room
Kathy!
Ken will
resolve

Will be
benefit
not
included
in spring.

Still not
here. No
word on
Sagaw.

Will
start
Oct 6, 80
(1470)

Now
Dec 1, 80

- On the east side of Saginaw the pavers to be installed at the entrance to the FDC marshalling area will probably be held off until that area is taken out of service so as to avoid damage by traffic across the pavers. A method whereby this gap can be left and filled in properly at a later date is to be identified.
- The area in front of the Mill End Store must also be left without pavers until the property disposition has been determined.
- Concrete tree rings must be restudied to insure that adequate room is left for the plantings. This matter is being looked into at the present time.
- Resolution of the power provision to the vault will be made by representatives of the architect and the DPW.

Leave
out
including
traffic
signal.

Solved to
some extent -
design submitted
to ~~DPW~~
R. Brown

Overall, the goal is now to complete major work at the PASI areas by the end of the construction season which would be between mid-November and early December, 1980.

Not sure
K/K studying
what what
will be
next year

General Summary

Mr. Vyvyan is preparing an agenda for our next session and will distribute it as required.

It should be noted that inadvertently the monitoring report dated August 29, 1980 (for the session on August 15, 1980 (working day 1435)) was numbered #94. This duplicates the existing Monitoring Report #94 number. Therefore, please revise the number of the August 29, 1980 report to #94a.

Ralph J. Stephenson, P.E.

RJS:sps

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

October 11, 1980

Subject: Monitoring Report #97
 City of Flint Downtown Improvement Program
 Flint, Michigan

Project: 79:30

Date of Monitoring: October 2, 1980 (working day 1468)

Actions taken:

- Continued master plan implementation program planning
- Continued work on energy utilization program
- Reviewed current status of Beach Street parking deck
- Monitored Riverfront Center program

Flint master plan implementation

Several members of the planning group were at the session, and we first monitored the current status of the program relative to the network model for master plan preparation, sheet CS-3 Issue #8, dated June 27, 1980. The results of this monitoring indicate that the three major documents being prepared now - the transition statements, the need statements, and the checklist from which to prepare priority setting methods - are still in work but not yet completed. Five or six of the nine transition statements are complete, six or seven of the need statements have been written and five or six of the checklists for priority setting have been prepared. Those who have not yet completed their work have been requested to please make every effort to provide the needed information as soon as possible so a full analysis can be made for preparation of the priority setting techniques.

Our evaluation today showed that meeting the time schedule outlined on page 3 of Monitoring Report #96, dated September 24, 1980 (working day 1462) would be difficult if not impossible. However, Mr. Ursuy and the project team decided we should maintain this date as a ~~target~~ and to evaluate the work done against it as a desired goal in subsequent sessions. The target thus is to complete preparation of the presentation package for SP-1 by December 10, 1980 (working day 1516) with council action on SP-1 still held at January 26, 1981 (working day 1547).

There was considerable discussion during our meeting about the concept of the master plan and the material that is actually to be approved by council. Therefore, a brief review was made of the history of master planning preparation in the City of Flint and the documents that had been prepared to date were identified. So far, the only formal approval by the City of Flint council, according to the latest information, has been a series of 12 maps contained in the 1960 comprehensive master plan. Therefore, the present approved master plan consists only of the map data from that early work. There has been no approval yet by council of either the 1977 policy plan summary or the 1977 policy plan support data.

It was decided that our goal would be to first achieve approval by council of the 1977 policy plan edited and supplemented as has been discussed in previous sessions. This material will be accompanied by additional information as described in the network model sheet CS-3, Issue #8, dated June 27, 1980 (working day 1401).

Upon approval of the SP-1 presentation package we will then proceed to add additional process data that constitutes the SP-2 package.

To be contained in the SP-2 package will be:

- * Updated map plan graphics
- * Statement of recommended procedures to be followed
- * Policy recommendation on staffing and organizing the implementation program
- * Provisions for updating planning maps
- * Provisions for updating policy plan
- Applicable regulations
- * Descriptions of planning and scheduled methods recommended
- * Description of monitoring methods recommended
- * Provisions for adding or replacing elements in the master plan
- Backup data

Monitoring Report #97
City of Flint Downtown Improvement Program
Page three

RALPH J. STEPHENSON
CONSULTING ENGINEER

Of the above information much of the technical data will be maintained merely as a reference for the material to be submitted to council. Council will be asked to approve only those items with the * above.

It was decided that the ultimate approval which would give us a master plan program to implement would include SP-1 and SP-2 which among other things would contain either the original or updated map plan. Generally the thinking at present is to update the 1960 map plans and issue them with the new master plan documents SP-1 and SP-2. This matter is to be reviewed in depth prior to a decision being made.

I suggested to Mr. Ursuy that he begin developing the priority setting techniques from the checklist material already prepared by some of the element managers. He plans to do this in the very near future. When implementation and priority setting processes are reviewed it should be remembered that two basic elements govern the considerations as to how important a program is. These are desire and probability of success. Using these two summary criteria there are many others that can be developed which consider in detail factors under each. We shall plan to discuss these at future sessions of this group.

Energy utilization program

Based upon our previous monitoring meeting, we continued the discussion of classification as a tool by which the program could be defined in the report to the mayor. It has been decided that the end product of our current work will be the planned preparation of a report to be submitted to the mayor for his approval, and comments relative to how we are to proceed in implementing an energy utilization program. At this session our main thrust was to generate such classifications for initial consideration. This is reviewed below. The underlined classifications are tentative and subject to further review and change as decided.

A. By user (or possibly by control agency) facilities, equipment, and staff within energy plan boundary (E.P.B.)

1. City of Flint municipal
2. Township
3. County
4. State

Monitoring Report #97
City of Flint Downtown Improvement Program
Page four

RALPH J. STEPHENSON, P. E.
CONSULTING ENGINEER

5. Region Five
6. Public utilities
7. Public institutions
8. Private institutions
9. Public transportation
10. Public residential
11. Private residential
12. Private commercial
13. Private industrial
14. Private transportation

B. By type of energy

1. Fossil fuel
2. Solar
3. Wind
4. Hydraulic
5. Renewal sources
6. Recovery by recycling
7. People generated
8. Animal generated
9. Geothermal
10. Chemical
11. Nuclear

C. By type of device using energy

1. Lighting
2. Heating
3. Cooling
4. Transportation

5. Manufacturing
6. Communication
7. Service (i.e. calculators, typewriters, duplicators, computers, etc.)
8. Fabrication
9. Production
10. Domestic

We began to develop some classifications by generating methods but the press of time did not allow us to complete this list. We will work on it at our next session.

The intent now is to analyze the various classifications we are preparing and to develop a scope of work of the suggested program within which we can be effective.

Beach Street parking deck (at hotel)

The early discussions at this session revolved around selling of bonds and receiving the cash. Present plans are to defer the bond sale until November 12, 1980 (working day 1497) after which there probably will be a period of about 21 working days until the cash for the project is in hand. This will bring cash availability to about December 15, 1980 (working day 1519). However, it was emphasized during the session that we must initiate preparation of shop drawings for piling, precast structural elements and the elevators just as quickly as possible. Presumably we will be in a position to award such early contracts or issue letters of intent by mid-October, 1980 and initiate preparation of submittals in early November. To do this, it might be necessary for the owner to issue letters of intent covering early preparation of shop drawings so while selling the bonds is being accomplished, and up to the point of receipt of money for the program, payment for such shop drawing work done in the period can be accommodated. This is a very critical item, and it was stressed by the construction manager as well as others that we should find a method by which we can initiate such early submittal preparations.

The intent is still to begin early foundation work in January, 1981 probably close to January 22, 1981 (working day 1545) and to move in the field from east to west with foundation work probably being done in the Beach Street right-of-way in early February, 1981. Superstructure

precast will begin about April 1, 1981 (working day 1594) and also proceed from east to west. Probably construction of the superstructure over Beach Street will occur in May, 1981 and will require from 5 to 10 working days of total closure of the street while structural elements are being erected. Construction of foundation work in Beach Street in early February could take from 15 to 30 working days. All parking deck construction operations must be tied closely together with the work on the hotel as well as with remaining PASI work in Union and Beach below.

10/24/80
HOLD

The parking deck is still scheduled to be substantially complete November 2, 1981 (working day 1744) with total completion by January 1, 1982 (working day 1786).

We next reviewed the location of the bridge connection to the hotel. Apparently, there is no resolution as to exactly where this is to be located. Since it is a reasonably critical design element the matter should be looked into immediately. Some concern was also expressed about utility interferences with pile driving. Continuing checks on location of various utilities will be made as the project moves into the field.

Riverfront Center hotel and PASI work

Hotel construction is continuing to move well with masonry complete at the tower and being erected at the low rise. Dismantling of tower masonry scaffold is just starting. At our session FDC said that the personnel hoist is to be deactivated November 17, 1980 (working day 1500) when the interior service elevator will be available. At that time the hoist will be removed and by December 1, 1980 (working day 1509) the area at street level should be available for paving work.

10/27/80
hold

Close in is continuing well with glass arriving today. Window frames are on the tower floors and although there are some minor labor difficulties with installation of sash this is expected to be cleared immediately.

At the fountain, construction of the below grade pool walls is still in work with about one week left to complete. Upon completion the sloped fountain wall will be built, and after it is stripped and backfilled, the granite facing, pool systems, the emitter system, and curbs and electrical underground work can be installed. It appears from the current monitoring plan of action (sheet #47, Issue #1, dated August 28, 1980 (working day 1444)) that it may not be possible to complete all

Monitoring Report #97
City of Flint Downtown Improvement Program
Page seven

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

fountain work this year since some of the activities must be done in warm weather. Therefore, an analysis is under way at present to indicate what possible work will be deferred to next year. This matter will then be discussed with the funding agency so as to receive an approval on a later date for completion. Street work on Saginaw, Beach, and Union is moving more slowly than had been planned. Here, too, an evaluation will be made of work that must be deferred past the present funding period.

The various problems discussed in Monitoring Report #96 on pages 8 and 9 are currently being addressed individually. A brief review is given below:

- The interferences between trees and to-be-installed electrical work on the east side of Saginaw is being studied by Consumers Power and engineering work will follow when a decision is made by them as to what to do. Meanwhile, we have decided we should install the necessary tree wells at the locations that have been transmitted to Consumers Power.
- There have been some revisions to the scope of the landscaping contractor's work. However, any ground cover that is to be installed will be bought now and installed next spring by the landscaping contractor.
- Recessed pool lights are still a problem, with frames still not on the job. They are delaying construction of the pool walls and there is no word on their delivery. *in!*
- Installation of crosswalk pavers at Saginaw Street will start October 6, 1980 (working day 1470). *must you.*
- Installation of pavers at the personnel hoist for the hotel and Saginaw could begin on December 1, 1980 (working day 1509) if weather permits.
- Pavers at the east side of Saginaw at the entrance to the FDC marshalling area and the front of the Mill End Store will be left out according to present plans.

It should be considered because of the paver pattern in a block, that leaving a middle segment out would not be desirable due to impact on maintaining the pattern on either end. Therefore, it may be necessary to leave out the entire length of pavers for that block. This matter should be reviewed in detail.

Monitoring Report #97
City of Flint Downtown Improvement Program
Page eight

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

- The concrete tree rings have been restudied, and a redesign has been submitted and is currently being reviewed by the design consultant.
- The matter of providing power to the vault at the fountain has been settled and the needed action is currently being priced. It will be submitted by October 8, 1980 (working day 1472) and will go to council on October 13, 1980 (working day 1475) for approval.

approved

General

Mr. Vyvyan will prepare the agenda for our next session and distribute it to those concerned.

Ralph J. Stephenson, P.E.

RJS:sps

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

November 3, 1980

Subject: Monitoring Report #98

City of Flint Downtown Improvement Program

Flint, Michigan

Project: 79:30

Date of Monitoring: October 24, 1980 (working day 1484)

Actions taken:

- Monitored master plan implementation program
- Began network modeling for phase SP-2 of master plan implementation program
- Began diagramming preparation of comprehensive energy plan (CEP)
- Monitored progress on Beach Street parking deck
- Monitored Riverfront Center project
- Prepared network model for major portion of remaining PASTI phase #1 work

Flint master plan implementation

Work on the statements of transition from the 12-map to 9-element approach along with introductory statements to the 9 elements are complete for elements #1, #2, #5, #8 and #9. They are substantially complete for elements #6 and #7, while elements #3 and #4 still remain to be completed. The tasks shown in the network model sheet CS-3 Issue #8 dated June 27, 1980 (working day 1401) that were indicated as following preparation of this work have been started, and therefore some overlapping of the activities has been possible.

The priority factor checklists have been completed to a point where Mr. Ursuy can now assemble material identifying the factors and begin establishing a method of setting priorities. He will do this in the near future, and we will review the initial draft at our next planning session. Meanwhile, preliminary conversations with the city's legal department have been started to determine the method by which the city can best move to adoption of the 9 element plan.

It presently does not appear likely we will meet our initial targets which anticipated submission to the mayor of the SP-1 presentation package by December 10, 1980 (working day 1516). However, Mr. Ursuy has suggested we still use this as our target and make every effort to bring the work somewhat back in line over the next couple of weeks. If we can meet the initial submission date of December 10, 1980 (working day 1516) we will continue to plan for council approval of SP-1 on January 26, 1981 (working day 1547).

At our session we also continued study and planning for preparation of phase SP-2. This material is that as described in the previous monitoring report #97 dated October 11, 1980 on pages 2 and 3. We, in this session, began to prepare actual tasks to be accomplished within the map data section and the procedures section. It was decided that items to be formally approved by the council such as documents and maps would be called plan documents while those that only provided information backup would be called data documents.

We assembled the necessary logic to start work on the data and plan maps and this is contained on sheet CS-4, Issue #2, dated October 24, 1980 (working day 1484). At our next session we will continue working on this network model and try to complete the logic through to the point of submission of the SP-2 package.

Of particular importance in this SP-2 study draft will be to identify the various procedures to be defined. We determined that the following major items would be a good starting list.

- Legislative
- Executive
- Legal
- Financing
- Inter-departmental
- Priority-setting
- Updating

In addition, we talked briefly about methods by which we can identify, store, and recapture data located and utilized by the various element project managers in their individual efforts. This proper identification, storage, and reuse of data should make it possible to generate cross-fertilization of the various ideas that emerge as the plan is put together. We will also work on coding

systems that will allow manual retrieval and, possible at a later date, retrieval by electronic processing equipment. This effort perhaps will allow us to generate some overall procedures for use of planning data by DCD as well as establishing a program check list for implementation of the total master plan.

Comprehensive energy plan (CEP)

During our session we were able to begin assembling the network model for the comprehensive energy plan preparation. To do this we first completed our classification lists and then identified at random the tasks necessary to initiate early work. In monitoring report #97 on pages 3, 4, and 5 were listed the classification systems we are considering to date in discussing energy utilization. Added to this now should be an additional two sections, D and E, entitled respectively Generating unit and Distribution method.

D. Generating unit

1. Unit per person
2. Unit per family
3. Unit per structure
4. Unit per community
5. Unit per region

E. Distribution method

1. By wire
2. By pipeline
3. By individual container (i.e., tank trucks, gas stations, storage batteries and other such energy envelopes)
4. Through air and vacuum

This total list is to be used to structure assembly of the energy utilization program and to guide us in our various discussions. Mr. Ursuy said that the Consumers Power executive representative in this area is extremely interested in the work that we are doing and will be invited to one of our near future sessions. He could at that time review our classification methodology to see if it is complete enough for putting together the energy program.

Monitoring Report #98
City of Flint Downtown Improvement Program
Page four

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

In the network model, sheet E-1, Issue #2, dated October 24, 1980 (working day 1424), we show the early steps in the program as being to identify and define CEP organizational needs after which we prepare material for several periodic meetings with the mayor's advisory committee on energy (MACE). The intent is to identify a series of these sessions with the committee so as to gain acceptance of the plan that evolves out of the work done by the staff. Committee meeting #1 will include discussion and resolution of:

- Inventory of existing program
- Energy program content (boundaries, classifications and objectives and others)
- Approval of the staff statement re the energy program preparation
- Approval of work to date
- Exchange of energy information

By this periodic meeting technique, it is hoped that the committee can be kept informed about staff work in preparation of the plan so that the input of this knowledgeable group is continued throughout the staff work on the project.

At our next session we will continue to diagram the tasks necessary to bring a study plan into being and submit the plan to the mayor for his review and comments. Mr. Ursuy will request the mayor to attend occasional sessions to be properly briefed re the ongoing work.

Beach Street parking deck (at hotel)

The target date for acquiring money to begin work on the parking deck is still set for December 12, 1980 (working day 1518). This is based upon a bond sale by November 12, 1980 (working day 1497). Thus, in late December 1980 it is expected to initiate early contract awards, and to complete all awards by January 12, 1981 (working day 1537).

"1/12/80

hold

It has now been decided that the entire design package will be released for proposing on November 3, 1980 (working day 1490). Proposals are due November 24, 1980 (working day 1505) with construction due to begin on foundation work at the east end of the project by January 15, 1981

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(working day 1540). Superstructure work is to begin by April 1, 1981 (working day 1594). Overall, this schedule of operations is extremely tight and of particular importance is to allow enough time for early procurement and proper expediting critical work which concerns test piling, submittal of piling shop drawings, approval of these shop drawings, and fabrication and delivery of the piling itself. ok

For the superstructure the major early element to complete is shop drawings for precast, followed by approval, and then precast fabrication and delivery. Elevators are also considered critical early delivery items. In all cases it will take continuous and expert attention to the expediting process to insure that shop drawings are processed promptly so shop fabrication can begin as required.

We once again reviewed the possibility of early releases in preparation of shop drawings by guaranteeing payment for preparation. This matter has not yet been fully resolved and apparently the desire now is to obtain proposals before any release is actually made. I strongly recommend that we consider on an ongoing basis how we might begin piling and precast detailing as quickly as possible.

The organization for the project has been established and staffing of the job should allow prompt and expeditious review and approval of all shop drawings. I urged at our session that we be especially careful to insure that the necessary communication channels are maintained, particularly between the project staff and interfacing groups which include the city, the hotel project team, and the contractor for PASI phase #1 work. Present plans are to maintain communication through our regular monitoring sessions of the hotel parking deck.

It was again affirmed that the added foundation work on Beach Street would be completed in mid-February, 1981 while erection of precast elements overhead at Beach Street will occur in May, 1981. Foundation installation will require partial closing of the street while erection of overhead precast probably will require that the street be fully closed. It was requested of the parking deck project team that these dates be set firmly with the various contractors as they are brought on board. A.
C.

One other element discussed in some detail at our session was the concern of Michigan Bell Telephone and the structural

engineer that there might be interferences between existing telephone cable and the new piling to be driven. I suggest that an immediate effort be made to lay out and identify the relative position of the cable and piling to insure now that any design revisions that must take place will be done prior to issuing the contract documents. In addition, it would be well to check potential interferences with Consumers Power and the traffic department since both these organizations also have underground lines in the vicinity of the new pile foundations. This matter is being reviewed by Mr. Whitney and a decision should be made within the next few days.

The interconnection between the parking deck and the hotel at the second level is still in design review although no problems are anticipated in constructing the upper level connection. However, I recommend that we clear this matter so that it does not become a future problem.

Riverfront Center hotel and PASI work

Work is continuing to move well on close in of the tower structure, although there still is a jurisdictional dispute between trades that install and glaze sash. This matter is becoming serious and the contractor is making every effort to clear the way for sash and glass to be installed prior to the encountering of heavy winter weather. At the low rise masonry is about complete at the south elevation and will be started at the west momentarily. The project remains in fairly good alignment with project schedules showing completion as anticipated by December 1981.

We, at our session, reviewed the various problems and items discussed in Monitoring Report #97, pages 7 and 8. A brief review of these, in order, is given below:

- Consumers Power is reviewing and revising the electrical underground work drawings for the east side of Saginaw. There was a potential interference between the trees and future electrical work. Probably these drawings will be available within the next 15 working days although there was no authoritative information relative to their issue.
- Landscaping materials will be made available when needed next spring.
- Pool lights are on the job and installed.

- Installation of crosswalk pavers at Saginaw Street will begin on the south crosswalk within the next 10 working days. North crosswalk work will be done next year.
- The personnel hoist for the hotel will probably be removed by December 1, 1980 (working day 1509), provided elevator components arrive on the job within the next 5 to 10 working days. However, installation of the pavers at this area will not be put into work until next spring.
- Pavers at the east side of Saginaw will be held off until next spring.
- The concrete tree rings have been approved.
- A change order has been issued for installation of power to the fountain vault.

At the latter part of the session we rediagrammed PASI work, phase #1, that would be installed this year along with identifying work that probably will go in next spring. The intent presently is to bring the project to a point where pavers can be installed and then this year to lay these at the Citizens Bank and at the south Saginaw crosswalks. All other paver work will be deferred until next spring starting up probably about May 1, 1981 (working day 1616). Of course, if it becomes feasible to install the pavers this year by virtue of a schedule compression then this work sequence will be reconsidered. However, the present plan of work as shown on sheet #48, Issue #1, dated October 24, 1980 (working day 1484) does not appear to give us adequate time prior to the onset of cold weather to complete paver work.

Also of importance is the need to complete the traffic signal footing at the corner of Union and Saginaw. The work restrains installation of pavers at the bank area. Since these are due to begin within the next five to ten working days it is important to complete this footing as soon as possible.

The tracing for the PASI #1 work was left with Mr. Vyvyan who will print it and distribute copies to those concerned.

General

Mr. Vyvyan and I discussed the agenda for our next session and, in conjunction with Mr. Ursuy, it was decided to allocate a larger block of time at each session alternately

Monitoring Report #98
City of Flint Downtown Improvement Program
Page eight

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

to the master plan implementation program and the energy utilization program. Mr. Vyvyan will prepare the agenda and distribute it to those concerned.

Ralph J. Stephenson, P.E.

RJS:sps

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

November 24, 1980

Subject: Monitoring Report #99
City of Flint Downtown Improvement Program
Flint, Michigan

Project: 79.30

Date of Monitoring: November 12, 1980 (working day 1497)

Actions taken:

- Reviewed status of Beach Street parking deck
- Continued work on preparation of comprehensive energy program
- Reviewed current status of master plan implementation program
- Monitored Riverfront Center project

Beach Street parking deck (at hotel)

Bond bids were due today, November 12, 1980 (working day 1497). There are some restrictions that must be met for the bids to be acceptable and if these are not met, alternate courses of action will be put into operation immediately.

Contract documents for the parking deck are issued and the construction bids will now be received sometime in late November or early December 1980. Again, much of the schedule for letting contracts will depend upon the bids received for the bonds.

The skyway connection between the parking deck and the hotel is being designed into the parking deck structure and accommodations have been made for it to connect into the hotel. However, the actual construction may be carried out under a grant from EDA. If this is the case, we should make every effort to incorporate the work for the skyway connection in a manner that gives us a most economical price for its construction. Since EDA does not apparently look with favor upon alternates that increase prices (add alternates), it probably will be necessary to include it in the base bid as a deduct alternate. However, it should be clearly understood that different prices are usually given for additions and deductions by contractors. This matter will be handled by the project team.

Efforts are also going to be made to release preparation of shop drawings early so contractors can start preparing the shop documents prior to awarding full contracts. This matter is being followed by the project manager and Mr. Whitney.

The target dates we outlined in Monitoring Report #98 on pages 4 and 5 are still being held, with construction to begin at the east end of the project by January 15, 1981 (working day 1540), and superstructure work to begin by April 1, 1981 (working day 1594). We are, of course, rapidly approaching a point where the amount of time to mobilize, acquire early materials and move onto the job site is becoming shorter and shorter. Nevertheless, we must maintain these overall times dates structures if we are to complete the deck by the time the hotel is ready for occupancy.

The interference potential in Beach Street was also reviewed and it was urged that every possible method be found to identify the location and depth of potentially conflicting utilities at the added fountain. Mr. Porter and Mr. Whitney will follow this with the utility companies. It was agreed by the DPW and a representative of Consumers Power who was attending the meeting that it would be possible to quite exactly locate the utilities of concern, using available electronic equipment. This matter should be investigated so we can maintain minimum disruption to Beach Street during the holiday season, and prevent any extended exploration and excavation period prior to construction of the footings. If there is a need to shift the footings to miss existing utilities, we should be aware of this just as quickly as possible.

Comprehensive energy plan (CEP)

We continued our work on the CEP and were pleased to have present two representatives of Consumers Power Company, Mr. Duchane and Mr. Hammond. Both were of considerable help in our detailed discussions regarding the format of the CEP initial report.

The major work accomplished during our session was to firm up the content of the mayor's advisory committee on energy meeting #1 with the task force. We also prepared a statement of intent regarding the CEP and defined several objectives to be gained by preparing and implementing a comprehensive energy program. The statement of intent to be initially considered and reworked over the next two sessions is as follows:

Statement of Intent of CEP (master objective)

To prepare guidelines; to identify, state, and select appropriate programs for implementation; and to organize, staff, direct and control the implementation of selected programs -- all of the above to encourage effective and beneficial use of energy within the energy plan boundaries.

With this master objective statement, we were then able to move to a set of 11 sub-objectives for preparing and implementing the comprehensive energy program. These are given below at random. The list is to be augmented at subsequent sessions as we identify additional fields of work and opportunity for the task force.

1. To provide advice and recommendations regarding effective energy use to users within the energy plan boundaries (EPB)
2. To minimize adverse actions, effects, conflicts and influences upon the effective use of energy
3. To develop and state standards of performance by which we can measure the effectiveness of energy use within the EPB
4. To prepare and implement plans for providing alternate energy sources within the EPB
5. To develop methods of advising, recommending, or mandating energy use standards and practices
6. To recommend methods by which objective energy use information can be made centrally available to users within the EPB
7. To develop methods by which users can be objectively counselled regarding the value/cost of the type of energy, type of device, generating unit and distribution method
- X 8. To suggest priority setting methods by which the user can best evaluate and select the type of energy, type of device, generating unit and distribution system for his order, evaluation and selection.
9. To recommend energy use programs to be engaged in by public, quasi-public and private agencies.

10. To prepare guidelines by which the Mayor's advisory committee on energy (MACE) can be properly involved in preparing and implementing the comprehensive energy plan.
11. To define the energy plan boundary (EPB) taking into account the classification factors identified earlier in our study.

Mr. Ursuy expressed the urgent need to prepare a comprehensive energy plan relative to future governmental participation in various grant programs. Apparently there is an increasing demand that a CEP be available prior to allowance of grants on publically funded programs. Therefore, it becomes in some cases an essential part of the grant.

Over the next few weeks we intend to identify and schedule a series of meetings with the mayor's advisory committee on energy, and at our sessions prior to these meetings we will set up explicit agendas so the sessions can be most productive. At our next planning session, we will attempt to tie the various factors under consideration so far into the MACE meeting #1 agenda.

Master plan implementation program

This was a brief meeting and concentrated mainly on monitoring the current status of the work. The statements of transition for the nine elements and the introductory statements to these elements are substantially complete except for #3 and #4 concerning the commercial and industrial section of the policy plan. Also the list of priorities factors is prepared for all except sections #3 and #4. Mr. Ursuy now has enough information and material available to have prepared an initial method statement for setting priorities by the use of weighting systems. He will continue to refine this and at our next meeting we will begin going through the weighting system in some detail.

It was pointed out in our meeting that evaluation of any given program is a very complex process since the programs must be measured against other similar desires in different policy plans as well as being evaluated against other projects within the element classification in which the specific project falls.

Also most of the weighting efforts made to date concern the desirability of the project. It was again expressed that we also must consider the probability of success

in implementing the project as a factor by which we multiply the weighted elements. (In using the rating systems the value 0 should be avoided since if there is a multiplication between probability and desirability using a value of 0, either item would give you a 0 product which distorts the value system.)

To review our earlier comments, identified on page 3 of Monitoring Report #97 we should remember that the two basic elements that govern considerations as to how important a program is, are desire or need and the probability of success. Probability of success determines to a large extent how much certainty there is that a program might be brought on line. If the probability of success is low, this, of course, could seriously influence whether we wish to embark upon that project or not. Thus, weighting and priority assignments are complex, multi-factor variables that must be quantified if we are to maintain an objective recommending posture.

Due to the slippage of the preparation of the SP-1 presentation package it now appears that we will be submitting the SP-1 program to the mayor on January 9, 1981 (working day 1536), with it to go to council about February 23, 1981 (working day 1567). We are now working to these revised target dates.

Riverfront Center hotel and PASI work

Work on closing in of the hotel is moving slightly slower than desirable. Work is proceeding on masonry at the low rise and installation of sash and glass continues at the high rise. The present target is to close the high rise with glass by January 19, 1981 (working day 1542).

The temporary elevator will now be complete December 15, 1980 (working day 1519) and the power hoist is planned to be dismantled beginning December 1, 1980 (working day 1509). It is important to remove this hoist so close in can proceed at the hoist location. Also it is critical that this hoist be de-activated as soon as possible since the disruption to downtown holiday traffic with the hoist operative would be considerable. All members of the project team are working to remove the hoisting operation just as early as possible. It is very important to permit unrestricted traffic on Saginaw from Thanksgiving on through Christmas. This means removal of parking on the Saginaw Street bridge and restricting or stopping all Saginaw Street major ongoing deliveries to the hoist area particularly.

All parties to the project have been made aware of the serious nature of this traffic circulation problem and are working to clear it.

Monitoring Report #99
City of Flint Downtown Improvement Program
Page six

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

Beach Street repairs at the hotel should be completed within 5 working days and the street fully opened to traffic. Union Street will be maintained as a construction access road and will not be open for general traffic.

PASI phase #1 work has slowed considerably and as yet pavers have not begun. It is rapidly approaching the point where installation of pavers will be difficult if not infeasible this year. Therefore, we are generally considering that their installation will begin in the spring of 1981.

Work is moving rather slowly at the fountain and the concrete wall is now being rubbed, finished, and backfilled. Stone is expected to begin soon. There was no contractor representative present at this session and therefore an exact date was not projected. Apparently erection of stone can proceed with the exception of joint material over the winter time. There was no word as to whether or not this was the plan.

The traffic signal footing at the corner of Union and Saginaw has not yet been completed due to the need for anchor bolts and a setting template. This work is holding up paver work.

General

Mr. Vyvyan and I reviewed the agenda for our next session, and he will issue it to those concerned. We also discussed with Mr. Nester the need as project intensity increases for good high level management follow up on all programs being planned, evaluated, and monitored. The number and complexity of projects coming on line in the downtown area is on the increase once again, and it is going to be critical that responsive top level management be available on an ongoing basis to make appropriate decisions and adjustments to work as the control process proceeds. We shall talk about this in more detail at a later date, but Mr. Nester is fully aware of the needs as discussed, and will give the matter consideration.

Ralph J. Stephenson, P.E.

RJS:sps

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

December 15, 1980

Subject: Monitoring Report #100
City of Flint Downtown Improvement Program
Flint, Michigan

Project: 79,30

Date of Monitoring: December 8, 1980 (working day 1514)

Actions taken:

- Met with energy advisory group including members of the mayor's committee on energy to continue work on preparing a comprehensive energy plan (CEP)
- Reviewed weighting methods for use in master plan implementation program
- Monitored progress on Beach Street parking deck implementation
- Reviewed current status of Riverfront Center hotel and state office building

Comprehensive Energy Plan (CEP)

This meeting was attended by a large number of area representatives, all vitally concerned with effective energy utilization. At the meeting Mr. Ursuy first introduced the various people attending and we next went over the progress on the DCD studies to date, emphasizing particularly a summary of the work done to date by the DCD task force as identified in Monitoring Report #99 page 2, 3, and 4 dated November 24, 1980. This included a brief review of the statement of intent and the sub-objectives set out as preliminary assignments by the task force for themselves.

It was felt wise as the meeting progressed to identify the role of the DCD and DPW task force to insure that confusion is avoided relative to staff involvement on the energy plan. In this report and subsequent reports I shall refer to Mr. Ursuy and his task force as the CEP (comprehensive energy plan) staff task force. We may want to find a more descriptive name as time goes on but that can wait further developments and decisions.

Once the program was reviewed and preliminary discussions began each member attending the session was asked to give his or her views on the statement of intent and the objectives along with whatever other comments they might wish to make. Several good points were made and these are listed at random below. The points are lettered for easy reference.

- A. It was felt by some that establishing a CEP basic approach philosophy was important. All agreed and the philosophy will evolve as the organization and objectives are more clearly identified in future meetings. It was established at this session that all attending felt a concerted effort to better use energy was imperative for the community and the country.
- B. Several groups are presently active in energy studies and programs within the Flint area. Many felt that there has to be an umbrella group to help unify the present hodge-podge of individual activities and organizations. Definition of the CEP task force's responsibilities, however, is critical to properly defining its umbrella role.
- C. The addressing of boundaries on the comprehensive energy plan is important. As pointed out in Monitoring Report #97 pages 3 and 4 boundaries can be governed by a multitude of factors. One of the first addressed in this session was the geographic boundary we might best adopt.
- D. Overall, most at the meeting seemed to feel that the reasonable geographic boundary for activities of the CEP task force is region five. Region five consists of three counties - Genessee, Lapeer, and Shiawassee. Further qualification of geographic boundaries, however, was felt desirable by several present due to the need to consider that geographic perimeters do not always include many of the elements needed to develop cohesive energy utilization policies. Therefore, it was agreed that boundary definition is a multi-dimensional process. Some of the measures mentioned at this session were by political, utility service, transportation, isochromatic (boundaries defined by driving or travel distances related to time of travel), and others which time did not permit discussing in great detail.

- E. The participation of those who operate at a different political level than the city of Flint was welcomed at the session. Their participation helped insure that a balanced look at the approach to a comprehensive energy plan was feasible.

They also stressed the importance of a single agency where resources would be available on an in and out basis so the total work produced could be best used.

- F. Some felt that we would be wise to seriously review existing programs in effect and abstract from these the most usable features. Also stressed in some instances was the use of computers in making energy audits so that if any of the elements put forth as a result of the comprehensive energy plan were to be mandated, the movement to a regulatory position could be made easily and in a positive and constructive manner.
- G. The changing urban settlement pattern will continue to affect effective energy utilization. The thought here was that a single umbrella group could be of help in identifying this changing pattern within whatever geographic or political boundary systems we establish.
- H. It was pointed out repeatedly that the tri-county area has differentials that must be recognized in any comprehensive energy plan. Application of selective systems, methods and techniques to appropriate areas is an important part of any implementation program. Energy policies are not applicable automatically nor across the board.
- I. It was brought out that there are as many as 100 agencies in the counties presently dealing with energy. The job of pulling their work together so it can be effectively disseminated may prove to be a main thrust of the comprehensive energy plan task force.
- J. Although to date we have been working primarily with Consumers Power it was brought out in the session that Detroit Edison also provides electric power to the Lapeer County area. We should be certain to keep both utility companies informed about our activities and solicit their participation on the basis of need and where they see fit to assist.

Part of the boundary system we are evaluating also considers type of organization; so, we must be aware of the need to be complete in our coverage of information solicitation.

- K. The Flint Board of Education mentioned that they have a heavy concern with three basic areas:

1. Energy conservation
2. Supportive energy systems
3. An outreach on energy education in the home by teaching teachers how to teach improved energy use within their boundary areas.

The use of the school system in a constructive manner to disseminate authentic and proper information about energy use certainly should be a major consideration of the CEP task force.

- L. Some concern was expressed about the 11 major sub-objectives identified in Monitoring Report #99 on page 3. It was felt that these were perhaps too general for the task force to cope with and that a more selective and specific definition should be made. However, as discussion proceeded it became apparent that the objectives were stated relatively well but that the details will now have to evolve out of the objective statements.

- M. As a result of the above comments, it was decided to revise objective #3 to read:

3. To develop and state in conjunction with idea generating and implementing groups standards of performance by which the effectiveness of energy use within the EPB can be measured.

- N. It was also decided that sub-objective #4 would be better stated as:

4. To prepare and implement plans for providing contingencies to existing energy sources within the EPB.

- O. Because of the press of time we were able to evaluate only objectives #1, #2, #3, #4, and #5. Evaluation of the other six sub-objectives will be done at our next session.

- P. It was pointed out by representatives of Consumers Power that they are working with many programs on conserving energy. Their approach is to have the individual do the work of conservation by teaching him or her what is required. Also, they assist in making energy audits since the programs of Consumers Power are mandated through the Energy Act, and thus will be ongoing and required as a condition of their operation as a utility.
- Q. Flint school system representatives said that they felt the challenge offered by developing and distributing a good program of effective energy use would be good. They have about 50 educational units through which the outreach into the home could be provided on a very effective basis for disseminating carefully selected information. It was also felt that this feedback system would be of help in conducting energy audits of individual households.
- R. The work of the CEP task force to this point has of necessity been general. Therefore, it was explained to those who thought that we should become more definitive that further definition is now to be provided with the assistance of the mayor's advisory council on energy. It was also pointed out that this meeting was for that very purpose and that the results of our session would assist greatly in identifying specific objectives of the task force.
- S. Some mentioned that a clearing house for energy information was absolutely essential. This was considered to be a reasonable activity in which heavy involvement was needed.
- T. Further discussion of the sub-division of objectives was suggested and the possibility of using the State's end use definitions entered the discussions. These end use groups are:
1. Residential
 2. Commercial
 3. Industrial
 4. Agricultural
 5. Power generation
 6. Transportation
 7. Governmental

- U. As we moved through the discussion it was felt that the involvement of some of our major industrial users such as General Motors would be very helpful in these meetings. Mr. Ursuy will contact other such major parties and invite them to subsequent sessions.
- V. It was stated that the problem of effective energy use is as much a social problem as it is a technical problem. Many agreed, and thus it was decided that as part of our multi-dimensioned boundary system we certainly should consider the need for social awareness in the energy program as well as technical awareness.
- W. The concept of a master audit procedure was brought up along with the need for data bank storage and good retrieval systems. These matters, of course, could all come under study as part of the CEP task force work. Decisions on what projects to be tackled will be assigned on a priority basis as the study proceeds.

Drawing the discussion to a close, the emergence of the CEP task force at specific levels of operation was clear. If we imagine a series of three rectangles, stacked one on the other, with the top rectangle labeled overlook, the second rectangle labeled ideas and implementation, and the third or lowest rectangle labeled dissemination, we begin to see the problems facing a program of effective energy utilization in a true manner. If we further imagine that the middle rectangle, ideas and implementation, has gaps and holes in it that still must be filled, we can see that this rectangle is the one in which the most glamour, excitement, and interesting work occurs. However, the missing links to getting the ideas and implementation techniques out into the field and to the people where they can be used consists of the top rectangle, overlook, to insure that we are viewing all the activities going on and then the lower rectangle, dissemination, which insures that implementation efforts are screened, filtered, augmented, dampened, and otherwise allowed to become effective tools for the people within the energy plan boundaries (EPB).

It was felt that the CEP task force would best be involved with heavy efforts in the overlook rectangle and in the dissemination rectangle. Therefore, we shall proceed on that basis over the next few weeks. Meanwhile, at our next discussion we should strive to further reduce to specifics the information that has been gained as a result of our

conference today and identify the true overall intent and sub-objectives of the CEP task force. In addition, at our next session we should begin writing the initial rough draft of the CEP course of action to be submitted to the mayor.

Flint master plan implementation program

Today we evaluated the method of weighting the master plan projects program. We were not able to do too much additional work on monitoring current status of the program since there still remains two major policy elements that must be incorporated into the overall priority setting techniques. It is still the objective to submit the SP-1 draft to the mayor on January 9, 1981 (working day 1536) so it can move on through to the City Council as we had planned in our recent sessions.

A discussion of the weighting factors was conducted to assist in final preparation of a priority setting method. In this discussion, it was first pointed out that weighting should allow us to evaluate first the desirability of the project in the eyes of the DCD staff. Second, the weighting system should allow assignment of a probability of successfully implementing the project in the opinion of the DCD. It was suggested during our discussion that we do not try to assign priorities to the nine elements of the policy plan but instead evaluate the contribution that any project will make to the nine-element policy plan, identifying each of the elements individually. Thus, these nine elements will now be added to the other evaluation elements that have already been identified.

Next, it was suggested that the scale of weightings be a series of positive numbers from 1 through 10, with the descriptions for desirability ratings including poor, fair, good, excellent being applied to a range of numbers. The process would be to first assign a non-normalized weight to each evaluating factor; then, as a project is being judged, assign a desirability ranking (one of the numbers above) to that project. The product of the desirability rating and the weighted value of the evaluating factor would be multiplied by the probability of successfully implementing the project. Probably this multiplication would occur after all desirability and weighting factors had been established and their products totaled. Probability could also range from 1 to 10 with such descriptions as impossible, improbable, could be done, probable, highly probable, can't miss. We were on the verge of a system solution at our session but needed a bit more time which was not available. Therefore, at our next session we shall pick up the discussion and try to bring to a conclusion our review of weighting methods.

Beach Street parking deck

This project is now temporarily in abeyance due to difficulty in marketing bonds within the constraints required. All parties on the project are working diligently to resolve this problem, and I suggest only that any alterations to the formula needed for successful bond sale be made just as quickly as possible so that advantage can be taken of the current bond market rather than having to wait to re-enter the immediate future bond market.

Proposals are in for about two thirds of the construction work and prices look very good. Additional proposals are to be received early in 1981. Due to the later receipt of these additional prices, I suggest our price picture be flushed out by estimates and whatever other information can be made available just as quickly as possible to complete all cost projections.

We reviewed several of the outstanding technical matters that still must be resolved, and the project team is working on these at present.

Riverfront Center hotel and PASI work

PASI work phase #1 is rapidly being brought to a pause point, and most field activity will cease within the next 5 to 10 working days until next spring. It is hoped that all trees can be planted at the plaza level and the site can be brought to where work can again resume in the spring on a quick startup basis.

Hotel close in is proceeding very well, and work has picked up over the past month on construction of the low rise unit. Targets being held for hotel occupancy are still to complete totally by December, 1981.

The hoist on Saginaw Street is still required due to difficulty in making the interior service elevator available. Parking has now been eliminated on the Saginaw Street bridge and deliveries are being closely controlled. Therefore, it has been assured that FDC is making every effort to minimize vehicular disturbances at the material hoist.

Close in of the tower is nearly complete and active close in of the low rise will continue over the next several weeks with the building expected to be buttoned up against weather by the onset of heavy winter weather in January 1981.

A major discussion at our session today concerned the tie in of the various downtown elements with the state office building. This office building work is now under way and

Monitoring Report "100
City of Flint Downtown Improvement Program
Page nine

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

the purpose of our discussion was to spell out the ground rules for use of the various areas of the site. We talked about hoisting, traffic circulation, storage, parking and construction interfaces, all of which are critical to the contractors operating in this area.

It was pointed out that specification section in the State of Michigan contract defines those areas that may be available for use by the contractor. Every effort will be made to provide a good working environment, and it was stressed that close cooperation with the city and the various city agencies is of prime importance in making certain that construction operations are able to continue moving where they interface with PASI work (public area site improvements).

Discussing the other projects that may be closed out concurrently with construction of the office building indicates that PASI phase #2 work could begin as early as March, 1981, that there is a possibility the Offmark Office Building could begin by mid-1981, and that the State of Michigan parking deck could well be into construction by fall of 1981. Affecting PASI two work is completing acquisition of real estate. This presently is expected to be resolved by a hearing to be held on January 20, 1981 (working day 1543).

Thus, planning for the elements required in the various potential construction programs is an absolute necessity. It was suggested that where access must be maintained to install work such as in the PASI phase #2 operations that the State of Michigan office building contractor consider those areas best to be used for light storage and temporary work spaces. The need to move whatever might be stored there could be generated rapidly, and therefore flexibility is of paramount importance.

The project group involved with the state office building was invited to attend our regular sessions and accommodations will be made for putting them on the mailing list for the agenda.

General

Mr. Vyvyan and I reviewed the agenda for the next session briefly. He will prepare it and mail it out to those concerned. At our next session or sometime before we

Monitoring Report #100

RALPH J. STEPHENSON, P.E.

City of Flint Downtown Improvement Program CONSULTING ENGINEER

Page ten

shall set the dates for our next meetings over the next two or three months. I shall be in touch with Mr. Vyvyan shortly about this.

Ralph J. Stephenson, P.E.

RJS:sps

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

December 28, 1980

Subject: Monitoring Report #101
City of Flint Downtown Improvement Program
Flint, Michigan

Project: 79.30

Date of Monitoring: December 18, 1980 (working day 1522)

Actions taken:

- Continued work with energy advisory group to review objectives of the comprehensive energy plan (CEP)
- Monitored progress on Flint master plan implementation program and continued work on development of weighting methods
- Reviewed current status of Beach Street parking deck design and construction
- Reviewed current status of State office building and PASI #2 work

Comprehensive energy plan (CEP)

The session today was attended by many who attended the December 8, 1980 (working day 1514) meeting along with others here for the first time. Again, the group provided an excellent sounding board for the concepts being evolved regarding the form and organization of the CEP staff task force. A full roster of those attending was prepared and is available from Mr. Ursuy.

We reviewed the work from our previous session on December 8, 1980 (working day 1514) and confirmed that sub-objectives 1 through 4 was prepared and reported on page 3 of Monitoring Report #99 were understood and agreed to (as amended in report #100, page four). The statement of intent of the CEP was also reviewed once again and the group felt that it also was appropriate. The decision of this group was then to consider each of the remaining sub-objectives and discuss them, bringing out any revisions or deletions needed so that all objections were removed. Thus, the final statement of the sub-objectives and the master objective as given below are presented with the understanding that there is not necessarily full approval,

but there are no major objections to them being established as current objectives and goals of the CEP task force. In fact, as part of our work it was stressed that the CEP staff task force assignment must remain flexible so as to work with the changing demands that may be imposed upon it.

To review, below is given the final draft of the statement of intent of the CEP and the sub-objectives as understood to this point:

Statement of intent of CEP (master objective)

To prepare guidelines; to identify, to state, and to select appropriate programs for implementation; and to organize, staff, direct and control the implementation of selected programs -- all of the above to encourage effective and beneficial use of energy within the energy plan boundaries.

Sub-objectives

1. To provide advice and recommendations regarding effective energy use to users within the energy plan boundaries (EPB)
2. To minimize adverse actions, effects, conflicts and influences upon the effective use of energy
3. To develop and state in conjunction with idea generating and implementing groups standards of performance by which the effectiveness of energy use within the EPB can be measured.
4. To prepare and implement plans for providing contingencies to existing energy sources within the EPB. *wonder? clip*
5. To develop methods of advising and recommending on development of energy use standards and practices.
6. To recommend methods by which objective energy use information can be made centrally available to users within the EPB.
7. To develop methods by which users can be objectively counselled regarding the value/cost of the type of energy, type of device, generating unit and distribution method.
8. To recommend energy use programs to be engaged in by public, quasi-public, and private agencies.
9. To prepare guidelines by which the Mayor's Advisory Committee on Energy can be properly involved in preparing and implementing the comprehensive energy plan.

10. To define the energy plan boundaries (EPB) taking into account the classification factors identified earlier in our study.
11. To prepare and recommend methods by which the CEP staff task force organization and objectives can be periodically reviewed and updated if and when required.

It was hoped that we would be able to go through each of the lettered points at this session shown in monitoring report #100 dated December 15, 1980 but the size of the group did not permit individual considerations. However, pages 1, 2, 3, 4, 5, 6, and 7 of report #100 will be distributed to those interested for detailed review. Mr. Ursuy will determine the distribution list for this material and make the mailing. Since we are continuing on from that discussion the points discussed below at random are lettered starting from the last point made, item W, in report #100 on page 6. The discussions below are at random:

- X. The city is presently considering a district heating program. Applications are being prepared for funding requests and are expected to be submitted by January 21, 1981 (working day 1544). A request was made by Mr. Ursuy at the session that those who felt they could provide a letter of support for work on a district heating program prepare and forward such a letter to him. Copies of samples were distributed for review.
- Y. Brief simulations were made of various discussion topics such as the district heating program and one or two others using the organizational structure concept identified at our previous meeting. This structure says that with a series of three rectangles stacked one on the other representing the CEP task force position relative to other energy concerned agencies, the top rectangle would be labeled overlook, the middle rectangle labeled ideas and implementation, and the bottom rectangle labeled dissemination. If the CEP staff task force occupied the top function of overlook and the bottom function of dissemination while encouraging activity in the middle ideas and implementation rectangle, that the task force would truly help achieve the objectives of the mayor's comprehensive energy plan.
- Z. The word mandate in our original objective #5 shown on page 3 of Monitoring Report "99 was considered somewhat doubtful in terms of helping to achieve our master objective. It is to be emphasized that

the CEP staff task force will probably have little authority and even less policy making position; it is a recommending and advising body and should allow whatever mandating is to be done to emerge as a result of the recommendation and advice it gives.

- AA. The previous discussions about boundaries of the comprehensive energy plan (called the EPB or energy plan boundaries) were briefly reviewed. It was emphasized and agreed to by all people that these boundaries are multi-dimensional and that for any given set of conditions could shift depending upon the agencies, individuals, or political entities involved. Part of our work will be in the staff task force to define the dimensions of the boundary.
- BB. It was brought up by Kathy Edwards of the Department of Commerce, Energy Administration of the State of Michigan that the State has a communication system available to provide information both technical and non-technical about energy and its use. Apparently the system is also hooked into data storage and retrieval capacity and has proven very helpful. The system can be used by calling the toll free number 800-292-0704 during business hours. It would be well for the CEP staff task force to become acquainted with the operational mode of this system since it appears to be a resource that could well reinforce work being done at local levels.
- CC. The original sub-objective #8 shown on page three of Monitoring Report #99 was eliminated by general agreement at this session. In it priority setting methods were to be suggested by which users could evaluate and select various energy systems. It was felt that this objective could very well be achieved by realization of the other objectives and therefore was not necessary, and could, in fact create some undesirable task force intrusion into the ideas and implementation rectangle.
- DD. The group emphasized that recommending energy use programs that should be engaged in by public, quasi-public, and private agencies (defined in sub-objective #8) is a desirable activity. In fact, in some cases mentioned if such a mechanism had been operative grant monies that have been turned back for energy programs because of a lack of applicants could well have been used.
- EE. The group felt strongly that the CEP staff task force should have an organization and objectives arranged so that if updating of the organization and objectives

is necessary or desirable that it could be done. Therefore, sub-objective #11 was inserted to insure that a methodology for accomplishing this would be formally included.

We now have obtained a support consensus from a broad group of concerned people on a master statement of task force intent and several sub-objectives all as defined above. In addition, a thorough review of the methods by which we arrived at these objectives and goals has been made with this same group. In addition, the group appears satisfied with the positional concept of three rectangles as described above, with the CEP staff task force occupying a position in the overlook and dissemination boxes. It should be fully understood that the support of such a widely diversified group involved in energy utilization studies is important. To a great extent continuing success will be contingent upon allowing operations in the ideas and implementation box to proceed as each agency and individual sees fit.

Thus, the CEP staff task force energy plan should take into account that it is an overlook and dissemination agency with responsibilities for synthesizing diverse and sometimes conflicting energy programs into a usable format.

Flint master plan implementation program

At this session we had additional staff members from DCD attending and spent the early part of the session reviewing the work done to date. Mr. King reported that he was presently preparing a draft of a long range strategy for economic development in the Flint area. He felt that perhaps submission of master plan component SP-1 to the mayor for initial review and comment would be better held until more work was done on this economic long range plan. However, because of the need to continually move the master plan implementation project ahead it was decided, upon detailed discussions that the elements of the long-range strategy for economic development would be incorporated into appropriate revisions to the nine elements in the policy plan. This, it was felt, could be done without great difficulty. done

In addition, there was considerable discussion about whether the long-range economic development strategy plan should be considered a plan document or a data document. Plan documents are documents that will be part of the City of Flint master plan and are to be approved by formal agencies in the City. Data documents are reference backup that accompanies the plan documents but are not necessarily a part of the approval

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package. It was felt that a decision as to whether the long-range economic strategy should be a part of the plan documents for the SP-1 submittal, whether it should be a data document, or whether it should be a separate plan document not tied to SP-1 work should be made by DCD management in the very near future. In any event, we still will hold as close as possible to a SP-1 submittal target to the mayor of January 9, 1981 (working day 1536).

We next moved to complete the priority setting weighting system that had been discussed at our previous session. It was emphasized again that the various projects under consideration should gain their priority by their contribution to achieving goals of the nineelement policy plan. In addition, we also recapped that in evaluating projects to assign priorities we would consider first the desirability, in the eyes of the DCD staff, of the project and then establish the probability of successfully implementing the project in the opinion of the DCD.

We then experimented with a simulation of the weighting system. In this, the project evaluation was broken into three columns of information and then as many columns as needed for each of the projects to be considered. Column one listed the factor to be considered in evaluating project priority. These include such items as contribution to health protection for the community, improvement of the community by being cost effective, importance in helping the needy, importance to achieving land use objectives outlined in the policy plan among others. This list will be comprehensive probably containing 60 or 70 items and will identify all factors of importance to the master planning effort.

Column two lists by weight, the importance assigned by DCD and others to each of these factors. We did not establish guidelines for setting these weighted numbers, but it was felt that the importance weight should be a relatively stable number. It may change from year to year but within any given planning period less than a year probably would stay much the same.

Column three which is headed desirability can only be completed after a specific project to be evaluated is identified. At that time, the project is given a level of desirability importance measured by its contribution to achievement of the various factors in column one. For instance, a new bridge across the Flint River might contribute greatly to achieving industrial goals set in the policy statement. Thus on a scale from 1 to 100 with 100 being very desirable, the bridge project could rank as high as 60 for this factor. The same bridge could also be somewhat detrimental to land use as presently envisioned and thus its desirability rating might be as low as 35 for this factor.

Monitoring Report #101
City of Flint Downtown Improvement Program
Page seven

RALPH J. STEPHENSON, P. E.
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If we next multiply the weight of the column two weight and the column three desirability for each factor and list these in column four, we can obtain a total importance/desirability rating for that specific project.

If, for instance, our project was being ranked we might prepare a tabular statement as given in the example below (note: only two of perhaps 60 or 70 factors to be finally evaluated are shown in the table): (see following page)

Column 1
Factor to be
weighted

Column 2
Importance of factor
to achieving community
health has weight of

Column 3
Desirability of specific
project relative to
achieving objectives defined
by factor has weight of

Column 4
Col. 2 x Col. 3
importance weight
of factor times
desirability
weight of project
specific factors

1 -Achievement
of proper
and effective
land use as
defined in the
policy plan

95

35

3325

2 -Achievement
of proper and
contributive
industrial
help in the
community
as defined
in the
policy plan

80

60

4800

8125

Total
desirability
weight
of proposed
project.

3 -Etc.

Monitoring Report #101
City of Flint Downtown Improvement Program

RALPH J. STEPHENSON, P.E.
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Monitoring Report #101
City of Flint Downtown Improvement Program
Page nine

We now can adjust the total desirability weight by a probability of success. Let us suppose in our example above that the best evaluation of the entire staff when considering funding, grants, land acquisition, rezoning, traffic, inertia and certainly the political considerations involved to name only a few influences, were that the project had a 60% probability of successful implementation. The total priority weighting then of this bridge project would be:

$$8125 \times 0.60 = 4875$$

The bridge project could now be compared with any of a number of programs to determine where it ranked in relation to those programs according to established and relatively well identified set of criteria.

It is understood that we must be very detailed and explicit in establishing all factors, the importance weight, the desirability weight and the probability measures, so they can be properly assigned by those responsible for evaluating project merit.

Thus, we have above the essence of a weighting system whose use could lead to objective, sound, and justifiable recommendations to be considered by the various regulatory and approving bodies of the City of Flint. Of importance is that we also will encourage, by the use of such a system, in depth discussions of each project considering all factors that impact upon it, and those that impact upon them. This should certainly assist in doing a highly professional job of priority assignment to all projects being considered, simple or complex.

A concern, of course, is that the number of factors may grow so large as to be unwieldy. I suggest that every effort be made to combine weighting factors in the left hand column one, so that without destroying their individual importance they can be kept within a manageable number.

George Ursuy will prepare sample weighting systems for consideration at our next session and we, at that time, should be able to simulate several projects to determine how well the weighting systems could work.

Beach Street parking deck

There is no word on start of construction of the Beach Street parking deck since bonds have not yet been sold. Efforts are still being made to assemble a desirable bond package that will allow financing to be obtained soon and construction to begin.

Contract documents are apparently complete although it appears there might be some revisions needed at foundations in Beach Street. Work is presently under way to locate potential utility interferences with Beach Street footings, and this investigation is expected to indicate whether or not a redesign will be necessary.

Also being accomplished is a recheck of all of the survey and property description material. This should be completed so any legal differences are reconciled and the property is fully available for a start of work as soon as the job is released.

Riverfront Center hotel and PASI work

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

State of Michigan office building

We spent considerable time talking about the conditions surrounding the site and the interfacing of the various construction programs that are to be carried out there. Presently pile testing at the site is under way and expected to be completed so production driving can begin sometime after the first of the year.

At our session we made a detailed review of the various elements that are to be worked on in PASI phase #2 construction. We further identified additional street systems to be incorporated into phase two work. The plan is now to extend PASI #2 work to installation of utilities in Kearsley and in Brush alley from Kearsley to Second Street. We have designated the various added sectors as follows:

- H - Kearsley between Saginaw and Brush Alley
- J - Kearsley between Brush Alley and Harrison
- K - Brush Alley between Kearsley and First Street
- L - Brush Alley between First Street and Second Street

Previous designations are as shown in earlier reports. To review:

- A - New Union between Saginaw and Brush
- B - New Union between Brush and Harrison
- C - Existing Union between Saginaw and Brush
- D - Existing Union between Brush and Harrison

Monitoring Report #101
City of Flint Downtown Improvement Program
Page eleven

- E - Brush between New Union and existing Union
- F - Brush between existing Union and Kearsley
- G - Brush between New Union and the southern edge of Riverfront park

Present plans are to start PASI work by April 2, 1981 (working day 1595). Start of this work will be dependent upon favorable disposition of the Mill End property. A hearing on this matter is expected on January 20, 1981 (working day 1543). If approval to proceed with relocation is given, probably demolition can start about July 15, 1981 (working day 1667) and be complete by August 17, 1981 (working day 1690). However, PASI work phase #2 could begin earlier. It is the intent presently to generally work from south to north if possible on PASI work and to construct sector B, new Union between Brush Alley and Harrison, as one of the last items so as to permit it to be used for construction access to the State of Michigan office building site as long as possible. Sewer installation possible will begin in Brush Alley at the north and work south but paving could move from south to north. The sequence will be determined in detail in subsequent sessions.

Structural steel for the State of Michigan office building is to start up in the field in early or mid April, 1981. Any erection space that can be provided which will not encumber or obstruct adjoining traffic patterns would be of help in speeding steel erection.

The PASI work target completion is November 16, 1981 (working day 1764). The work must be complete when the Hyatt Hotel is complete and the completion date is set by weather conditions as well as Hyatt requirements.

There is no information presently available on the State of Michigan office building parking deck. Since it is beginning to assume a key role in our long range circulation planning, particularly if there is any chance of it beginning this year, it was felt wise to obtain as much current status information as possible. It was recommended we contact the State project manager for the parking deck to determine the current plans for its construction. This will be done by the project team.

Present plans for completion of the state office building are to finish and occupy sometime in May or June 1982. It is possible that an earlier date will be achieved but the above will be held as the present targets.

Monitoring Report #101
City of Flint Downtown Improvement Program
Page twelve

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

General

Mr. Vyvyan will prepare an agenda for our next session and distribute it to those concerned.

I would like to take this opportunity to wish all those involved in our sessions best wishes for a happy and joyous holiday season and a happy and successful New Year.

Ralph J. Stephenson, P.E.

RJS:sps

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