

• CRITICAL PATH PLANNING

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• MANAGEMENT CONSULTING

• PLANT LOCATION

RALPH J. STEPHENSON, P.E.  
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January 16, 1982

Subject: Monitoring Report #126  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79.30

Date of Monitoring: January 7, 1982 (working day 259)

Actions taken:

- Continued evaluation of Auto World PASI work and tunnel route
- Monitored progress on WWD program
- Began factor weighting for architectural selection committee on WWD project
- Distributed drafted network model Issue #4, dated December 10, 1981 (working day 241) for Oak Park urban renewal plan amendment sheets #57 and #58

(Note: Dated tracings were left with Mr. Ray Vyvyan)

Auto World PASI and sanitary tunnel routing

Additional sanitary sewer routes are presently being considered so as to avoid to the greatest extent crossing any privately or quasi-privately held land. Route #7 is one of these routes and would closely follow the route #2 alignment to North Street and Fourth Avenue. The sewer would continue on route #7 to the intersection of Fourth Avenue and the former C & O railroad right of way. (There is some question as to whether this full right of way has been transferred to the city.) Route #7 follows the old railroad right of way to Fifth Avenue swinging east at the intersection of the right of way and Fifth Avenue and proceeding to James B. Cole Blvd. Immediate checks are to be made as to whether the city owns this land fully.

There is also a possibility of a route #8 being used. This path would be slightly to the west of the railroad right of way and would be used in the event that title to the railroad right of way property was not clearly in the city's name.

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Routes #7 and #8 had been considered previously but for various reasons were put aside in favor of others.

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However, conditions have now made it desirable to re-evaluate their merits. This matter is being followed closely by the project team.

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Once we had made a thorough evaluation of the potential change and identified the activities required the tasks were assembled into a network model dated January 7, 1982 (working day 259). This diagram will be distributed to those involved. The network analysis indicates that if no major regulatory or governmental approval delays are encountered and all decisions are made promptly that revisions probably could be made within an acceptable time frame.

If it is not possible to use either routes #2, #7, or #8 then it appears it may be necessary to fall back on route #1. This course of action is to be avoided if at all possible due to cost problems on building elements affected by use of route #1.

After a thorough discussion of the sanitary sewer route we turned our attention to PASI #1 work dealing with utilities located around the foundations of the main Auto World structure. PASI #1 design work should be restarted immediately since it will not be too many more days before it will be essential to begin processing contract documents for field installation. It would be desirable to start installation of PASI #1 work in mid-April, 1982 so that it can be done prior to the start of Auto World footings. Also to be restudied will be the location of the water main in the former C & O right of way. This is an old main and evaluations must be made as to whether tunnel activity in that right of way would have an effect on the water line.

Overall, the need for continuous and concerted action is still great. All members of the group working on this program are well aware of its urgency and will pursue the matter as aggressively as possible over the next few days.

Police, fire, and neighborhood revitalization program (WWD)

The final project report is to go to the mayor on January 8, 1982 (working day 260) one day past the target date of January 7, 1982 (working day 259). It is still hoped we will have the mayor's approval by the original goal of January 22, 1982 (working day 268).

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All signoffs on the report have been obtained but it was pointed out in the meeting by one of the community group members that approvals applied only to that material they had had an opportunity to review to this point. There is still some supplementary information regarding the commercial development that must be evaluated and approved.

We next proceeded to an extensive discussion of the selection process of an architectural/engineering firm. WWD is a very important program and one that will have to be treated well in the architectural/engineering design phase. Therefore, it is important to be careful and meticulous in the selection of the firm to be used.

The various factors that have been suggested as criteria were again evaluated, suggested questions to permit proper evaluation of these factors outlined, and then each person attending the meeting assigned an estimated weight based upon their own evaluation as to the importance of each factor. There were nine responses to the weighting process. Weighted values were then tabulated and averaged for the entire group. A further analysis of these factors will be made at our next meeting when we will consolidate the lesser weighted factors into a shorter total list of criteria.

Mr. Vyvyan suggested that the various factors being used in this evaluation might be assigned to one of three categories: those that measure the firm's abilities, those that measure its philosophy, and those that measure its performance history. He has identified these as follows. (Numbered factors are shown on pages 3 and 4 of Monitoring Report #124, dated December 17, 1981):

- A. Firm's abilities - Factors #1, #4, #5, #7, #12, #15, #18, #19, #20
- B. Firm's philosophy - Factors #11, #13, #17, #21
- C. Firm's performance history - Factors #2, #3, #6, #8, #9, #10, #14, #16

Factor #22 was not included in the three basic groupings since there is considerable current discussion about how the method of payment proposed should be evaluated. There are many ways of reimbursing for professional services including:

- a. a fixed total fee, irrespective of project cost
- b. a percentage of actual construction costs
- c. time and material cost times a multiple of these costs plus a fixed fee; the total not to exceed a specified amount (upset price)
- d. time and material cost based on a multiplier in which the fee is part of the multiplier. Again an upset price could be specified, in both c and d methods. Also, it could be agreed that the owner and the architectural engineering firm would share in any actual savings under the upset price set.

There are many minor variations of the above four methods, and it is possible that the same apparent fee could be quoted, arrived at by different methods including the four above and their variations. Therefore, it becomes important in the interviewing process to determine how the architectural/engineering firm intends to make its professional charges to the city as a client.

We shall continue to discuss this matter at subsequent sessions. The selection committee, of course, will have to make the final judgment as to how they wish to handle the matter of fees.

All at the meeting agreed it was a helpful session and should aid materially in guiding those with no previous experience and who might be assigned to the committee, to do a good job in the selection process.

#### Oak Park urban renewal plan amendment

Time did not allow discussion of the Oak Park urban renewal plan amendment work, but I did issue to Mr. Ursuy and Mr. Vyvyan copies of sheets #57 and #58 Issue #4, dated December 10, 1981 (working day 241) showing the network model for the program. This network model is manually computed and shows both working and calendar early and late starts and finishes. I would appreciate it if the people involved on the planning program would review the network model to see if it conforms to our understanding; if so, it will then be released for general use and monitoring.

#### General

Mr. Vyvyan will assemble the agenda for our next meeting and confirm the date with those involved.

Ralph J. Stephenson,

RJS:sps

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

Questions to assist in determining values for factors in  
selecting architectural/engineering firms for WWD program

1. Technical ability of staff in architecture, planning, and  
engineering (including outside consultants)

- a. What firms do you normally use for outside consultants in institutional work?
- b. What associations and societies do key members of your staff belong to and work in regularly?
- c. What has been your past history in adhering to internal design budgets on projects of this type?
- ✓ 1/15/82  
Good  
question?  
✓ (d.) What structural, mechanical, and electrical system characteristics do you like to see utilized in institutional projects of this type?
- (e) Do you have any experience with the use of energy conservation systems applicable to this program?

2. Past performance according to other clients

- a. We have spoken to your client, Y, about project Z you did for him four years ago. Would you please give us your observations about that project - how it fit together, how well it is working now and any other features of the job that are noteworthy.
- (b.) What professional contract arrangements do you find have been most successful with your clients?
- c. On project A, the client was not as pleased as perhaps you would have liked. We would like to have your comments and views on project A and perhaps why the client was not totally pleased.
- (d.) A substitute for question c. might be "Were you satisfied with project A?"

3. Experience and ability exhibited on similar projects

- a. What other projects have you done that were similar to WWD?
- (b.) What portions of this design and construction program do you feel it might be difficult for you to provide adequate technical and experience background to successfully design?

- c. What elements of this program do you consider might require special design attention?
  - d. How would you approach the design of the special features of this facility that you have mentioned (i.e., firing range)?
  - e. Do you know of or have you worked on or are you aware of any other project that is similar to this? If so, where and what are the details.
- 4. Size of firm and range of services provided
  - a. How many projects are you engaged on presently?
  - b. What technical services are actually available within the office where the project work is to be done?
- 5. Size, experience, and capabilities of staff to be assigned to this program
  - a. Who specifically will be running this project in your office?
  - b. Is he attending this interview?
  - c. (Addressed to the individual who will probably run the job, if he is there) - Please describe your conceptual and technical approach to this program.
  - d. How do you intend to organize this project within your office?
  - e. Who will be the principal in charge?
- 6. Ability to perform work properly within schedule required
  - a. Please discuss how you intend to meet the schedule of contract document preparation outlined in the request for proposal (the design contract is expected to be executed by April 16, 1982 (working day 330) and contract documents are planned to be ready for final review by October 22, 1982 (working day 462). Issue of the documents for proposals from contractors to be December 27, 1982 (working day 506).
  - b. Please describe how you would pull the project back on line if it was found you were lagging behind schedule in the work.

c. What would you expect of us as clients to help minimize lags in the design process?

d. What other projects do you foresee your firm being commissioned for over the next six to nine months that are liable to have an impact upon this program?

7. Firms corporate (or other) structure

a. Are there any non-participating owners in your business and if so what would be their functions and role in this project?

b. Who will have the final authority in your firm on this project?

8. Experience and ability in community work efforts

a. Please describe previous experiences you have had working with community groups in preparing design and construction documents.

b. What reservations, if any, do you have about working with diverse community groups on projects of this type?

c. Please describe how you would interact with the various city departments that will be involved in this program?

9. Understanding and interpretation of final project report

a. Who in your firm has read the final project report which accompanied the request for proposal?

b. What portions of the final project report have been read by the key members of the proposed project team and your principals?

c. What revisions do you see as desirable or necessary in the final project report?

10. Communication abilities and confidence exhibited.

Note - Probably few, if any, questions will have to be asked of the person being interviewed in order to establish a value for this factor. However, members of the selection committee should listen and watch carefully to determine how well the organization is communicating, the level of ability expressed and the degree of confidence shown in what they are able to do.

- a. What communication and presentation techniques have you found successful and would you intend to use in working with the various diversified community groups on this program?

11. Attitude exhibited toward project

Probably there will be only minimal questioning needed to determine this value since it is a factor that must be evaluated by observation of the team at interview.

- a. How do you feel about this project?

12. Location of corporate (or principal) office

- a. Where are your consultants located that you propose to retain?

13. Innovative and creative abilities

- (a.) What opportunity do you see on this program for bringing to bear special innovative and creative qualities your firm has?
- (b.) What is your approach to interrelating the four elements of this program - the police, fire, community use, and neighborhood business rehabilitation activities?

14. Ability to work cooperatively

- a. What has been your past experience in working with city agencies?
- b. What do you feel the client's role should be on this project in relation to you and your firm?

15. Where project work is to be performed

- (a.) Where is the project work to be performed?

16. Ability to work within the maintain budget targets

- a. Describe some successful programs upon which the budget cost for construction has been met by your design.
- (b.) Please describe your attitude toward maintaining target construction cost figures by designing to present budget figures.
- c. Please describe your methods of estimating construction costs periodically throughout the design period.



- (d.) In what features of this program do you foresee possible cost savings by revisions or changes to the final project report?

17. Special abilities

- a. What special abilities does your firm have that you feel would benefit this program?
- (b.) What special consultants do you feel you might need for designing this project?

18. Construction contract administration ability and experience

- a. Describe how you normally operate during the construction process.
- b. How are shop drawings and submittals processed within your office?
- c. What percentage of your fee will be expended in construction contract administration?
- (d.) How many hours per week would your office spend in field inspection on the site?
- e. Please explain how your construction administration department interacts with community groups, the contractors, and the owner.

19. Age of firm

- a. How many years has your firm been in business?

20. EEO consideration

- a. What is your understanding of the EEO requirements on programs of this type?
- b. Please describe the methods by which you have conformed to EEO requirements on other projects.
- (c.) What is your understanding of the city's EEO requirement and how do you feel you will conform to them?

21. Clarity and content of proposals and its presentation

This is probably best judged by a review of the proposal prior to the interview and then asking questions that may verify points made in the proposals.

22. Fee and compensation methods

Note on this item there is considerable difference of opinion among the task form as to how important or

even if this should be a factor in the initial screening. For our initial purposes we are including it as one of the factors. Nevertheless, the weighting should be done on the basis of the method by which the firm proposes to do the work and not necessarily on the total cost of the system. It is important to remember that there may be as many as four or five different ways of providing professional services all of which could result in very nearly the same apparent fee structure so far as total cost is concerned. Therefore, of utmost importance here is to have the method by which the firm will be put under contract and paid described in depth by those being interviewed.

- a. Describe the method you find best for you and your clients relative to your contract arrangements.

#### General comments

- A. Some of the information that will be needed during the interview will have been submitted by the candidates in their proposals. Therefore, it is very important to read through all proposals before the interview.
- B. It might be well for the architectural/engineering selection committee to make assignments of reference checks prior to interviewing and then to provide results to all members of the committee so that reference will be contacted by one member of the committee only.
- C. Always try to ask questions that cannot be answered with a yes or no.
- D. Even though changes are suggested, or even criticisms made, of the final project report, proper value and weight should be given to the firm based upon their honesty, objectivity, knowledge, ability demonstrated, and their honesty in being willing to discuss what has to be done to revise and improve the final project report.
- E. Keep in mind that the firm team making the presentation at the interview might possibly not consist of all of the project team. Therefore, be certain to insure to your satisfaction that the individual or group that would be working with the various community groups is capable of doing this effectively.
- F. It has been generally agreed among the task force that the firm selected should be a local firm within or very close to the city boundaries of Flint.

- G. We may have to accept proposals from firms that are not necessarily local firms. Therefore, an early effort should be made to handle requests for consideration that come from out of town firms perhaps limiting proposals to those that come from a radius of 100 miles of Flint. George Ursuy will discuss with the mayor the attitude of the city toward participation of out of town firms.

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January 16, 1982

Ray Vyvyan, P.E.  
City of Flint DPW  
1101 S. Saginaw Street  
Flint, Michigan 48502

Re: Planning, scheduling, and monitoring of City of Flint  
projects and programs

Dear Mr. Vyvyan:

You mentioned at one of our recent meetings that there remains about 12 more months of the program upon which I am presently engaged with you and the City of Flint. You further suggested it might be appropriate to begin thinking of what might be done when my present work assignment is completed under the current proposal.

I have been very pleased to have the privilege of working with the city and all the many staff members and others who interact with the projects upon which we have been engaged. It is exciting work, and I believe that our efforts have contributed materially to the success to many of the programs that have been a vital part of Flint's overall development. Therefore, I would like to suggest extending the assignment at the completion of the present proposal arrangement. This is, of course, if the City of Flint and those involved are satisfied with my efforts.

My present arrangement is for a certain fee amount to be expended over an approximate time period. I have found this is a very effective way of proceeding and recommend that we perhaps provide enough in the fee allocation to carry the program for another 2 to 3 years past the present estimated expiration date.

My current fee arrangement with the city is on a reimbursable basis at \$45.00 per hour with technician time to be charged at a rate from \$10.00 to \$16.00 per hour depending upon the level of service provided. In addition expenses for prints and other out-of-pocket expenses incurred in the

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interest of the program are reimbursed at actual cost. This arrangement seems to work well, and it is a means of providing some predictability to the overall program. I believe that as of the start of the year in 1983 I shall increase my fee to \$50.00 per hour in accordance with my policy of doing this every 2 to 3 years. Also, technician charges may be increased from a top limit of \$16.00 to a ceiling of \$17.00 per hour.

I appreciate yours and the city's interest in my services and again wish to emphasize how enjoyable and fulfilling I find the work in Flint, and how significant I find the programs being implemented. It has been a pleasure to work with members of the city staff and to be able to help them over the difficult portions of the many projects that have come on line.

If I can be of more assistance or if you would like me to discuss this in more detail, with you or others in the city management I would be pleased to do so. Thank you for your courtesy and assistance.

Sincerely yours,

Ralph J. Stephenson, P.E.

RJS:sps

February 1, 1982

Subject: Monitoring Report #127  
City of Flint Downtown Improvement Program  
Flint, Michigan  
Project: 79:30

Date of Monitoring: January 27, 1982 (working day 273)

Actions taken:

- Reviewed current status of Auto World program in relation to PASI work and tunnel route
- Completed suggestions for factor weighting on architectural selection for WWD project
- Made rough factor analysis of three sites being considered for WWD program

Auto World, PASI, and sanitary tunnel routing

Present indications are that financing will be available in mid-April or early May, 1982. It is fully expected that construction will proceed on an ongoing basis with a target opening date of Memorial Day, 1984. The tunnel route has been further evaluated, and the present intent is to run it along route #7 which follows the old diagonal railroad right of way from Fourth to Fifth Avenue. The tunnel will then go east on Fifth to the intersection with James P. Cole. Presently the DNR is considering this re-routing with current indications that a favorable ruling will be given. A change order will be issued for the revised route shortly.

Route #7 is for all intents and purposes presently the best course of action and those involved are satisfied it is the proper technical decision. Probably the existing waterline in the old right of way will be relocated to avoid any possible interference or damage problems along the tunnel interceptor route.

As part of our meeting we again thoroughly reviewed the impact of the recent activities on utility installation of Michigan Bell Telephone and Consumers Power. There is no major impact on Michigan Bell by the current tunnel route #7 nor is there anything involved with building construction or PASI work that would hinder present plans for installation of telephone work. Michigan Bell currently has a proposal

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for their work in to the city for review. It was cautioned by Michigan Bell that the telephone service along Fifth Avenue might ultimately be relocated underground to the north side of the right of way with access across the road also underground.

Consumers Power will complete their proposals just as soon as a final limit plan has been prepared. According to the project team work is proceeding diligently on the site plan with efforts being made now to final locate all boundaries. In addition, both Consumers Power and Michigan Bell would like a schedule of construction activities whenever it is put in published final form.

So far as Auto World construction is concerned, present plans are to issue the contract documents for proposals in mid or late February, 1982 and to start construction just as quickly as financing is on line. In all likelihood installation of PASI #1 work will have to proceed ahead of foundation work for the dome, but other work on Auto World could proceed concurrently with installation of PASI #1 utilities. Thus, it will be important to execute the PASI #1 contract just as quickly as possible after financing is available so as to avoid sub-structure delays on Auto World.

We again reviewed the current status of PASI #1 contract documents. Apparently they have been approved and are ready for issue. However, there will be additional work on water line contract documents to do if the revision is to be made in re-routing the water line. This work will be analyzed in the very near future.

Tunneling work is continuing to the west of the site and on the site wells have been installed except for at the old railroad right of way. These wells have not been activated as yet, but will be shortly.

There was some conversation about the Stevens Street bridge connection and the East Blvd. route and its importance to the program. I suggest that the U. of M. negotiations be participated in by the city in depth since ultimately if this right of way is taken back by the city its maintenance and upgrading will be the responsibility of the city. This ownership of the bridge and road is an important matter since this short stretch of bridge and road is an important link from Auto World to the surrounding area.

Police, fire, and neighborhood revitalization program (WWD)

The final project report is in the mayor's hands, and he is reviewing it in detail. Currently there is some

consideration being given to final selection of the preferred site and as part of our work today we identified the factors that are important to the site selection. These factors are:

1. Cost of acquisition, relocation and demolition
  - 1a. Cost of building improvements
  - 1b. Cost of site improvements including street furniture
2. Traffic patterns
3. Future expansion
4. Access to users
5. Relation to proposed commercial development
6. Functional characteristics in relation to fire and police use
7. Neighborhood impact
8. Site size, shape, and buildability

Factors #1, #1a, and #1b which deal with cost were combined into a single factor for the time being since the spread of costs is not too great at this time and furthermore, we are using preliminary estimates that might very well be inaccurate to the scale of the differential presently shown in the cost estimates. A more detailed evaluation of cost will be made as we proceed.

The factors were next assigned a weight which aided in quantifying the overall program. Weights assigned were as follows:

Factors #1, #1a, #1b - 9

Factor #2 - 7

Factor #3 - 4

Factor #4 - 6

Factor #5 - 4

Factor #6 - 7

Factor #7 - 9

Factor #8 - 5



The assignment of these factor weights with one being the least important and nine being the most important, was made by a group of members on the project team, and represents a consensus of their judgements. They are, of course, subject as are the factors selected for analysis to further review.

We next took each factor for each of the three options - options #1, #2, and #3 presently being considered - and assigned a value which was a measure of how well the option or choice achieved the goal in the overall program in relation to each factor. The analysis indicates that by this factor analysis the most desirable site is that shown in option #1, next most desirable option #2, and next most desirable site option #3. Again, the figures used were consensus figures of the group each of whom assigned values independently to the various factors and choices used. The mathematics are presently being checked and will be thoroughly evaluated at our next session. This is an important decision, and we should make certain that all ideas and concerns are taken into account before making final recommendations.

We also at this session consolidated the factors to be considered in selecting an architect/engineer for the WWD program. The final group of factors as suggested by the project team at this session were as follows:

- A - Technical competence of the firm and its consultants, in planning, design, and construction
- B - Organization, experience, management and age of firm and its consultants
- C - Size, experience, and capabilities of staff to be assigned to the WWD
- D - Location of firm's office and where work is to be done
- E - EEO considerations
- F - Innovative, creative, and special ability of the firm and its consultants
- G - Experience and performance of the firm on similar projects and their involvements with community groups

H - The firm's demonstrated ability to do the work well and within time and budget requirements

I - The firm's understanding of the project report as expressed in their proposal and in the interview

The above factors, as can be seen, consolidate factors previously considered in the selection process. The questions to be asked to determine answers to various questions above about the firms capabilities are still as was outlined on pages #1, #2, #3, #4, #5, #6, and #7 of the special report appended to Monitoring Report #126 dated January 16, 1982.

The material is now in such form as will be needed for actions by the architectural selection committee, and they will undoubtedly want to review both the factors and the weights they wish to assign for the selection process. It should be noted that the factor of fee was not included in the final listing since this is an element of the program that should be fully considered by the selection committee and a decision made there as to its relation to the selection process. For reference to this I suggest that the comments in Monitoring Report #126 dated January 16, 1982 on pages #3 and #4 be reviewed.

At this session we had intended to complete diagramming the land acquisition work for AND; however, time did not permit completing this work so we shall plan to work on it at a near future meeting.

#### General

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

Ralph J. Stephenson, P.E.

RJS:eps

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

February 10, 1982

Subject: Monitoring Report #128

City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79:30

Date of Monitoring: February 4, 1982 (working day 279)

Actions taken:

- Reviewed current status of Auto World planning
- Reviewed WWD program with project team and Mayor Rutherford
- Began definition of scope of work encompassed in first phase of WWD program

Auto World, PASI, and sanitary tunnel routing

Bridget Ryan presented the slide talk for Auto World to several interested parties. It was very well done, and the additional information gained will be of great help in our future planning work. It is still expected to bring financing for Auto World on line by mid-April, 1982 and to start major new building work in late spring, 1982. Contract documents will probably be available for issue late in February, 1982 or in early March, 1982.

After the presentation we discussed two major outstanding items. These are briefly reviewed below:

- Sanitary tunnel route - Apparently route #7 which follows the old railroad diagonal right of way from Fourth Ave. to Fifth Ave. has been approved for the sewer route and contract documents are now being completed for this revision. Dewatering wells are driven and can be activated whenever required. Mr. Vyvyan mentioned that present progress indicates that the tunneling contractor will be at the intersection of Third Avenue and Saginaw by about May 1, 1982 (working day 341). We will use this date in our current planning.
- PASI #1 design - Revisions are being made to the water main contract documents and should be completed shortly.

The proposal form specifications will be prepared by the construction manager in conjunction with the DPW in the very near future. It still is the intent to start work on the PASI #1 utilities just as quickly as financing is available. Therefore, work on completing these documents, getting them approved, and issuing them for proposals must be given careful attention over the next few weeks.

Police, fire, and neighborhood revitalization program (WWD)

The project team made another review of the factors which affect land acquisition and final site selection with the group. One additional element was added by this discussion to the factor list, security and safety. It was given a weight of 7.

The final weighted factor tabulation and analysis indicates the following total values for each site:

Site #1 - East side of Detroit on south half of site - 453.6 pts.

Site #2 - East side of Detroit north site - 388.4 points

Site #3 - West side of Detroit - 310.6 points

It should be noticed that this evaluation shows a significant difference in the desirability as perceived by the project team of sites #1 and #2 over site #3. However, cost considerations are a critical element and may of necessity govern the selection. Nevertheless, every effort is to be made to build on the site regarded as most appropriate and physically best for the facility.

The project team concurs in that site #1 is the desired site and if an economic resource can be found to allow it to be used we probably will move ahead at that location. A final decision on financing is to be made by the city management and will be communicated to all concerned just as quickly as further evaluations are made.

Mayor Rutherford attended a portion of our meeting, and we reviewed the findings relative to the sites with him. He agreed that if at all possible we should try to select the site that appeared to offer the best opportunity for proper design and construction. The mayor also authorized the group to proceed with preparation of the request for proposal on architectural/engineering services. He requested phasing of the program be analyzed in some depth to determine

whether we should build the entire project at once or construct it in phases with the fire facility first and the police and fire academy and community facility later. In addition, it was agreed by all concerned that one architect should be selected and be responsible for the entire WWD program including the design of the police, fire, and community building, the public area site improvements between 11th Ave., Page, Garland, and Donald, the street furniture, and the commercial rehab shell.

We spent considerable time at this session in reviewing what should be requested of the architect/engineer in his early work efforts. Since there is presently only a limited amount of money available for the architect's fee we probably will authorize the architect/engineer to begin work and take design up through the expenditure of the amount presently available. Mr. King, Mr. Ursuy, and Mr. Vyvyan will review the method by which this is written up and incorporated into the request for proposal. We shall plan to review the final draft of the request for proposal at our next session so it can be sent out immediately.

We also made an effort to define what is to be included in the early work in the design of the project. The most important items are as follows:

The architect/engineer in the design development phase will:

1. Evaluate the final project report and comment.
2. Confer with the project team re report comments and make revisions to schematic layouts and project cost estimates as required for sites #1, #2, and #3.
3. Prepare suggested construction phasing plan.
4. Assist in making final site selection.
5. Identify phases of design desired. Suggested phases to which the city is now working including design development, preliminaries, and final contract documents.
6. Include in his design work the police, fire, and community building, PAST public area site improvements between 11th Ave. and Page, Garland, and Donald, street furniture, commercial rehab shell and new or reused fixtures, furnishings, and equipment (FFE) as may be required by police, fire and community use.

7. Prepare a design development package for all elements identified in #6 above. This package will include (Not in order):
  - a. Design standards for rehab work
  - b. 1/8" or 1/4" scale plans of police, fire and community building and commercial rehab shell. Scale to be mutually agreed upon.
  - c. Design sections and elevations showing all materials and elements essential to approving work to allow start of preliminaries.
  - d. Large scale room layouts for special areas.
  - e. Periodic consultation with WWD project team and selected community groups.
  - f. Site plan for selected location
  - g. Outline specification, identifying major materials, equipment, and engineering systems
  - h. General location of new and reused fixtures, furnishings, and equipment (FFE)
  - i. Suggested street alignment plan
  - j. Traffic circulation site plan showing access and egress points for pedestrians, police and fire vehicles, private hivesicles, and service traffic
  - k. Area map
8. Submit bills and be paid on the basis of mutually agreed upon work completed. It will be necessary in discussing professional fees with the architect/engineer selected for fee review, to identify the cost of work to be done in the early phases such as for design development and preliminary CD's. This, so we can clearly define how far the work can proceed within the present fee amount available. It is highly recommended that the architect selected to do the early work be given the entire program as the fees become available.
9. Submit fifteen copies of the completed design development package.
10. Provide copies of progress documents as requested during the design development phase.

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CONSULTING ENGINEER

At our next session we will review the request for proposal as prepared by the parties mentioned above. This work should be put into action immediately so we can maintain adherence to the presently desired plan schedule. In that schedule it was anticipated we should have an architectural/engineering contract executed by April 16, 1982 (working day 330).

General

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

Ralph J. Stephenson, P.E.

RJS:sps

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

February 28, 1982

Subject: Monitoring Report #129  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79:30

Date of Monitoring: February 18, 1982 (working day 289)

Actions taken:

- Discussed location and nature of Consumers Power services to Auto World site and building in detail with Consumers Power representatives
- Briefly reviewed status of sanitary tunnel work at Auto World
- Reviewed request for design proposals (RFP) on police, fire, and neighborhood revitalization program (WWD)
- Discussed land acquisition procedures for WWD program

Auto World PASI work

The time of starting Auto World PASI #1 work is rapidly approaching, and therefore we reviewed the current status of contract documents and the considerations that should be kept in mind to allow a start of the work. The contract document package has been substantially completed and forwarded through SSOE to Duell. There is no current word on approvals by Duell, and we should follow this process carefully to insure we do have a full approval of the work back as soon as possible.

The DPW is currently reviewing the suggested contract document form and will be working with the Auto World group to put this in suitable and acceptable form.

Our major discussions today revolved around considerations relative to power and gas service from Consumers Power into the site and ultimately into the building. Consumers Power representatives were at the meeting, and we reviewed with them the characteristics of the site, the scope of public area site improvements, and the general



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responsibility patterns presently existent on the entire project. Meetings will be held shortly to resolve all needed matters in respect to primary power and gas service along with secondary proration or metering. Mr. Collard will follow this matter with Consumers Power and the Auto World project team. We are presently proceeding with PASI work on the basis that the DDA will be the major contracting group for which design and installation of PASI work will be done.

We also discussed at our session how power would be brought to parking lot areas and other related facilities that might require power or gas to be located in parking lot areas. How to install and charge for service should be continually reviewed in detail to be able to service, as desired, facilities that might be projected for the parking and other site areas.

It is still expected that financing will be on line sometime in mid-April, 1982 and an important process to follow concurrently with acquisition of financing is to insure that the land transfer is properly made for areas in which PASI #1 work is to be performed.

We briefly discussed the sewer tunnel routes, and it was confirmed that route #7 (in the old railroad right of way between 4th and 5th) is the one being considered at the present time. The best current estimate of the date by which the tunnel contractor will reach the intersection of 3rd and Saginaw is May 3, 1982 (working day 341). There appears to be few, if any, problems in meeting the needs of this particular operation now that the routes have been resolved. Mr. Collard is also following the sewer matter very closely.

Of all of the potential PASI #1 difficulties it appears now that clearing the contract documents and the contract form for field work is the activity to be focused upon most heavily.

Proposed police, fire, and neighborhood revitalization program (WWD)

Mr. Vyvyan, Mr. Collard, and I made a brief automobile inspection of the site and became better acquainted with the existing conditions relative to the three possible land use options.

At our later meeting we addressed the matter of the rough draft of the Request for Proposals (RFP) from architects and engineers for the design of the project. Mr. Ursuy

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had prepared this rough draft, and we went through it as a project team and made the appropriate comments and revisions. Mr. Ursuy will re-write the RFP in accordance with those suggestions received from the meeting.

It was decided by the project team that requests for proposals would be sent to all architects listed in the Yellow Pages whose practice is within the city limits of Flint. This profile will be reviewed with the director of the DCD and the mayor to insure it meets with their approval.

The review of the proposal request brought out the need to maintain continuity of design on through the entire period following execution of the architectural/engineering contract. The present goal is to award the AE contract by April 16, 1982 (working day 330) and to have the contract documents completed, issued for contractor proposals by December 27, 1982 (working day 506). To do this, it will soon be necessary to acquire additional funding for the full design process since only a limited amount adequate for early design development is available at present.

This discussion lead us to a further review of the financing needs of the program, and it was generally agreed that we would have to pay very careful attention to establishing a final financing plan in time to meet our start of construction on March 15, 1983 (working day 561).

We did some preliminary analyses of the activities required to get appraisals, make offers to acquire, relocate, and then demolish buildings on sites that would be needed for construction of the facility. This acquisition program is a long and time consuming process, particularly if court action is required. Thus, we should continue to work very hard at getting the entire project ready to go according to our present target scheduled dates. The planning of land acquisition will be reviewed in depth at a future meeting so we can develop a plan to insure timely occupancy of the site.

To close our discussion of the design program it was mentioned by Mr. King of the DCD that we should be certain to include as part of the scope of work the establishment of an overall concept for the entire project by the architect/engineer. This concept is to be carried out in the entire redevelopment program including the new

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facilities as well as the rehabilitated building. The scope of the commercial rehabilitation will have to be carefully defined since it is normally a difficult type of work and must be given planning care.

General

At our next session we will probably work mainly on planning the land acquisition and clearing for the WND program. Mr. Vyvyan will prepare an agenda for the session and distribute it to those concerned.

RJS:sps

Ralph J. Stephenson, P.E.

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

RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

March 8, 1982

Subject: Monitoring Report #130

City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79:30

Date of Monitoring: March 1, 1982 (working day 296)

Actions taken:

- Reviewed current status of Auto World
- Reviewed WWD program with project team
- Monitored current status of Oak Park urban renewal plan amendment work

Auto World and PASI work

At this session we made a detailed review of the current status of PASI work in relation to the entire project operation. Since we are now drawing very near to acquisition of financing (sometime between mid-April and late May, 1982) it is increasingly important that plans for construction of PASI #1 work be made and executed now. The needs for getting PASI #1 work into the field include a sign off on the PASI #1 documents, preparation of required revisions, printing and issuing of the final contract documents, receipts of proposals, followed by award of contract and early procurement.

The agreements between all parties involved will also have to be given early attention since presently there remain only from today, March 1, 1982 (working day 296), until May 3, 1982 (working day 341) 45 working days. Since it presently appears that installation of part or all of the PASI #1 work is essential to the production start of dome foundation construction we must be ready to begin work on the utility lines in the PASI #1 scope of work as quickly as possible after funding is acquired.

For the remaining public area site improvements including PASI #2, #3, and #4 there are other needs that must be met. PASI #2 work concerns Consumers Power and Michigan Bell Telephone installation on site. To relocate utilities from their present location requires a complete site plan with the desired utility relocations clearly identified,

and then proposals submitted and executed by and with Consumers Power and Michigan Bell Telephone. Utility easements must be drawn up to insure that proper access to the property can be maintained for servicing all overhead and underground lines.

It is not totally clear at this point where responsibility for each and every one of these tasks rests; therefore, at our meeting we concentrated heavily on establishing what might be a feasible allocation of these duties and how the project assignments on PASI work might be most effectively carried out. This discussion is under review by the city project team and will be evaluated in relation to the desires of the total Auto World group.

Land acquisition is proceeding and preparation of all documents for acquiring the various financing packages are presently in work. There is a need to tie the entire project together managerially and some brief discussions were held in respect to this total managerial need and the responsibilities of the city, primarily in its PASI responsibilities. Again, this will be a part of ongoing discussions of total project organizations.

Dependent upon the city's depth of involvement in the program we will plan to maintain ongoing monitoring of PASI #1 through #4 work.

Police, fire, and neighborhood revitalization program (WWD)

We prepared a network model showing the land acquisition for WWD. This model drawn on sheet #62, Issue #1, dated March 1, 1982 (working day 296) contains two sets of durations. The black pencil figures on the tracing reflect very conservative durations while the red lighter numbers reflect optimistic durations. It was found that to meet our current desired targets of March 15, 1983 (working day 361) to have the construction contract executed and work under way on the site, it will be necessary to meet the optimistic dates shown in red pencil.

The general steps through which we must proceed to acquire the land begins with a final determination of the site configuration and acquisition of funds for the appraisals. We also, in order to award appraisal contracts, should have acquired financing for the real estate acquisition.

When appraisal proposals have been solicited, evaluated, and an appraisal contract awarded the appraisals can be prepared and reviewed. This is time consuming, and we have taken as many working days out of the conservative estimate as we felt safe in doing. The activity will have to be watched very carefully to insure that appraisal work is done and reviewed in a timely fashion.

After the appraisals have been reviewed and a relocation study prepared, offers to purchase will be made followed by negotiations for purchase. In the process of these negotiations land owners may either accept or refuse the offer. If there is a refusal, then for both residential and commercial properties, a resolution will go to the court requesting condemnation proceedings. The court will set an occupancy date, if it deems it appropriate, by which time the occupancy of the property must have vacated the premises. Vacation would be followed by demolition of the structures.

Overall, using the conservative estimate it probably would take about 343 working days (16 months) to accomplish the entire process from start of soliciting proposals. Under optimistic procedure the duration could probably be cut to as little as 197 working days (9 months). If our desire is to start work in the field by March 15, 1983 (working day 561) we should have the land cleared and available for work by the time the contractor is selected.

Using the conservative figure and assuming that funds will be available and a final determination of the site made within 44 working days of today, or by April 30, 1982 (working day 341), the land should be cleared and ready for start of construction by February 9, 1983 (working day 537). This is a good date to set for an objective since there could well be some slippage down the line and thus a cushion is desirable to be sure of starting construction in mid-March, 1983.

We will proceed on this plan of action as shown on sheet #62 Issue #1, dated March 1, 1982 (working day 296) and will monitor the progress of land acquisition according to this program. Our first major milestone following final determination of the site configuration and acquiring funds for appraisals by April 30, 1982 (working day 340) is to start appraisal work by May 28, 1982 (working day 360) and to complete the appraisals and their review by August 24, 1982 (working day 420).

This is a tight schedule and will have to be given careful attention to meet. We are now also approaching a point where the initial assignment of the project team has been fulfilled and consideration of how the project work will be managed on an ongoing basis becomes important to decide. I have recommended to Mr. Ursuy that he decide in conjunction with those concerned how the project management will be carried out once the architect is selected and the land acquisition procedure initiated. He will give his attitude to this matter now.

We also further discussed selection of the architect/engineer. Presently requests for proposals are about to be mailed with the proposals due back by March 19, 1982 (working day 310). Interviewing will follow immediately, by a committee presently being selected. The last member of this review committee will be appointed sometime after March 9, 1982 (working day 302) which is the next major meeting of the Oak Park Citizens District Council.

Oak Park Urban Renewal Plan Amendment - Monitored from Issue #4,  
dated December 10, 1981 (working day 241)

The project is presently projected as being about 40 working days behind the current monitoring network. It is planned that a public meeting with the Oak Park Citizens District Council will be held on March 9, 1982 (working day 302). This meeting was originally set for January 12, 1982 (working day 262). Since the meeting is a critical activity it imposes a lag on the entire remaining program.

In this model from which we are monitoring, the council was scheduled to finally adopt a plan by November 8, 1982 (working day 474) with the present plan it appears that this may slip to as late as January 7, 1983 (working day 514). Mr. Ursuy is going to make a detailed evaluation of the work to be done over the next few months to see if some compression of the schedule and plan of action can be achieved.

#### General

Mr. Vyvyan will prepare the agenda for the next session and distribute it to those concerned. I would like to suggest that sometime in the near future we begin our detailed work of indexing all network models to date for the downtown program as well as establishing some referential method by which we can better utilize the monitoring report file to retrieve important technical data. I also feel it would be appropriate to review the results of the project management seminar that was held sometime ago in which the interactions of the various city departments were analyzed based upon opinions and perceptions of the various department heads. This material could be very valuable and helpful in better implementing future city and private work. I shall discuss this matter with Mr. Vyvyan at our next session.

Ralph J. Stephenson, P.E.

RJS:sps

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

March 24, 1982

Subject: Monitoring Report #131  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79:30

Date of Monitoring: March 15, 1982 (working day 306)

Actions taken:

- Reviewed current status of Auto World
- Prepared network model for revised PASI Auto World scope of work
- Reviewed WWD program with project team
- Monitored current status of Oak Park Urban Renewal plan amendment work

PASI Auto World

The scope of the city's involvement in the Auto World program has been revised, and the major subject of our discussion today was identification of PASI work to be done by the city of Flint and planning for how this work is to interrelate with all other work on Auto World.

Those items the city is now involved with on Auto World include:

1. Site plan approvals
2. Zoning changes where necessary
3. Building permits
4. Contract compliance - Note: The regulatory agencies and procedures necessary to insure a smooth approval of contract compliance should be made known to the construction manager as early as possible. This should help considerably in expediting work once contracts have been let.

Those activities dealing with construction by the city include:

5. Off site street surfacing?
6. Burton Street resurfacing and traffic redirection



7. East Boulevard widening from Burton to Robert T. Longway
8. East Boulevard rehabilitation from Fifth Avenue to the Stevens Street bridge
9. Fifth Avenue widening from James P. Cole Blvd. to Saginaw (south side)
10. North Street connection to Saginaw (temporarily to be called the North Street connection)
11. Renovation of the Stevens Street bridge
12. Rehabilitation of Harrison Street south of the Flint River bridge
13. Installation of a 14" water main on Fifth Avenue and North
14. Installation of an underground telephone conduit system to MacDonald's from Saginaw in the Fourth Ave. right of way
15. Installation of (~~underground conduit~~ <sup>buried cable</sup>) on Industrial from Fifth to Perry Printing
16. Installation of new underground phone conduit in the north portion of the Fifth Avenue right of way from Saginaw to Industrial (this may be a part of Michigan Bell Telephone's installation responsibility and not a project cost)
17. Relocation of all overhead primary power service within the Auto World site boundaries to the perimeter of the site along the North Street connector, Saginaw Street, and the south side of Fifth Avenue. This installation will be above ground and on wood poles.
18. Abandonment of existing power services as required.
19. Abandonment of existing gas services as required.

On all the above work, the design and installation is yet to be accomplished although some preliminary work has been done on power and phone relocation work. The importance of the above work is clearly seen when it is realized that most of the installation is most economically done in good construction weather. Thus, if there is a need to meet an opening date for Auto World of Memorial Day, 1984 (latter part of May) most site work for Auto World will have to be accomplished in 1983 prior to the onset of winter. This means that any utility relocation by Michigan Bell Telephone, Consumers Power or the city which might conceivably require

excavation or installation in the parking lot areas should be completed before July 1, 1983 (working day 630) at the latest. This should then allow Auto World adequate time to complete their site work including underground utilities, paving, and above grade lighting, marking, signing, landscaping, and other such items.

With this in mind it was decided to prepare a preliminary network model of that work necessary to complete the city's work in a timely fashion. The preliminary network model is shown on sheet #63, Issue #1, dated March 15, 1982 (working day 306). The Michigan Bell Telephone and Consumers Power PASI work generally follow similar procedural patterns. Once a final site plan is in their hands, from the Auto World architect/engineer Consumers Power and Michigan Bell will begin preparing proposals and will complete engineering work. When the proposal has been completed and submitted to city council, council will review and approve the proposal and the city staff will then execute the contract. For Consumers Power the city then issues a check and Consumers Power will issue a work order. Michigan Bell Telephone will usually issue a work order as soon as the contract is executed.

In order to issue work orders it also will be necessary to have completed acquisition and vacation of all or most of the properties along which new utility work is to be placed. It is also necessary to have established street cross sections for the North Street connection and Fifth Avenue.

Indications are presently that using expected durations we might be able to complete the new Consumers Power service on Saginaw and Fifth and remove the existing Consumers Power service on site by about March 24, 1983 (working day 568). This would be a satisfactory date to allow Auto World site work to start as needed. Installation of telephone work probably will not require as much time and could be considered to be completed about the same time.

At future sessions we will continue planning the preparation of contract documents and construction of other PASI work as outlined on drawing 63. This work is all very important since it is desirable to complete all PASI off site improvements and be ready for the grand opening of the Auto World project by late May, 1984.

Police, fire, and neighborhood revitalization program (WND)

The request for proposals for architectural services have been distributed and are due back to the city by March 26, 1982 (working day 135). At this time the proposals will be screened and architects will be selected for the final interviewing process.

The architectural selection committee assignment is almost complete now, and it will be meeting once or twice prior to interviewing so they can prepare interview notes and discuss procedures for selection of the appropriate and best qualified architect/engineer.

There is still some consideration being given to phasing the project so as to be able to better allocate the financing to the total program. However, no final decision has been made on the total site configuration nor on the project financing plan. Our present procedure is based upon having information on these items no later than April 30, 1982 (working day 340). Meanwhile, however, the architect/engineer should be able to be selected and a contract executed sometime between April 16, 1982 (working day 330) and April 23, 1982 (working day 335).

Once funds have been acquired for appraisals and a final site configuration determination made proposals can be solicited for appraisals and the land acquisition process put in work. We again reviewed the Issue #1 network mode, dated March 1, 1982 (working day 296) sheet #62 which shows the steps leading to site clearance. It is very important to understand that we will have to use an expedited procedure in order to meet our desired target clearance date of February 8, 1983 (working day 536). This is an important process since it is presently planned to start construction by March 15, 1983 (working day 561).

As part of our discussion we also reviewed the role of the project team and its relation to the project manager and the city technical personnel involved once the architect/engineer has been selected. This division of responsibilities is spelled out in the project operational guidelines which was issued August 26, 1981 (working day 168). There were some suggested additions to these, the most significant being perhaps that a method be established for resolving policy disputes.

The intent is to assign a project manager from the city who will work with the project team and with the technical staff along with the architect/engineer to guide the project on through to completion. It will be necessary to give this individual strong support so that he or she can carry out a successful implementation program. Thus, it is important to continually review the policy guidelines to insure that everyone is still in agreement with them.

#### Oak Park urban renewal plan amendment

We monitored current progress on this program from Issue #4, dated December 10, 1981 (working day 241) sheet #57.

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Page five

RALPH J. STEPHENSON, P.E.

CONSULTING ENGINEER

The Oak Park Citizens District Council met on March 9, 1982 (working day 302) and received the preliminary narrative, plans and proposals for the plan amendment. They are now reviewing this package and will have comments in by March 15, 1982 (working day 306). It is planned for the council representatives to meet with the city staff on March 18, 1982 (working day 309) and probably by March 22, 1982 (working day 311) work on the final draft presentation can be started. If this is achieved the lag on the project will be about 28 working days as compared to the lag as of March 1, 1982 (working day 296) of 40 working days.

This indicates that some time has been picked up and that the project is moving reasonably well now. There still is a need to gain more time, and this may be made possible if the preparation time for the renewal plan presentation draft for submission to the affected agencies can be shortened from its present expected duration of 20 working days. It was further suggested that the affected agencies might be sent a pre-package notice that presentation material was going to be sent to them and that it would be appreciated if they could allocate some time to insure the review was back in the hands of the project team no later than the deadline. Once the material is back comments can be incorporated into the final narrative draft, and final map drafts after which the approval sequence will start.

We shall continue to monitor progress of the Oak Park urban renewal plan amendment work from the network model sheet #57, Issue #4, dated December 10, 1981 (working day 241).

General

Mr. Vyvyan will prepare an agenda for our next session with those concerned and distribute it as required. Meanwhile, I shall begin setting guidelines for indexing the monitoring reports and the many network models that have been prepared for the various programs. This is all for the purpose of providing reference information where needed on future programs where sequences to be followed might benefit from a review of past procedures followed.

Ralph J. Stephenson, P.E.

RJS:sps

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

May 2, 1982

Subject: Monitoring Report #132  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79:30

Date of Monitoring: April 19, 1982 (working day 331)

Actions taken:

- Monitored city activities in Auto World program
- Began preparation of network models for PASI work at Auto World
- Reviewed WWD program with project team
- Discussed general questioning format for architect/engineer selection committee use

PASI Auto World

After a brief review of the current status of fund release for Auto World we discussed the interaction of Consumers Power and Michigan Bell Telephone with site work. The network model sheet #63, Issue #1, dated March 15, 1982 (working day 306) was used as the basis of our discussion.

As yet the final site plan has not been totally issued pending resolution of the bypass route location, and establishment of outside site limits at James P. Cole Drive. There is no current word on when these two matters will be settled; however, the site plan available to date has been approved subject to a site drainage review by DPW. The architect/engineer for Auto World will submit this drainage information.

A discussion was held at our session re location and type of utilities that are presently within the site boundaries. From our discussion it was suggested by the project team for the city that a complete utility definition map be prepared and issued for future guidance. Apparently SSUE has prepared or has available a drawing that shows most of these utilities. DPW is to obtain a copy of this drawing and determine the advisability and feasibility of bringing it up to date with all information on utilities and easements shown on one map.

Apparently no zoning revisions will be necessary in the near future. Building permits apparently pose no current problems and contract compliance is being worked upon by Mr. Jerry Ragsdale.

A further review of the network model for PASI work sheets #63 Issue #1, dated March 15, 1982 (working day 306) indicated that Michigan Bell Telephone has begun their preliminary engineering design work along Fifth Avenue. Michigan Bell and Consumers Power still need information about the final site plan and, as noted above, this is presently pending resolution by the Auto World design team.

We next made a point by point study of the activities in which the city is now involved on Auto World as identified in Monitoring Report #131 dated March 24, 1982, sheets #1 and #2. A brief review of these is given below with reference to the numbers in report #131:

1. A site drainage plan must be submitted by the Auto World architect/engineer and reviewed and approved by DPW.
2. Apparently no zoning changes will be needed presently.
3. Building permits do not presently pose problems.
4. Contract compliance is being worked upon now.
5. Off site street resurfacing is to be accomplished on East Boulevard from Robert T. Longway to the bridge and from Robert T. Longway to Burton.

The University of Michigan will soon dedicate the East Boulevard area on campus back to the city of Flint. Fifth Avenue is also to be resurfaced from the bridge to Saginaw Street.

6. Burton Street is to be resurfaced and intersections are to be modified with a new light probably to be located at East Boulevard Drive.
7. One lane will be added from Burton to Robert T. Longway at the west on East Boulevard. It will be important to check the overhead electrical service and the buried phone cable located along this right of way.
8. East Boulevard rehabilitation was reviewed above.
9. The bike path should be considered and accounted for when designing and implementing the Fifth Avenue widening.

5/5/82

no  
11/1/82  
with  
also.

12/1/82

22 12

27  
out

not 5th Ave but 6th & 7th

10. The North Street connection is still not totally located. This matter will be settled within the next 10 working days.
11. Renovation of the Stevens Street bridge includes work on the expansion joints, deck, sidewalks, and railings. The expansion joint and deck design has been completed. Sidewalk and railing design has not yet started.

We prepared a network model for the Stevens Street bridge renovation work up to issuance of a notice to proceed. This network is shown on sheet #54, Issue #1, dated April 19, 1982 (working day 331). Under this plan of action it probably will require about 76 working days from the time of the Auto World closing to where a notice to proceed with bridge field work can begin. Further evaluation of this sequence will be necessary to determine whether or not work on the bridge can begin this year. This work is probably very sensitive to winter conditions, and it might be necessary to defer activities until the spring or summer of next year.

12. The Harrison Street rehabilitation is to be accomplished under work in Riverfront Center phase #2. This work will start in the spring of 1982. We shall prepare a network model of this sequencing at a near future session.
13. A decision has been made to replace the old line in the railroad right of way with a new 12" line down North from Fifth Avenue to Second Avenue and then west to Saginaw on Second.
14. Installation of the conduit system to MacDonald's for Saginaw is a very short duration job, probably 3 or 4 working days. However, the contract is yet to be negotiated. Michigan Bell would like to initiate this work as soon as possible. *from*
15. Installation of underground conduit on Industrial from Fifth to Perry Printing apparently poses no problems. *p6-*
16. No current problems exist with new underground phone conduit in the Fifth Avenue right of way.
17. Reviewed above. This relocation has been deleted from the program.
18. No current problem.
19. No current problem.

At future sessions we will continue identifying and planning each of the items that are to be done by the city for Auto World. This will tend to insure, to the greatest extent possible, that all factors have been considered and are being pursued by the city to aid in implementing the very important total development.

Police, fire, and neighborhood revitalization program (WWD)

Proposals from architects and engineers were received March 26, 1982 (working day 315). There were nine proposals submitted. Of these five were selected for further review and personal interviews of the firm principals. The interviews will be held on April 20, 1982 (working day 332) after which a final selection of the architect/engineer is to be made.

Work continues on identifying the scope of work to be accomplished in the initial design phase. This matter is presently being addressed by the project team and will be reviewed in detail as the project proceeds. It is recommended by the project group that we again meet with the mayor once an architect/engineer selection has been made to discuss the financing and the method by which we are to give the design group direction throughout the project. Mr. Ursuy will try to arrange such a meeting for our next session.

We next turned to a discussion of how the architectural selection committee will participate in the interview to be held April 20, 1982 (working day 332). To aid in this, the questions outlined in the memo of January 15, 1982 (working day 265) were reviewed by Mr. Ursuy and the group. From those questions several were selected that were felt to be especially important, and it was decided to let these form the base for the questioning at the interviews the next day.

Since the design work is initially proceeding with some financial restraints it is recommended that we pay especially careful attention to planning the design procedure. I recommend that at a session soon after the architect/engineer is selected we actually prepare a network model of the early design work to insure that what is accomplished in the first stages of design will allow us, as total funding comes on line, to use the information in a manner that will maintain the overall project schedule.



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City of Flint Downtown Improvement Program  
Page five

RALPH J. STEPHENSON.  
CONSULTING ENGINEER

General

Mr. Vyvyan and I reviewed the agenda for the next session.  
He has had it printed and distributed to those concerned.

Ralph J. Stephenson, P.E.

RJS:sps

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

May 18, 1982

Subject: Monitoring Report #133  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79:30

Date of Monitoring: May 5, 1982 (working day 343)

Actions taken:

- Discussed WWD program with project team and architectural engineering representatives
- Evaluated Auto World and city of Flint PASI work progress
- Began preparation of network models for River Beautification phase #2

Police, fire, and neighborhood revitalization program (WWD)

At this session we reviewed the current status of the project with the architect selected for final negotiations, THY, and discussed the schedule of work they have projected. We next went through the scope of work definition that THY had prepared and identified which portions of this would be included in the base proposal and which would be included elsewhere. Also, attempts were made to identify how much of the work could be done within the budgetary limitations presently imposed upon the project.

The execution of a contract with the architect/engineer is very close and probably within a month active design work will be under way. There have been requests from the project team that we have another meeting with the key people on the project at the department head and top management level just as quickly as possible. This for the purpose of allowing early effective management to be applied to preparation of the design documents and tracking of fund expenditures.

Presently there is some city organization of the program under way; however, by our next session it should be possible to conduct a full discussion of the proposed facility, and it is hoped by then that some of the details regarding financing and the schedule of fund release will be available.

We next discussed the process of land acquisition in detail and again reviewed the logic and durations that have been assumed at earlier sessions. Land acquisition is presently shaping up as pivotal since in order to begin the process it will be necessary to fund early land acquisition efforts. As yet this funding is not in place. Therefore, a financing plan for land acquisition as well as for construction is of paramount importance at this time.

The group of neighborhood and city individuals making up the project team will have to set up the project organization procedures soon if the work is to be carried out effectively. At our next session it would be wise to review these timetables and evaluate the desires of the group relative to implementation of the program.

#### Auto World PASI work

The purpose of this session was to continue an overall evaluation of PASI work in and near Auto World program. We used the format previously identified in Monitoring Reports #131 and #132 to provide an agenda for our session. These points are as shown on page #2 of Monitoring Report #132 dated May 2, 1982.

A brief review is given below:

1. Although the overall site plan has been reviewed, a site drainage plan has not been reviewed and approved by the DPW. Work on this is nearly complete.
2. No zoning changes needed.
3. Building permits are not a problem. The site is not to be replatted.
4. Contract compliance is proceeding on an ongoing basis.
5. The University of Michigan sees no problem in providing a use permit for East Boulevard from Robert T. Longway to the Stevens Street bridge. There are some administrative matters to be cleared; however, no major problems are anticipated.
6. Plans remain for Burton Street to be resurfaced and the intersections modified.
7. The addition of one ~~land~~<sup>lane</sup> to East Boulevard from Burton to Robert T. Longway has been deleted from the project.

8. East Boulevard renovation will proceed as planned.
9. Fifth Avenue widening on the south side will proceed as presently planned. Note: In Monitoring Report #132 on page 2, item 9, it was noted that the bike path was a part of the Fifth Avenue widening. Bike path considerations are not a part of the Fifth Avenue widening but of the East Boulevard rehabilitations as described in point #8. Please revise this on your copy of the monitoring report.
10. The North Street connection is still not finally located. There is no current word on when a decision will be made.
11. Renovation of the Stevens Street bridge is still to be done.
12. Harrison Street rehabilitation is to be accomplished with work in the riverfront center phase #2.
13. No change from monitoring report #132.
14. No change from monitoring report #132.
15. Same as in monitoring report #132.
16. Same as in monitoring report #132.
17. Same as in monitoring report #132.
18. No current problems.
19. No current problems.

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It should be cautioned that the total program length for Auto World is being reduced by early front end delays being encountered. As of today the intent is still to open Auto World in early 1984. Therefore, it will be even more important to get PASI work under way so as to take advantage of as much good weather as possible.

A point brought up in our review today was that the city would be well advised to make a survey of the existing utilities on the site prior to full start of Auto World construction. This is to have a record of the initial condition of these utilities as of the start of work. Then, any damage to the work during construction can be easily identified and appropriate steps taken if necessary.

Riverfront Beautification phase #2

In the afternoon we began preparation of network models on the various elements of riverfront beautification phase #2. The four elements diagrammed at this session include the East Kearsley (EK), Buckham Alley (BA), Harrison Street (H), and First Street (F) improvement program. These are shown on sheets #64 and #65, Issue #1, dated May 5, 1982 (working day 343). It is intended to work on through on these programs in a sequence as shown in the network model.

Basically, East Kearsley Street (EK) should be complete with the wearing course laid by June 8, 1982 (working day 366). The Harrison Street resurfacing is planned to be complete by June 16, 1982 (working day 372). Buckham Alley work is presently scheduled for completion by June 28, 1982 and First Street resurfacing is to be complete by about August 4, 1982 (working day 406). The durations for each project are somewhat conservative, and it is possible that an improvement can be made in the schedule of actual work. However, in the interest of providing accurate information so that downtown programs can proceed concurrently with these construction jobs care must be taken not to commit on an over optimistic basis.

We shall continue our planning of this PASI work at the next session. In addition, it is expected we will complete a corridor analysis of the program to identify possible conflicts with summer and fall planned events in downtown Flint. This is a very important process and one that must be done carefully and accurately to allow maintenance of proper traffic movement and proper access for both customers and services to downtown stores and shops. We will try to complete this corridor analysis at our next monitoring and planning session.

General

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

Ralph J. Stephenson, P.E.

RJS:eps

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

June 4, 1982

Subject: Monitoring Report #134

City of Flint Downtown Improvement Program

Flint, Michigan

Project: 79.30

Date of Monitoring: May 27, 1982 (working day 359)

Actions taken:

- Monitored WWD program with project team and architect/engineer representatives
- Monitored Auto World PASI work
- Continued preparation of phase #2 River Beautification network models
- Inspected Kearsley Street PASI work

WWD Program

Approval of the first part of the architectural engineering contract is to be on the June 14, 1982 (working day 370) council agenda. Once approval has been given the design team can begin their active work on the project. This initial work will be defined in the architectural agreement, which takes the project up through use of the initial budget of \$50,000.00.

We briefly reviewed the scope of services defined in the early phase architectural agreement, and it appears to be satisfactory with some minor rearrangement suggested. An important part of this early work will be to review with the project team the various sites under consideration and to make final recommendations based upon the appropriateness of the site tempered by estimates of probable construction costs. This work is to be done early in the design phase.

We next turned to a discussion of the organization of the project and the various factors to be considered. These points were used as a discussion base:

1. The organizational pattern for the entire project should be established early and clearly stated for the guidance of all concerned. It was recommended at our session that the project team review the WWD project operational guidelines issued in

August, 1981 and approved by early project team members soon after. It appears that many of the members of the present project team do not have copies of that guideline and it would be well to insure that all participating are familiar with the document.

2. Determine and identify the methods by which community interaction is to be encouraged for both the multiple use facility and business redevelopment program. In the business redevelopment program it is important to remember there is landlord work, tenant work, and public area site improvement (PASI) work.

Landlord work, which is concerned basically with the shell of the facility, includes financing, design, and construction. Tenant work, which is work done by the tenant in each tenant space, is concerned with design and construction of that space. Public area site improvements are the responsibility of the city, and their design and construction must be tied very closely to the total job.

3. Plan and prepare logic diagrams for the design, land acquisition, and financing for the entire program. This set of activities is still critical to the success of the project and although we have prepared several preliminary models there is no single diagram that gives the total pre-construction picture essential to maintain proper control of the job. We will prepare this diagram in a monitoring session soon.

So far as organization of the project is concerned, there are 8 major divisions that were discussed in our meeting. Several organizations are involved in implementation of each activity within the major division. The list below showing divisions and organizations responsibility for work in the division should be carefully studied and revised as necessary so that a proper early management pattern can be set for the entire program to avoid delays and overlapping responsibilities. The divisions are not arranged in any specific order:

1. Financing
  - A. CDC
  - B. Various foundations
  - C. Governmental agencies
2. Project management
  - A. DCD project director
  - B. DCD project manager

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

3. Users
  - A. Community
  - B. Owners and tenants
  - C. Police department
  - D. Fire department
4. Municipal participation
  - A. Mayor
  - B. City council
5. Land acquisition
  - A. DCD
  - B. City of Flint legal department
  - C. Appraisers
  - D. Land owners
6. Design
  - A. Tomplinson, Harburne, Yurk (THY) principal in charge
  - B. THY project manager
  - C. DPW
  - D. Tenant space designer
7. Construction
  - A. Contractors
  - B. DPW
  - C. THY
  - D. DCD
8. Property disposal
  - A. Police department
  - B. Fire department
  - C. DCD

In subsequent meetings of the project team, we will refine the organization structure and identify the relationships between each of the groups. This will be very important so as to avoid conflict and unnecessary duplication of effort. Meanwhile, all members of the project team have been asked to review this basic organizational makeup to assure it contains the appropriate and proper components.

Auto World PASI work

A brief review of the major points identified in Monitoring Reports #131, #132, and #133 were made and the current status of each is shown below. These refer to the basic statement



of the point contained in Monitoring Report #131 dated March 24, 1982, pages 1 and 2.

1. Site plan reviews are complete so far as the current state of land acquisition will permit. The site plan with all utilities shown is now in the hands of the DPW and being checked. Still needed is a site plan showing all easements. This map will be completed after we get the Michigan Bell Telephone and Consumers Power drawings.

During our discussion it was mentioned that the occupancy of the railroad right of way north of Fourth Avenue should be checked since part of it is presently being used for private parking. Miss Stoughton said that she would look into this matter. It was also mentioned that electric service will have to be maintained to Cooley Vending in Industrial.

2. No zoning changes needed.
3. A discussion of the building permit needs indicates that the Auto World architect/engineer should check with the building department regarding possible changes to the current building code. The local architectural representative, SSOE, may be following this matter on an ongoing basis.

Since Auto World is to be let as a total project it is very important that assurance be obtained that a building permit can be issued without excessive revisions and delays to the contract documents once submitted. The best way to accomplish this is to have contract documents continually reviewed by the building department as design proceeds.

4. Contract compliance is proceeding on an ongoing basis; however, the MBE requirements for the project will have to be administered carefully, and it would be wise to identify all regulatory agencies that have an impact upon this project. This will make it easier to use this list for checking compliance.
5. An agreement has been submitted to the U. of M. regarding East Blvd. This matter is being resolved gradually and it is still important to insure a proper relationship exists between ownership of Cole Blvd. at the Stevens Street bridge, the Stevens Street bridge, and East Blvd. Drive at the Stevens Street bridge.

6. No change from Monitoring Report #133.
7. In Monitoring Report #133 the fifth word in the seventh section on page 2 should read lane instead of land. Please make this correction to your copy. There is no other change from Monitoring Report #133.
8. No change from Monitoring Report #133.
9. No change from Monitoring Report #133.
10. The North Street connection is still being planned. There are three options of which apparently option #3 is considered to be the best. There are as yet no final approvals, and these will be needed before closing documents can be executed.

It was mentioned that all design work for PAST installations must be completed in 1982 and that all PASI construction will now probably be done in 1983.

11. No change from Monitoring Report #133.
12. No change from Monitoring Report #133.
13. No change from Monitoring Report #132.
14. For Michigan Bell Telephone and Consumers Power to begin their work they must have a contract with the city of Flint. This contract is dependent upon funding being available.
15. Same as in Monitoring Report #132
16. Probably installation of new underground phone conduit in the north portion of the Fifth Ave. right of way from Saginaw to Industrial will be considered a part of Michigan Bell's installation responsibility.
17. Same as in Monitoring Report #132.
18. Same as in Monitoring Report #133.
19. Same as in Monitoring Report #133.

It was re-emphasized during our meeting that the city should make a survey of existing utilities and site conditions at the Auto World location prior to the full start of Auto World construction. This will give the city a record of the initial condition of utilities and other structures that are the city's responsibility.

We also discussed briefly the progress of tunnel installation. Mr. Vyvyan said the tunnel should be at Garland Street by May 21, 1982 (working day 355).

Riverfront Beautification phase #2

Work on installation of the asphalt sub-base in East Kearsley (EK) is nearly complete and the street will be opened Friday, May 28, 1982 (working day 360) without the wearing course. The wearing course is to be laid after Brush Alley improvements are made. The network model Issue #1, dated May 5, 1982 (working day 343) indicated that the sub-base would be complete by June 7, 1982 (working day 365). An improvement in this was made by the DPE work forces and thus, the opening is slightly earlier than planned.

At Buckham Alley (BA) information has been obtained on the SAC line. It appears the city could encounter some problems in protecting this installation. Therefore, further data must be obtained particularly on the profiles of the line before major demolition will be able to start. The amount of time allocated to demolition may be greater than presently planned if extensive protection is necessary. Work is ongoing on this matter, and Miss Staughton and Tom Eklund will continue investigating the line location. The network model Issue #2, dated May 26, 1982 (working day 358) assumed demolition of Buckham Alley could begin on May 24, 1982 (working day 356). This start will probably be delayed slightly.

At Harrison Street demolition work is complete and curbs are about 75% complete from Union to Kearsley. Sidewalks are also proceeding well and the work on Harrison west side sidewalks Union to Kearsley is ahead of schedule by two to four working days. Resurfacing of Harrison Street from the river to Kearsley is due to be completed by June 16, 1982 (working day 372).

First Street (F) demolition work is due to start about June 1, 1982 (working day 361). The project was replanned at our session and the network model Issue #2, dated May 26, 1982 (working day 358) shows completion of First Street work by July 28, 1982 (working day 401).

PASI work on Brush Alley will proceed in sections from the river to new Union, new Union to Kearsley, Kearsley to First Street, and First Street to Second Street in that order.

Work on demolition of Brush Alley work, river to new Union, will begin June 14, 1982 (working day 370). The section from river to new Union is expected to be completed by

July 12, 1982 (working day 389). The section from new Union to Kearsley will be completed under our present plans in Issue #2, dated May 26, 1982 (working day 358) by August 23, 1982 (working day 419). The third section, Kearsley to First, should be complete according to present plans by October 5, 1982 (working day 449). The last section, First to Second, will be completed by November 16, 1982 (working day 479). It is possible that some improvement in this planned schedule can be made, but presently we are considering the above targets to be firm. We shall continue to monitor the programs carefully at subsequent monitoring sessions.

General

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

Ralph J. Stephenson, P.E.

RJS:sps

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

June 16, 1982

Subject: Monitoring Report #135

City of Flint Downtown Improvement Program

Flint, Michigan

Project: 79:30

Date of Monitoring: June 10, 1982 (working day 368)

Actions taken:

- Monitored WWD program (fire, police, and community business development)
- Reviewed Auto World PAST progress
- Monitored Riverfront Beautification construction, phase #2

WWD program (fire, police, and community business development project)

We continued our discussion of current project work with the DCD staff, DPW, the architect/engineer, representatives of the police and fire departments, and representatives of citizens groups involved. A review was made of the various technical divisions of the project organization, and the function of leasing was added to the operational components identified in Monitoring Report #134 dated June 4, 1982, pages 2 and 3. Those involved in the leasing program are the CDC and the legal department of the city.

It was pointed out in this discussion, which was primarily for those who had not been present at the previous meeting, that although this organization is typical for many programs carried out by a combination of the private and public sector, there are some major differences that make continued planning action important.

1. It is anticipated that THY, the architectural engineering firm for the program, will be authorized to start formal work Monday evening, June 14, 1982 (working day 371). This means that a chargeable set of project activities will be ongoing from then that require management and planning.
2. Community groups are deeply involved in the work and are presently assuming they will be consulted on a continuing basis as the city implements early design work. Definition of the role of the community group is important since this is a project closely attuned to community needs.

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3. The nature of the business redevelopment program is such that, although small in size, it will require careful attention since it is the pivot point for total improvement of the community. This improvement of the community has been one of the basic reasons for this entire project. Business redevelopment must be given its proper level of importance within the planning work at all times to insure community support.
4. The need for careful meshing of design, construction, land acquisition, and property disposal along with obtaining the necessary financing and leasing tenant spaces will demand good management and high enthusiasm.

It was decided in our session that the most critical element once THY is formally authorized to go ahead is to immediately complete the site analysis. Presently under consideration are three sites designated as #1, #2, and #3. Discussions have been held for many months about the merits of these three sites. Several analyses have been prepared which indicate certain characteristics of each are valuable to such a program as is contemplated.

However, to the best knowledge of the WWD task force a final decision has not been made on the site. Selection will be most appropriate the function of the mayor and, as he has indicated, the WWD committee. Therefore, Mr. Tomlinson, of THY has been requested to give site selection recommendations the highest priority and by our next meeting to have been able to recommend to the active project team which of the three sites is the preferred site from a design and technical viewpoint. He has promised to do this.

The project team presently has been organized so that Mr. Dave Luokka will be responsible for overall management of the project and Mr. John McGarry will act as the project technical advisor. These two men will be in joint charge of the WWD program for the DCD and the city. The course of action suggested and accepted by the task force today was that Mr. Luokka and Mr. McGarry will confer with THY and Mr. Tomlinson and Mr. Campbell, the THY project manager, regarding the recommendations and how they are best presented to WWD. At our next session on June 24, 1982 (working day 378) these recommendations will be considered and evaluated by the WWD project team. Out of that meeting will come a suggestion as to the group which should be assigned to discuss site recommendations with the mayor. This group will then carry the recommendations from THY and the WWD team to the mayor and staff for their consideration and final decision. During the two week site evaluation period it is the intent of THY to also conduct meetings with the appropriate community groups so that findings and recommendations can be based upon observations THY makes regarding community affairs in the WWD neighborhood.

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Thus, our next session is a very critical meeting since it will provide much groundwork for initiating active design work on the total program.

Auto World PASI work

The review of PASI work was done from major points identified in previous monitoring reports primarily referencing to Monitoring Report #134, dated June 4, 1982 pages 4 and 5.

1. The final site plan is now being prepared by the DPW and will show easements and the overall site characteristics. Boundaries for the Auto World project will be located by SSOE. A check is also in work presently by Miss Stoughton regarding parking in the railroad right of way north of Fourth Ave.
2. No zoning changes needed.
3. Mr. Canfield of SSOE has been following code changes locally. There presently appears to be no problems with adhering to code requirements. However, ongoing checks should be made with the building department, the department of health, and the fire marshall. This is to insure that no unexpected problems occur with the regulatory agencies once the project is ready to move into construction.
4. Contract compliance is an ongoing function. All regulatory agencies involved that have an impact upon the project have been identified and a list provided to those concerned.
5. There is no word on execution of the agreement regarding the use of East Boulevard. This matter is still under consideration by the city and the University of Michigan.
6. No change from Monitoring Report #133.
7. No change from Monitoring Report #134.
8. No change from Monitoring Report #133.
9. No change from Monitoring Report #133.
10. The North Street connection has been set. Option #2 was selected.
11. No change from Monitoring Report #133.

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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

12. No change from Monitoring Report #133.
13. No change from Monitoring Report #132.
14. No change from Monitoring Report #134.
15. No change from Monitoring Report #132.
16. Phone conduit in the north portion of the Fifth Avenue right of way from Saginaw to Industrial has been installed by Michigan Bell Telephone.
17. No change from Monitoring Report #132.
18. No change from Monitoring Report #133.
19. No change from Monitoring Report #133.
20. The city is now considering making an audio-visual survey of underground utilities and above grade facilities. The underground utility survey will probably be in black and white. The above grade survey will be in color.
21. The sanitary sewer tunnel will reach the west side of Saginaw by the evening of June 11, 1982 (working day 370). Work may have to stop for a brief time before proceeding further.
22. There exists a possibility that dewatering wells may have to be more closely spaced than previously thought necessary. This emphasizes the need for reminding the design team on Auto World that once tunneling work and lining is completed the wells will be removed.

We will continue monitoring the program using the above points for our basis in subsequent sessions.

Riverfront Beautification phase #2

This session was devoted primarily to monitoring the current status of work on East Kearsley (EK), Buckham Alley (BA), Harrison Street (H), First Street (F), and Brush Alley (BRA).

East Kearsley Street improvements from Harrison to Saginaw was completed, with the exception of the wearing course the evening of May 28, 1982 (working day 358). At Buckham Alley, the SAC line location is still being studied since it is very close to the surface of the ground and care must be taken not to disrupt it. Probably a re-evaluation of the plan of action will have to be made before work at Buckham Alley can start.



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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

Harrison Street work is moving well; however, the adjustment of structures and resurfacing of the street will not be started until a decision is made on the resurfacing of the Harrison Street bridge. Harrison Street curbs and sidewalks are in from Union to Kearsley and all that remains is the structure adjustment along with resurfacing.

First Street work is expected to begin on June 14, 1982 (working day 370). The target date for start of this work was June 1, 1982 (working day 361) so the projected lag is about 9 working days. At Brush Alley work is expected to begin on demolition from the river to new Union on Monday, June 14, 1982 (working day 370). This was the target date scheduled for start of work.

Overall, River Beautification phase #2 work is moving well with a slight lag being experienced in start of First Street work and with a delay that has no major impact upon traffic being experienced in Harrison due to a need to reconsider the method of surfacing the Harrison Street bridge. We shall continue to monitor the program from the network model Issue #2, dated June 10, 1982 (working day 368).

General

At our next session it would be advisable to allocate a longer period than at this session for the WWD program. Mr. Vyvyan will prepare the agenda and issue it to those concerned.

Ralph J. Stephenson, P.E.

RJS:sps

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

June 26, 1982

Subject: Monitoring Report #136  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79:30

Date of Monitoring: June 24, 1982

Actions taken:

- Reviewed history of WWD program (fire, police, and community business development)
- Briefly reviewed Auto World PASI program
- Monitored Riverfront Beautification construction, phase #2

WWD Program (fire, police, and community business development)

The city council has approved an architectural/engineering limited contract and the architectural firm, THY, is now actively engaged in work on the program under this agreement.

Early activities of THY will concentrate primarily on reviewing the project site selections, recommending the sites most appropriate and submitting comments to the city and to the project team. The architect/engineer has been given instructions by the DCD to proceed with their site analysis and recommendations are expected within the next 10 working days.

There has been considerable discussion about how best to present the site findings. I suggest the project team, which has been involved in this program for more than a year and has been active in setting and implementing much of the work program in conjunction with the DCD, be presented with the architect/engineer's recommendations and considerations, so the team can reassess, if appropriate, the executive summary section of the project final report. This executive summary is contained on pages 1 and 2 of that final report.

The project team in the meeting today re-emphasized their feelings that option 1 is still the preferred site, based on information available to date. The project manager, Mr. Luokka, will prepare a memo to Mr. Litzenberg regarding these feelings and it has been suggested that the police and fire departments may wish to go on record with the mayor in respect to their feelings about the site option. Again the current recommendations from the parties concerned are contained in the executive summary of the report.

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During our meeting some individuals expressed personal differing opinions regarding sites. It was restressed that such individual opinions are the privilege of persons and should, if felt necessary, be conveyed by them to appropriate city officials. However, the project team is composed of individual representatives of several organizations concerned with this area and as such, the organizations' recommendations have been used as a guideline in setting the project team's recommendations.

During the sessions we made a complete presentation of the history of the project for the benefit of those who, perhaps, were not involved in some of the early project work. The evolution of the operating guidelines and the project report were described and it was again reaffirmed that it is the desire of the city to insure citizen participation on a meaningful and mutually helpful basis.

At our next session it is hoped the site recommendations will have been readied and perhaps presented to the project team so work can proceed on design for an actual site.

The program elements that are critical for all to understand are the fixed and agreed upon items in the project work. These, as given below, were reaffirmed by the project committee unanimously today.

1. The WWD project as conceived is desired and wanted by all involved.
2. Three site arrangements options are under consideration. These are numbered 1, 2, and 3 and are described in the final project report.
3. The architect/engineer has been selected. His retention for limited early work was approved by the city council and he is presently in active work on the program. This work is presently concerned with recommendations of appropriate site option.
4. The mayor and the DCD are active and interested in the project, and are also interested in insuring within the constraints that they must work under that the project is feasible.
5. That the WWD final project report, dated Dec. 29, 1981 (working day 253) and the WWD project operational guidelines, dated in late August, 1981 are still valid and represent a suitable structure for the project work. This considers that minor changes may be desirable as work proceeds on the early design on the program. However, these two documents still provide the basic operating guidelines by which the project team is guided.

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Overall the project team optimistic that what we have here is a good program for the community and for the city. They are all desirous in seeing it move ahead, and the method we have used to date was reaffirmed as being effective and usable by the participants and organizational representatives. Work done over the next few weeks will be critical to the future of the program and we will monitor progress carefully. Meanwhile, I urge that if interim meetings that these be requested and held whenever it appears that a need exists.

Auto World PASI work

No major review was made of this total program today since there has been little if any change since our previous session. It is still the intent to proceed with the project and it is anticipated within the next few weeks that a decision will be made as to the financing and schedule structure of the entire job.

Riverfront Beautification phase #2

A quick monitoring of the project was made from sheets 64, 65, and 66, Issue #3, dated June 10, 1982. East Kearsley improvements are complete with the exception of the wearing course which will be installed after Brush Alley (BRA) work is completed. Buckham Alley work (BA) is still being held pending receipt of additional information of the location and disposition of the SAC line. There is no present word on when this might be available, therefore, no start date has been established.

Harrison Street work is completed up to the point where the structures in the street from river to Union will be adjusted and resurfacing completed. No additional work will be done until the evaluation regarding rotomilling the Harrison Street bridge surface is made.

On First Street construction has been deferred once again and will now probably begin on Monday, June 28, 1982 (working day 380). The problem with starting work is that there has been a reduction in work crews which have made it difficult to assign adequate manpower to the project. However, once the project gets into work two crews are expected to be working on the program which will allow considerable compression of the presently planned schedule. Instead of the expected 40 working days considered needed for the project, work can probably be completed in 24 to 28 working days. This will bring completion to early August, 1982.

Work in Brush Alley has started and demolition of the alley from the river to New Union is complete and curbs are being installed. This work was delayed in starting to June 22, 1982

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(working day 440) due to difficulty in getting to the area. Presently the project lags by about 5 working days but some of this time might be recaptured. A full evaluation of this entire program will be made at the next session when we plan to re-diagram the entire Brush Alley improvement program. There have been some revisions to the scope of work to be considered in the planning and to the amount of time it will take to complete this work. It would be appreciated if all in the involved in the construction of the work could be available at our next meeting.

General Summary

Mr. Vyvyan will prepare an agenda based upon the needs of WWD, Auto World PASI, and Riverfront beautification phase #2 street improvements. The scope of our discussions will undoubtedly be set as work unfolds in the city within the next two weeks and proper allocation of time will be given dependent upon needs of each of the program.

Ralph J. Stephenson, P.E.

RJS:gmj

To: Mr. Ray Vyvyan,

July 13, 1982

Subject: Monitoring Report #137  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79130

Date of Monitoring: July 9, 1982 (working day 388)

Actions taken:

- Monitored WWD program (fire, police and community business development program)
- Monitored current status of Auto World and Auto World PASI work
- Discussed Riverfront beautification phase #2

WWD program (fire, police, and community business development program)

A series of discussions were held with the project team covering a broad variety of topics of current concern. These dealt basically with final selection of a site and authorization for design work to begin. The conclusions reached in the meeting are to be conveyed to the director of the Department of Community Development (DCD) and through the director to the mayor for a final decision. The conclusions reached by the project team will be conveyed to the director and the mayor through the project manager, Mr. Dave Luokka. A final agreement on the recommendation was reached with no dissenting votes.

An opportunity has been provided for any additional comments that might be of influence upon the site decision to be given to Mr. Luokka, the director, Mr. Litzenberg, and the mayor. These comments, to be considered, must be in Mr. Luokka's hands no later than July 16, 1982 (working day 393). At that point the final selection process will be initiated and a decision is expected shortly after, probably within a matter of days. All on the project team agreed to this procedure.

Of major concern during our discussions was the timing of improvements to the existing commercial areas and wherever possible, development and construction of new commercial facilities. Therefore, our entire framework of reference during the meeting today was based upon concurrent commercial

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City of Flint Downtown Improvement Program  
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development with construction of the fire, police, and community major facility. This will then help assure the provision of a safe and attractive corridor between the northern end of the site at Welch and Detroit and the southerly boundary of the site.

It was clearly established in our session that the project team is concerned about this concurrent development since the commercial rehabilitation was one of the major catalysts through which the entire program was begun. Thus, it is felt by the project team that the dual development is essential for project success. It is the intent of the design team from THY to pursue this course of action in their design studies.

The WWD program is an exciting concept, and although not large in size, is certainly critical to the social, physical, and community needs and improvement of the community in which it is to be located. Thus, as with many Flint projects in the past, it is essential to continue the excellent cooperation between the city of Flint, its technical advisors, the users of the area, and the community groups representing those in the areas where the project is to be located. To date, this mutual cooperation effort has been excellent, and it is hoped we can maintain the excellent performance into the future.

It is extremely important to get construction of the project under way so as to minimize the cost of building in bad weather. To do this, we will have to move rapidly once site decisions are made and the go ahead is given to full design work. At succeeding sessions we should plan to re-evaluate the logic sequence for the project as required and establish the time frame within which the entire project is to be built. This should be possible by our next session since by that time a site decision will probably be in hand.

Auto World PASI work

It was formally announced to today's Flint Journal that the Mott Foundation has given its approval to the Auto World program. This means that a continuing planning, monitoring, and evaluation program will be essential to insure that public area site improvements (PASI) are brought along concurrently with the construction program for the main facility. There are many elements to consider and some yet to resolve.

It is expected that an Auto World facility bid opening will be scheduled for August 3, 1982 (working day 405) and that construction contracts for the main building will be executed immediately. Mobilization should be possible within 10 working days, and construction will then be into full swing.

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We began a review of the major items covered in previous meetings starting with Monitoring Report #131, pages 1 and 2. Due to the press of time we were not able to complete a full discussion of these items at this session and should continue at our next meeting.

A brief review of each of the points covered is given below:

1. Site plan approvals - The DCD requires a formal approval of the drainage system from DPW. The DPW will provide this immediately. It was pointed out that the connector alignment, size, and geometry is now set. The decision may require some recycling of the current site plan but should cause no major difficulties with ultimate approval. The check of parking rights in the railroad right of way north of Fourth Avenue is still in progress.
2. No zoning changes appear to be needed and the project is clear for construction of the facility as presently designed.
3. Building permits will be obtained shortly. SSOE is following the permit process.
4. Contract compliance work, according to the city staff, is in good condition.
- 4.5. The East Boulevard agreement with the University of Michigan is completed in draft form. It probably will require execution of a long term lease agreement.

As part of the East Boulevard discussion it was brought out by Mr. Vyvyan that one of the elements of the flood control program recently completed on the Flint River was assignment of the responsibility for maintaining the settling basin in back of the Hamilton dam to the city of Flint, and for the time being, to the Department of Parks and Recreation. Maintenance of the settling basin requires periodic cleaning by removal of sizable quantities of silt built up in back of the dam.

There have been varying estimates of the quantities, but irrespective of the actual amount, dredging is a sizable operation that could take several weeks. The final method of removing river silting has never been selected although many have been discussed including drag line excavation and hauling by truck, pneumatic pumping to disposal sites, and other dredging methods that make use of varying types of equipment.



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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

In any event since the Auto World project is now a go it is incumbent upon all concerned to establish the method by which the settling basin can be properly cleaned with minimal interference and disruption to Auto World activities. This analysis will require careful thought and Miss Stoughton asked if we would all review our notes and memories to establish as well what decisions have been made and what it is that could best be done to accomplish the city's share of this operation.

Several years ago the city engineer and the director of parks and recreation made several studies of techniques by which the silting could be removed. A search for these is under way, and I shall also review my meeting minutes to determine what discussions were carried out in our monitoring and evaluation sessions.

Removal of the silting is a difficult process and must be properly done since it is dirty, wet, and visually offensive. We should discuss this in more depth at our next session as well as completing a review of the item list started at this meeting.

Mr. Vyvyan reports that sewer tunneling should be completed to the river by September 1, 1982 (working day 426) with completion of lining to follow soon after.

Riverfront Beautification phase #2

A brief monitoring of this phase of work indicates there is some slippage of the project over anticipated targets. We were not able for various reasons to replan the Brush Alley construction at this meeting but will do so at our next session. Meanwhile, it would be well to fully review the program and identify what work is expected to be done over the next two month period. It is absolutely essential that all work on phase #2 of the River Beautification be complete within the well defined time lines now set and therefore, ongoing attention must be paid to insure it is maintained on schedule. We should rediagram and monitor more fully at our next meeting.

General

Mr. Andy Nester has retired from his position as city engineer for the city of Flint and since he was very active in the initiation and early stages of the Flint planning and monitoring program, I should like to extend a professional thank you to him for his contribution to the work done over the years. His help has been greatly appreciated and was instrumental in insuring that the early efforts of this group were as effective as possible.

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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

Mr. Vyvyan will prepare the agenda for the next session and distribute it to those concerned. Meanwhile, I shall now send the original of these reports to Mr. Vyvyan for distribution to those concerned.

Ralph J. Stephenson, P.E.

RJS:sps

To: Mr. Ray Vyvyan

July 25, 1982

Subject: Monitoring Report #138  
City of Flint Downtown Improvement Program  
Flint, Michigan  
Project: 79.30

Date of Monitoring: July 20, 1982 (working day 395)

Actions taken:

- Reviewed current status of Auto World and Auto World PASI work
- Monitored and continued diagramming Riverfront beautification phase #2
- Reviewed WWD program (fire, police, and community business development program)

Auto World PASI work

Work on issuing contract documents and soliciting proposals is in progress along with continuing meetings on acquisition of financing and initiation of field construction. There has been a slight delay to the bid opening for the facility although it is not presently expected this will cause any delay of the target opening date on 1984 Memorial Day weekend.

Most of our discussion today concentrated on insuring that the city's portion of the work was being attended to and that potential difficulties were being ironed out as they appeared.

We also addressed the matter of the sanitary sewer tunnel. This tunnel is now at the east property line on Saginaw and Fourth Ave. It is expected that tunneling will reach the river by about October 1, 1982 (working day 447) with lining being completed to the river by about December 3, 1982 (working day 491). The wells will probably be removed in mid-December, 1982 with the entire sewer expected to be operational by early 1983. This is a tentative schedule and subject to change as installation proceeds. Again it is to be recommended that the impact of removing the dewatering system be measured upon the project by the Auto World architect/engineer. This matter has been called to their attention.

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We continued our review of major items covered at previous meetings beginning in Monitoring Report #131, pages 1 and 2. At our last session we had discussed a portion of these but were not able to complete the review due to the press of time. A brief summary of each of the points is given below:

1. The DPW is approving the drainage system today July 20, 1982 (working day 395). There also are some other elements that must be reviewed by DCD and the building department prior to full site plan approval. We discussed, for example, the installation of the traffic light at the intersection of Fifth Ave. and North. Also, it will be necessary for full plan review approval to prepare the final site plan with the connector geometry shown. I again strongly recommend that this site plan review process be completed soon so that there will be no delays to obtaining a building permit.
2. To date, no zoning changes appear to be needed.
3. Building permits are somewhat conditional upon site plan review and approval. Therefore, it is important to follow these carefully to insure that when the job is ready to go that there is no administrative delay due to permit problems.
4. Contract compliance work, according to the city staff, continues in good condition.
5. The East Boulevard agreement with the University of Michigan has not yet been executed. It, however, has been drafted and is being reviewed at present by the parties concerned.

We had considerable discussion about the silting problems at Hamilton Dam, and all concerned will continue their search and review of historical data regarding this problem. Miss Stoughton located some records in the agreement files of the city which are to be thoroughly studied by the DPW staff. An early Corps of Engineer's letter (1975?) said that the basin should be cleaned once every year and that it is possible that as much as 15,000 yards of silt could accumulate in back of the dam each year. This, of course, leads to the conclusion that at the present time there may be a considerable amount of silt that has built up over the past few years that must be removed.

It should be remembered that the correspondence referred to above is not necessarily the final agreement and an ongoing search will be made to assure that we have a

valid arrangement between the city and the Corps of Engineers.

In any event, it would be well to generate a plan of work and put it into work so there will be as little interference as possible with Auto World construction operations and ultimately, its operation.

6. No change.
7. No change.
8. No change.
9. No change.
10. No change.
11. Renovation of the Stevens Street bridge is still planned for spring 1983. We should evaluate the design work necessary in the near future. A diagram has been prepared for this work but it should be checked to determine its current validity.
12. No change.
13. Installation of water main work is awaiting funding.
14. Michigan Bell and Consumers Power work is overall waiting for completion of agreement execution for their work.
15. Same as #14.
16. Same as #14.
17. No change.
18. No change.
19. No change.
20. The audio visual survey of underground utilities and above grade facilities is now being prepared and it is expected that by August 16, 1982 (working day 414) the work will be done.

It should be noted that groundbreaking for the project is expected for 10:30 a.m., August 16, 1982 (working day 414).

21. Sanitary sewer tunnel work was discussed above.

22. The dewatering well situation and deactivation was discussed above.

We will continue monitoring the program using the points above as our discussion basis.

Riverfront beautification phase #2

We monitored each of the programs presently in work and a brief review of each is given below:

East Kearsley (EK) - Complete except for wearing course.

Harrison (H) - Complete except for resurfacing. Resurfacing will be done when the Harrison Street bridge is resurfaced.

First Street (F) - Demolition is complete and curbs are in work on the south side Harrison to Saginaw. It appears presently that about 21 days remain to complete this work which should bring the project to substantial completion in time for the race presently scheduled for August 21, 1982 (working day 419).

Buckham Alley (BA) - The SAC line has been reasonably well located and appears not to be a major problem at this time. The other lines located in the conduit are still potentially sensitive to nearby construction operations. Mr. Tom Eklund of the DPW will contact Mr. Bob Young of Michigan Bell Telephone regarding additional information about the line.

Present plans are to start demolition in Buckham Alley sometime in late August or early September, 1982. A decision will be made upon this as work proceeds in the other areas and work crews become available.

Brush Alley (BRA) - Work is complete from the river to new Union except for the wearing course. Work from Union to Kearsley, Kearsley to First, and First to Second was evaluated thoroughly today, and it appears it will be necessary to overlap work in multiple sections of Brush Alley in order to complete the project prior to the onset of cold weather. Presently we could probably start Brush Alley work between new Union and Kearsley by July 29, 1982 (working day 402) and complete within 29 working days or by September 9, 1982 (working day 431).

If we do the work consecutively we will probably not be able to complete the entire Brush Alley renovation before winter. Therefore, present indications are that we will have to work in multiple areas in order to complete on time. A chart and bar graph of the program was prepared at our session and this will be reviewed with the local merchants' representatives to insure the schedule can be satisfactorily accommodated within their needs.

At our next session we should continue evaluating the status of the project and make a further evaluation as to the method by which we are going to construct Brush Alley.

WWD Program (fire, police, and community business development program)

A final decision on the site has not yet been made, and the matter is now resting with the department of community development director and the mayor. It is expected they will provide additional direction and make a final site decision within the next 10 working days. Therefore, we concentrated our efforts today on beginning random laundry lists of items to be done in several of the major areas of work including financing, leasing, property acquisition, user activities, and design. These are summarized on flip charts identified as WWD July 20, 1982 (working day 395).

The laundry lists indicate there is a large amount of work yet to be done and that the project, in order to be brought along concurrently, will have to be carefully managed and planned on through all stages of the work. The laundry lists prepared to date are given below for future reference. Topics are at random:

Financing (CDC, various foundations, governmental agencies)

- Obtain funding for design work, phase #2 design development
- Obtain funding for preparation of contract documents phase #3
- Obtain project financing for:
  - buildings
  - site work
  - public area site improvements (PASI)
  - commercial development
  - land acquisition
  - fixtures, furnishings, and equipment (FPE)

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- Obtain funding for public area site improvement design, back of curb to back of curb

Leasing (CDC, legal, and WND)

- Complete structural evaluation
- Select and appoint leasing manager
- Establish working relation with CDC
- Acquire buildings
- Obtain tenants
- Prepare landlord work exhibits
- Prepare tenant space identification exhibits
- Prepare tenant criteria
- Set lease rates
- Prepare leases

Property acquisition (DCD, legal, appraisers, owners)

- Make appraisals
- Set offering costs
- Make offers
- Close on purchases
- Condemn where necessary
- Prepare relocation plans
- Relocate area occupants
- Close on condemnations
- Demolish structures
- Vacate right-of-ways
- Prepare legal descriptions



Users Activities (fire, police, community, owners, tenants)

- Project team approves:
  - program
  - schematics
  - design development
  - contract documents
  - rehab standards
- CDC, WND, and legal approve:
  - leasing plans
  - lease and exhibit drafts
  - leases including execution

Design (principal in charge, project manager, DPW, tenant area designers)

- Prepare rehab standards
- Prepare schematics
- Prepare design development package
- Prepare CD's

It is the intent over the next few meetings to complete this random laundry list and then to assemble the entire set of activities in a master network model for the entire project. This plan will be needed within the near future. As the program gains momentum it will be increasingly important that all portions of the project be brought along concurrently. The project team has indicated a strong desire to be of assistance in the entire program and I suggest we make full use of their abilities and energy.

At our session Ron Campbell went through the current project program and discussed each of the major changes that have been suggested by the various approving parties. There were no major difficulties, and all parties that are a part of the approval process have generally approved the program to date. We should insure that approvals are properly obtained since only by doing this can we move with confidence from phase to phase.

RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

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General

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

Ralph J. Stephenson, P.E.

RJS:eps

To: Mr. Ray Vyvyan

August 20, 1982

Subject: Monitoring Report #139  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79130

Date of Monitoring: August 12, 1982 (working day 412)

Actions taken:

- Reviewed current status of Auto World PASI work
- Continued diagramming Auto World PASI work
- Reviewed impact of property acquisition on PASI work for Auto World

Auto World PASI work

Mr. John Hagen, Jr., Auto World project manager for Darin & Armstrong, attended this session and his participation was helpful and welcome. The major topics reviewed were the elements of the PASI (public area site improvements) along with an update of project progress. The agenda for the meeting was set from the list of items that had been discussed on an ongoing basis over the past several months and numbered 1 through 21 in previous monitorings. Some of these items have now been relocated into a contract package matrix that we are using to define the work under each element. This matrix, shown below, identified each unit of work to be accomplished in the PASI package for the entire Auto World program.

<u>Contract work location</u>	<u>Demolition</u>	<u>Street modifications</u>	<u>Utility modifications</u>	<u>Traffic modifications</u>
✓ A. Burton St.- service drive to East Blvd Drive	-	Resurface	-	Intersection of Burton and East Blvd. Drive
✓ B. East Blvd. Drive - Stevens to Burton	-	Resurface	-	-

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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

*Re take everything  
check in.*

<u>Contract work location</u>	<u>Demolition</u>	<u>Street modifications</u>	<u>Utility modifications</u>	<u>Traffic modifications</u>
C. Fifth Ave. Cole to Saginaw	Add lane & resurface	Relocate power line	Relocate signal at shopping center	Part of resurfacing
✓ D. North Saginaw Connector from north side of Harrison Street bridge	Auto World to demolish structures in new right-of-way	New street construction	Not known	To be determined
✓ E. Stevens Street bridge	-	Resurface, - Repair deck and rails. Rework south approach as required.	-	-
✓ F. Fourth Ave. Saginaw to Industrial <i>(must study multi level parking @ N side of McDonald's)</i>	Remove street City of Flint (COF)	-	New phone line - (Saginaw to North). Remove overhead electric and under-ground gas line. Vacate utilities serving buildings.	<i>Need to restudy McDonald's parking lot.</i> <i>May have to restore storm sewer under 201 - program</i>
✓ G. Third Ave. Saginaw to North	Remove street (COF)	Auto World build access to McDonald's	Remove overhead electric and under-ground gas - Abandon sanitary	

H. Second Ave. - Saginaw to North  
 H.H. Second Ave. North to Stevens  
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RALPH J. STEPHENSON, P.E.  
 CONSULTING ENGINEER

Contract work location	Demolition	Street modifications	Utility modifications	Traffic modifications
H. Second Ave. - Saginaw to Stevens bridge	Remove street (COF)	Included in (D) above	Watch existing gas and power	May need additional signals at North and Second
I. North Street Fifth Ave. to Second Ave.	Remove street (COF)	-	Install new water. Abandon existing water. Watch existing gas and power	-
J. Henderson - Fourth Ave. to Fifth Ave.	Remove street (COF)	-	-	-
K. Harrison Street bridge	-	Resurface bridge. Possible repave sidewalks and repair railings	-	-

*H  
Traffic & line  
requesting  
new conduit  
in bridge.*

During our meeting it was suggested by Mr. Vyvyan that we consider the possibility of using certain of the above contract elements as alternates in bidding to insure the money available is spent on highest priority items. We shall review this matter at our next meeting.

Once we had identified the components as shown in the matrix above we assembled these into a network logic plan on sheets #71 and #72, Issue #3, dated August 12, 1982 (working day 412) and quantified the activities on a preliminary basis. We will continue and complete the network model as additional information becomes available at subsequent meetings.

It appears now that it will be imperative, if we are to maintain an opening in early 1984 (Memorial Day is the current target), to complete all major site work in 1983.

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To do this, it is necessary to, in some instances, have a cleared site early next year after which the site work can start. Component D and C for instance require that the areas in which new construction is to occur be cleared prior to the start of this construction. This indicates an ongoing monitoring of the acquisition program must be maintained. It is difficult to anticipate with any great accuracy how much time will be required to acquire land under condemnation. Past experience plus adjustments from current knowledge indicates that it could take from 150 to 200 working days to acquire and clear parcels from the point in time where funding is available and offers can be made. If this is the case, and if we further are limited to a construction season in 1983 for site work of from May 2, 1983 (working day 595) to about November 18, 1983 (working day 737) then our analysis indicates we must acquire property particularly that in the new right of way in the Harrison connector and along Fifth Avenue between Saginaw and North very quickly.

We will again at our next session review the date structure, but there is no doubt that the acquisition, vacation, and demolition sequence is critical. It also is important to the internal site work for Auto World. We discussed this with Mr. Hagen, and it is also the construction manager's desire to complete internal site work in the 1983 construction season. Some of the Auto World internal site work depends upon the city's PASI demolition work being complete and the perimeter construction also being complete. It, thus, becomes apparent that the entire site program must be planned, implemented, and monitored carefully with close management being given it at all times.

We will maintain an ongoing review and evaluation of the total site work picture at each of our sessions as a high priority item in our meetings. The flip charts and diagrams that were prepared at this session were left with Mr. Vyvyan for use and distribution as required.

General

Mr. Vyvyan is preparing the agenda for the next session and will distribute this to all concerned.

Ralph J. Stephenson, P.E.

RJS:sps

To: Mr. Ray Vyvyan

September 3, 1982

Subject: Monitoring Report #140  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79.30

Date of Monitoring: August 30, 1982 (working day 424)

Actions taken:

- Reviewed WWD program (proposed fire, police, and business redevelopment program)
- Monitored PASI work for phase #2 of the Riverfront Center
- Reviewed current status of Auto World and PASI work

WWD project

At this session the WWD project manager, Mr. Dave Luokka, announced to the project team that it had been decided to locate the facility on site #3 (west of Detroit Street and north of Wood). In addition, the project has now been revised to include only a fire station facility. No police academy or community facilities are presently being considered although there are some later discussions about incorporating limited community related operations into the project design.

The program for the facility has been prepared by THY and although it incorporated both the fire station and the police academy it was issued since it was felt that the program as stated for the fire station would remain substantially the same.

The business rehabilitation program was also reviewed and still consists of an improvement of some of the commercial facilities to the north of the proposed fire station; however, there is no further word on how much more extensive the redevelopment is than a possible rehabilitation of the Stewart Building. Mr. McGarry joined the meeting at this point and reviewed with the group the need for strong community support and activity to successfully implement a commercial program. However, there is as yet no firm plan for doing this concurrently with the development of the revised WWD project.

Another factor influencing a reduction in the program size was apparently the difficulty being encountered in the disposing of the existing police academy in the St. Johns Industrial Park. This situation is still flexible but at present it does not appear the police academy can be relocated to the WWD area. Therefore, THY has been instructed to proceed without considering expansion to include a future police academy.

Since we now have a totally different set of conditions surrounding the project it was felt by the project team that detailed discussions of the new program should be held at our next session to decide the course of action to be followed and how the team can most effectively participate in implementing the program. Therefore, at our next session we plan to discuss the following:

1. A conceptual site plan prepared by THY.
2. A plan of suggested public area site improvements also prepared by THY.
3. A narrative outline of a business development plan of action to implement the business rehabilitation program.
4. A report on the status of additional design fees for continuation of THY's work on contract documents.
5. A set of sample suggested rehabilitation standards.
6. A complete list and location map of land parcels to be acquired.
7. Adequate background information from the city and WWD to discuss how the business improvement area parcels could be acquired or development encouraged by present owners.
8. A report on the City involvement primarily in relation to the issuance of a grant. This probably will be discussed by WWD.
9. A report on what community facilities might be possible to consider in the reduced project. WWD is to provide input to the DCD relative to this matter so that a rough area program could be prepared.



Overall, it appears that the decisions have been made and that at this point we will continue working with the reduced facility on site #3. It would be appropriate for all community groups involved to review the revised project with their respective members so as to better assess the role they will play in moving the program ahead.

I suggest the project manager, Mr. Luokka, prepare a detailed agenda for our next session so we are certain to cover all points of importance to the project team.

Riverfront Beautification phase #2

A brief review of each of the programs presently in work is given below:

East Kearsley (EK) - Complete except for wearing course. The wearing course for each major area will probably be installed when sub-base work is complete on all areas.

Harrison (H) - Complete except for resurfacing. Presently it is the intent to resurface the Harrison Street bridge in conjunction with the Stevens Street bridge and as part of the Auto World PAST.

First Street (F) - All work is complete up to adjustment of the structures. These will be complete this week. Resurfacing will be done along with resurfacing of other areas in phase #2.

Buckham Alley (BA) - Work has not yet started due to uncertainty about the remaining phone lines in the SAC conduit. It was noted by Mr. Franta that difficulties may be encountered with interferences from vaults underneath the paving. Therefore, it is desirable to begin this work in the very near future to avoid running too late into the fall. The whole project will probably take about 24 working days, and will likely be started within the next 2 or 3 weeks.

Brush Alley (BRA) - Work from the river to new Union is complete except for the wearing course. Between new Union and Kearsley fine grading is being done and the asphalt sub-base will be laid shortly. Major structure adjustment will occur after laying the sub-base. Demolition work is just starting in Brush Alley, Kearsley to First.

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Overall, the program plan had anticipated that work from new Union to Kearsley would be complete by September 9, 1982 (working day 431). This work is currently on schedule. Work in the stretch between Kearsley and First is lagging the desired schedule by about 10 working days. The stretch of Brush Alley between First and Second will probably begin about September 9, 1982 (working day 431), 5 working days later than had been desired. However, a benefit of this later schedule is that the new Union to Kearsley stretch will be in service by the time the length between First and Second is started. This will require having only two sections of Brush Alley out of service for a short time. It still appears the project will finish within the cold weather restrictions and with the present lags probably will be done in late October, 1982, slightly later than had been scheduled. It is possible that if work on demolition in Kearsley to First and First to Second does not encounter too many obstructions that some of this time could be reduced. Heavy efforts are being put on the Brush Alley work now to complete it and get all paving and sub-base in place.

Auto World PASI work

Mr. Vyvyan and I reviewed the matrix for the various PASI packages shown in monitoring report #139, dated August 20, 1982, pages 1, 2, and 3. There are some revisions to be made on this and the revised matrix is shown on the following pages:

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

<u>Contract work location</u>	<u>Demolition</u>	<u>Street modifications</u>	<u>Utility modifications</u>	<u>Traffic modifications</u>
A. Burton St. service drive to East Blvd. Drive	-	Resurface	-	Intersection of Burton and East Blvd. Drive
B. East Blvd. Drive - Stevens to Burton	-	Resurface	-	-
C. Fifth Ave. Cole to Saginaw	Part of resurfacing	Add lane & resurface	Relocate power line	Relocate signal at shopping center
D. North Saginaw connector from north side of Harrison Street bridge	Auto World to demolish structure in new right-of-way	New street construction	Not known	To be determined
E. Stevens Street bridge	-	Resurface. Repair deck and rails. Rework south approach as required.	-	-
F. Fourth Ave. Saginaw to Industrial (must study multi-level parking at north side of McDonald's.	Remove street City of Flint (COF)	-	New phone line (Saginaw to North). Remove overhead electric and underground gas line. Vacate utilities serving buildings. May have to restore storm sewer under 201 program	-

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

<u>Contract work location</u>	<u>Demolition</u>	<u>Street modifications</u>	<u>Utility modifications</u>	<u>Traffic modifications</u>
<i>Deleted 12/21/12</i> A. Burton St. service drive to East Blvd. Drive	-	Resurface	-	Intersection of Burton and East Blvd. Drive
<i>Deleted 12/21/12</i> B. East Blvd. Drive- Stevens to Burton	-	Resurface	-	-
C. Fifth Ave. Cole to Saginaw	Part of resurfacing <i>Auto World dec. 11/12 demolition</i>	<i>25 mil.</i> Add lane & resurface	Relocate power line	Relocate signal at shopping center
D. North Saginaw connector from north side of Harrison Street bridge	Auto World to demolish structures in new right-of-way	New street construction	Not known	To be determined
<i>Deleted 12/21/12</i> E. Stevens Street bridge	-	Resurface. Repair deck and rails. Rework south approach as required.	-	-

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Contract work location	Demolition	Street modifications	Utility modifications	Traffic modifications
F. Fourth Ave. Saginaw to Industrial (must study multi-level parking at north side of McDonald's.	Remove street City of Flint (COF) <i>resurface</i>	-	New phone line (Saginaw to North). Remove overhead elect. and underground gas line. Vacate utilities serving buildings. May have to restore storm sewer under 201 program. <i>done.</i>	-
G. Third Ave. Saginaw to North	Remove street (COF)	Auto World build access to McDonald's	Remove overhead electric and underground gas. Abandon sanitary. <i>same done.</i>	-
H. Second Ave. Saginaw to North	Remove part of street	Included in above	Watch existing gas and power	May need additional signals at North and Second
Hh. Second Ave. North to Stevens bridge	Totally remove street (COF)	<i>may have a new gas line. COF will demolish (other streets will remain)</i>	-	-
I. North Street Fifth Ave. to Second Ave.	Remove street (COF)	-	Install new water. Abandon existing water. Watch existing gas and power.	-
J. Henderson-Fourth Ave. to Fifth Ave.	Remove street (COF)	-	-	-
K. Harrison Street bridge	-	Resurface bridge. Possible repave sidewalks and repair railings.	Traffic and fire department requesting new conduit to be located in bridge.	-

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CONSULTING ENGINEER

<u>Contract work location</u>	<u>Demolition</u>	<u>Street modifications</u>	<u>Utility modifications</u>	<u>Traffic modifications</u>
G. Third Ave. Saginaw to North	Remove street (COF)	Auto World build access to McDonald's	Remove overhead electric and underground gas - Abandon sanitary.	-
H. Second Ave.- Saginaw to North	Remove part of street	Included in (D) above	Watch existing gas and power	May need additional signals at North and Second
HH. Second Ave. North to Stevens Street bridge	Totally remove street	-	-	-
I. North Street Fifth Ave. to Second Ave.	Remove street (COF)	-	Install new water. Abandon existing water. Watch existing gas and power.	-
J. Henderson - Fourth Ave. to Fifth Ave.	Remove street (COF)	-	-	-
K. Harrison Street bridge	-	Resurface bridge. Possible repave sidewalks and repair railings.	Traffic and fire department requesting new conduit to be located in bridge.	-

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

We shall use the revised PASI work matrix attached for future discussions and reviews of work to be accomplished.

Mr. Hagen, Jr., Auto World project manager for Darin & Armstrong, said that proposals for bid package #5 have been received and are being evaluated. Bid package #6 which includes all mechanical and electrical work was issued on Monday, August 30, 1982 (working day 424). It is hoped that field work on the project can be initiated shortly, but no firm date for start of construction has been set as yet. However, July 4, 1983 (working day 895) has been set as a revised target opening date for Auto World. This is important in that the later date could conceivably affect design and installation of outside work PASI and on site improvements. At our meeting, however, it was decided by both D & A and the city to still plan on doing most site work in 1983.

Michigan Bell Telephone expressed a desire to have a release document so as to start on installation of phone cable in Industrial Blvd. Mr. Killian will contact Miss Stoughton to determine a method by which this might be accomplished. It was emphasized during the meeting that the phone line is not necessarily a city of Flint cost, and that it is also to be used to provide phone service to trailers on site. Thus, there is some question as to whether city approval is required for this work to begin.

We next reviewed the major items that still appear to be outstanding. Mr. Hagen, Jr. said that permits have not yet been obtained but will be requested shortly. There was no authentic word on whether site plan approval has been fully granted, and this should be checked since site plan approval will probably be required in order to obtain building permits.

We also reviewed the status of the East Blvd. agreement. Bridgette Ryan is meeting with the U. of M. Board of Regents, Friday, September 3, 1982 (working day 428) and will probably be provided some graphic material by the DPW for presentation. Points of concern deal with the type of resurfacing and the general character of the revised East Blvd. Drive in relation to landscaping and surrounding areas on the campus.

Sewer tunneling is now midway between 4th and 5th Ave. In the railroad right-of-way. It is expected that dewatering wells will be shut off in early December, 1982 and the sewer made operational in late December, 1982 or early January, 1983.

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There is still a strong desire to make both an above and below grade audio and visual reconnaissance. The discussion today centered around the possibility of the construction manager and the city doing this as a joint effort. A further review of the matter will be made in the near future. If work at the site is to start soon it would be well to complete this survey just as quickly as possible.

Still a source of major concern is land acquisition and its impact upon the project. There are three basic areas where land acquisition impacts upon PAST work by the city - the Harrison Street right-of-way extended, and at Fifth Ave. and Saginaw, and Fifth Ave. and North. The timetable for land acquisition was again reviewed, and it was pointed out that in the case of condemnation on project where federal guidelines must be followed, that the time from an offer rejection to completion of demolition could take anywhere between 115 and 180 working days.

If we must start back at a re-appraisal point it could take as much as 200 or more working days from funding and request for appraisal proposals through to the demolition of condemned properties. This means that if funding is available by October 18, 1982 (working day 458) that demolition might not be complete on the site until August 3, 1983 (working day 660). Since work must stop on site operations by about November 18, 1983 (working day 737) this allows very little time to complete site work either by the city or Auto World by the required cut off date in 1983. Therefore, I urge that careful attention be given this matter of land acquisition and that we continually track what is required so that site work problems do not become excessively difficult and consequently expensive.

General

Mr. Vyvyan will prepare and distribute an agenda for our next planning and monitoring session.

Ralph J. Stephenson, P.E.

RJS:sps

To: Mr. Ray Vyvyan



September 12, 1982

Subject: Monitoring Report #141  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79.30

Date of Monitoring: September 8, 1982 (working day 430)

Actions taken:

- Made detailed review of current status of WWD project
- Monitored Riverfront Center phase #2 PASI work
- Reviewed current status of Auto World PASI work

WWD project

The session today was focused initially on a presentation by Mr. Dan Park of THY showing current plans for the program and explaining how these plans had evolved. The presentation was well done and stimulated several questions that were reviewed in some detail.

The items presented included:

1. A schematic site plan.
2. A parking area analysis.
3. A suggested general building grouping.
4. Schematic building layouts.
5. A suggested format for presentation of the WWD rehabilitation standards.

Mr. Park also reviewed the general concept of landscape buffering and general road access for the proposed fire facility.

We next discussed the general concept of commercial redevelopment. There was a desire on the part of the project team for specific information about how commercial rehabilitation can be successfully implemented. This was deferred for a future agenda but should be discussed in detail sometime soon.

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Today's emphasis in the presentation was primarily on west side commercial development; however, in response to questions from the project team it was pointed out by Mr. Park that concurrent development of the east side is considered an integral part of the plan.

We next moved into a discussion of the possibility of the present total project achieving the project goals. Miss Stoughton was present at the meeting, and many of the questions were directed to her. The history of the project was traced and the rationale for a reduction in both scope and function of the program was reviewed. The project team is primarily concerned with maintaining a financially feasible WWD program that still encourages improvement and upgrading of the neighborhood. Even though the police academy cannot be made a part of the present program the team requested it not be removed from long range considerations due to the adverse impact the removal might have upon achieving the change desired in the neighborhood. Therefore, attempts will be made to incorporate planning for a police academy plus community facilities on adjoining sites.

It has to be clearly understood, however, that this represents no commitment on the part of the city to design and construct this facility in the near or moderately distant future. There are so many contingencies surrounding its construction that the long range plan is being prepared only to assure that the area and whichever site is selected is suitable for such an expanded facility.

Returning to the matter of commercial development the group would like to more explicitly review what can be done to strengthen the program and eliminate undesirable building occupancies and land uses. They have requested we pay some additional detailed attention to this. Of prime importance is point #7 on page 2 of Monitoring Report #140 dated September 3, 1982. This point suggested the city of Flint and WWD provide adequate background information to discuss how the business improvement area parcels could be acquired, or improved development encouraged by the present owners. This is a matter which, if addressed, should be very helpful in moderating the impact of the smaller program now being considered.

In addition, it was generally agreed that some of the existing facilities at the site might very well be used to house community facilities, and that it is entirely possible that some of the smaller area community needs could be made a part of this initial project.

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

The following elements are to be discussed at our next session:

1. A proposed master plan showing how a police academy could be integrated with the fire station and various community use facilities in a staged development. Probably the THY staff will have an interim meeting to discuss this matter. Keep in mind that some kind of a plan will have to be prepared for the project team to take back to their various groups for discussion approval.
2. A report on the Mott involvement, primarily in the relation to issuance of a grant, should be discussed by WND. Also, a full discussion of financing community, and neighborhood business needs might be well received at this meeting.
3. A complete list of land parcels, their owners, and a brief description should be available. This applies only to parcels that are to be acquired in the first phase of the program.
4. More detail on rehabilitation standards would be helpful and appreciated, particularly if discussed in relation to a suggested program of financing for commercial rehabilitation.

This should give us adequate impetus to reawaken excitement in the project and once again get the program under way with full project team support. The team still is very anxious to accomplish what the program set out to accomplish, and with proper motivation, information, and guidance can and will be a valuable help to WND implementation.

Riverfront Center phase #2 PASI work

Work continues on Brush Alley work and the base course has been laid from the river to Kearsley. Demolition is complete in the block from Kearsley to First and some sidewalks have been built. Demolition in the block from First to Second in Brush Alley should begin within the next two working days. The Brush Alley project is, overall, meeting targets between early and late starts and finishes.

At Buckham Alley, no work has begun primarily due to ongoing concerns about interferences with the Michigan Bell telephone conduit. Mr. Ecklund is to meet with

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Michigan Bell next week to again review conduit location. There is now serious concern as to whether or not Buckham Alley work can be completed prior to the onset of cold weather. The work will require about 24 working days to complete and there only remain about 47 working days to where outside operations on public work usually stop. A decision will be made on this in the very near future. Overall, present plans are that major work on PASI phase #2 Riverfront Center will be complete by mid or late October, 1982.

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Auto World PASI work

Closing has not yet been implemented, and there is no current word on when this might happen. All operations are in abeyance until closing.

We again reviewed the major elements that are of importance to the project. A brief review of these is given below related to the project work matrix shown in Monitoring Report #140 dated September 3, 1982, pages 5 and 6. Those items not reviewed at the meeting are omitted from this report.

- B. East Boulevard Drive, Stevens to Burton - Negotiations are not yet complete with the University of Michigan for use of this route. They are ongoing. Meanwhile, Miss Stoughton mentioned it would be wise to discuss the matter of Hamilton Dam sediment removal with the University of Michigan, particularly the idea of possibly using the south bank at the U. of M. for staging the removal process. This matter has not been reviewed recently with the U. of M. and due to bank conditions on both sides of the Flint River at the Hamilton Dam it is now appropriate to discuss whether sediment removal might be possible from the south side.
- D. North Saginaw connector from north side of Harrison Street bridge - We again discussed the requirements for acquiring property, and it is still essential that immediately upon closing, property acquisition begin. Time is running short for their acquisition, since it is still important that all site work be completed in 1983. (It should be noted that the target end date for site work is subject to ongoing evaluation and will be reviewed at each session).
- HH. Second Avenue, North to Stevens Street bridge - Mr. George Liljeblad met with the group and requested that serious consideration be given to providing vehicular access to the north riverbank park.

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

This matter must be addressed with the design team for Auto World since the access would at the present time be through the boundaries of Auto World. It is also important along with this access to consider a north bank staging area for sediment removal at the Hamilton Dam. The access road would also be used to provide access to the Hamilton Dam for its upkeep and operation.

The importance of this matter stems from its influence upon the final site plan being prepared for Auto World. This site plan apparently has not yet been completed and, of course, final site plan approval has not yet been obtained. Strong efforts must be made to insure that building permits are not delayed due to a lack of site plans. Although every indication presently is that a building permit will be obtained without delay it would be advisable to complete the site plan for submission as quickly as possible.

Returning to the matter of sediment disposal, I suggest that the portfolio which has been prepared about this matter be consolidated and put in the hands of a designated individual. There is going to be an increasing need to refer to the entire sediment disposal problem, and a central source of information would be helpful.

Discussions will be held in the near future with the Corps of Engineers and at that time specific solutions will be reviewed in respect to responsibilities, areas, frequencies, volumes, conditions, and methods.

Meanwhile, Miss Stoughton has requested Mr. Liljeblad to provide her with written information about the north side access requirements so she, in turn, can work effectively with Auto World to incorporate whatever needs exist into the master site plan.

General

Mr. Vyvyan will prepare the agenda for our next session and distribute it to those concerned. I recommend highly that Mr. Luokka, the project manager for WND, prepare a detailed agenda for the session to guide the discussion of the program.

Ralph J. Stephenson, P.E.

RJS:eps

To: Mr. Ray Vyvyan

October 12, 1982

Subject: Monitoring Report #142  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79:30

Date of Monitoring: October 1, 1982 (working day 447)

Actions taken:

- Reviewed and summarized current work progress on WWD project
- Monitored and evaluated Riverfront Center phase #2 PASI work
- Made detailed review of PASI work for Auto World

WWD project

A brief review of the current project condition was given by Mr. Dave Luokka and Mr. Jim Tomblinson of THY. Current indications are that if sites #3 and #3a are used that it will be essential to seriously consider vacating or abandoning Wood Street between Detroit and Garland.

In addition, considerable discussion was carried out in respect to the method by which the future police academy could best be integrated with the current design of the fire station facility. Because of the complexity of the discussion an agenda was prepared at this point which included the following items:

1. A review of the design of the fire station and future academy.
2. A review of separated parking facilities as may be required by maintenance of the Wood Street right of way.
3. A review of business redevelopment decisions necessary and made.
4. A decision of project content by stage.
5. A review of the specifics of property acquisition for sites #3 and #3a.

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We discussed item #5 first, and it was identified that on site #3 there are ten privately owned parcels, three parcels owned by the State of Michigan, and four parcels owned by the City of Flint. Of the ten privately owned parcels one contains mixed use. Site #3a contains 10 private parcels and one public parcel. Out of the ten private parcels, one is commercial. There was no current information available at our meeting as to whether the public site was owned by the state or by the city. It appears that in the early stage of the project it will be required to acquire at least ten parcels on site #3 and in the future to acquire the other ten private parcels on site #3a.

We next turned to a discussion of how best to carry out the functions of the project team. All members of the groups are still enthusiastic about the program and very interested in working with it to insure it does get implemented. In respect to this, it was decided that the group would complete their meeting discussion today with a set of recommendations to be given to Mr. Luokka who, in turn, would review these in depth and then convey them to the executive group of the DCD. The recommendations as they emerged from the meeting are as follows:

1. Site facility design should proceed immediately on parcels #3 and #3a considering that Wood is vacated or abandoned and that a contiguous fire station, police academy, and shared community facility will ultimately be built.
2. A detailed design should be prepared for the phase #1 (now) fire station and related PASI work. It was pointed out that Wood is not to be considered vacated nor abandoned for phase #1 construction.
3. Phase #1 work should be designed to incorporate single story facilities in the basic structures. Phase #2 shall be considered, if appropriate, to be multiple storied.
4. The Flint Community Development Conference and the Mott Foundation should be provided with the required commitment from the city of Flint that they will proceed to design and construct phase #1 work.
5. Resources and plans should be identified for acquisition of all funding needed for the business rehabilitation program.

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6. Preparation of rehab standards and facade studies should proceed for business rehabilitation.
7. The DCD and the city executive staff should respond to the committee recommendations and desires expressed in the points contained in these recommendations.

The Mott Foundation has conditionally approved a grant to the PCDC of \$200,000 which will allow work to begin on improvement of the Stewart Building. It is still critical that we identify methods by which the other private property holders in that block and owners of commercial property will be encouraged and motivated to improve their properties and continue a development program in the spirit of the total block improvement. In light of this, it was reinforced by the committee that they consider it essential that the police academy and the shared community facilities be an integrally designed part of the ultimate WWD program.

Informal conversations were held with the technical departments of the city in respect to the abandonment or vacation of the Wood right of way between Garland and Detroit. The full study is not yet completed, but indications are presently that a possibility exists the right of way could be abandoned or vacated.

Overall, the meeting was optimistic and expressed a confidence that if we can now proceed to make measurable progress by accomplishing the targets outlined in the recommendations above we can again regain the momentum that marked earlier work on the project. As noted above, enthusiasm for the project is running high and all involved recognize their responsibilities in the program.

At our next session we should further plan the work progress from here on through for a one year period particularly identifying the point in time at which construction may be allowed to start on the site for phase #1 (this is the fire station facility). If things go well it is considered possible to start construction in July or August of 1983. This would be a desirable point in time to consider start of work, but there is much to be done prior to that date. Of particular importance is still acquisition of the private properties in block #3 where the initial development would occur. We shall address this subject at our next session.



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

Riverfront Center phase #2

We made a detailed review of the major road projects, and it was established that our target total completion date should be maintained at November 16, 1982 (working day 479).

At Brush Alley work is moving quite well and should have no difficulty meeting the end target date. At Buckham Alley it has been decided to adjust the structures and resurface the alley only. Complex interference problems with existing Michigan Bell telephone lines caused a reconsideration of the total scope of the work and a readjustment of the program. This work is moving well, and should be completed within the next 10 to 15 working days depending upon crew availability.

It probably will not be necessary to monitor this total program at future sessions unless there are difficulties not presently visible.

*Auto World*  
Riverfront Center phase #2 PASI work

This meeting was devoted to a detailed review of the current status of work. The big news was that Auto World has been authorized and as of today, October 1, 1982 (working day 447) is officially a go job. Nancy Jurkiewicz has been appointed project manager and will be working directly with the project group to manage the work required in PASI implementation. We also had a representative of the landscape consultant for the University of Michigan site plan attend the meeting.

In light of the new participants present it was decided to first make a detailed review of the major PASI elements A through K which have been outlined in previous reports. We also spent considerable time talking about the problems at East Boulevard, its use as an access road, the traffic flow from East Boulevard across the Stevens Street bridge and along James P. Cole Boulevard, and to a lesser extent the removal of sediment from the settling basin in back of the Hamilton Dam.

As a result of these series of discussions it was felt advisable to prepare a management structural diagram of the density of interrelationships between various parties to the project. Densities considered were most intense, intense, average, below average, very low, and almost non existent. Our major effort was to identify the interrelationships that Mrs. Jurkiewicz has with the major members of the team. It was decided as a result

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

of this analysis that Mr. Jack Hagen occupies, along with Mr. Roy Criss, a very critical role as an interface point between the work that has to be done by the city in PASI operations and the work to be done as Auto World activities.

We shall review this chart in more depth at subsequent meetings and also begin preparation of the detailed plan for implementation of PASI work. It is still expected that the Auto World project will be ready for opening by the end of June, 1984 and furthermore that site work, both PASI and internal to the Auto World project, must be completed in 1983 to be ready for the opening. Thus, all efforts are being concentrated upon obtaining land and initiating activities to complete the work within these restraints. We should now put the information available into a working plan to give us direction and guidance and to act as a standard of performance for the next 14 to 16 months.

#### General

Mr. Vyvyan will set the agenda for the next session and distribute it to those concerned. In it we shall probably concentrate on Auto World and WWD program implementation.

Ralph J. Stephenson, P.E.

RJS:sps

To: Mr. Ray Vyvyan

October 29, 1982

Subject: Monitoring Report #143  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79:30

Date of Monitoring: October 22, 1982 (working day 462)

Actions taken:

- Monitored current status of WWD program
- Prepared network model for preparation of contract documents for WWD program
- Reviewed Auto World project in depth with city staff, utilities, and contractors
- Began quantifying network model for Auto World sheets #71 and #72

WWD project

The WWD project team has received a letter from the mayor outlining steps that can be taken in pursuing this very important project. From these steps we prepared a network model for production of the contract documents for both the facility and the related public area site improvements (PASI).

It was pointed out that the PASI work is broken into two sections. PASI #1 include those improvements in the public right of way from the property line out to the back of curb. PASI #1 work will be designed by THY and made a part of their contract documents.

PASI #2 shows work in the public right of way from the back of the curb across the right of way to the back of the opposite curb. PASI #2 will be designed by the DPW and will appear with their contract documents.

It is intended, if possible, that the full PASI #1 and #2 packages will be sent issued for proposals at the same time so the same contractor can do both phases of the

work. It remains to be seen, however, if the funding release and availability of contract documents for PASI #1 and #2 can be meshed and this concurrent action made possible.

Present plans are to complete schematics, have them approved by the project team, complete design development, have this work approved by the project team, and then to prepare the full contract documents (CD's). We have currently set a target of mid-February, 1983 for completion of THY contract documents.

Concurrently THY will prepare a site master plan and submit it to the police department, fire department, DCD, and DPW for approval. It will also be submitted to the CDC, Consumers Power, Michigan Bell Telephone, and Cable TV, but only for review and comment. Site plan work will be released by preparation of a traffic report covering recommendations on the following items:

- A. Realignment, where necessary, of streets for PASI #1 work (assuming initial construction on site #3 for the fire facility only)
- B. Identification and location of traffic signals
- C. The feasibility of Wood Street abandonment or vacation
- D. On street parking to be allowed.
- E. Abandonment of the existing alley.

Once the traffic report has been submitted and approved, THY will prepare and submit their recommendations in respect to the scope of the PASI #1 and #2 work, and the project team can review it for comments. When the project team has completed their review, the DPW can then prepare the PASI #2 design and construction budgets, and proceed, after issuance of the work order, to prepare CD's. Presently it appears that THY could complete master plan work for submission to the various agencies for review and comment by November 26, 1982 (working day 486). However, this work is not presently a totally critical item, and if it appears desirable to delay issue slightly, it perhaps could be done, although I suggest we have the master plan available at least by the end of the year.

Overall, our meeting today was very positive and constructive and the project team is looking forward to being deeply

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

involved in this program and assisting wherever possible. It was decided at the session that it would be desirable for Terry Arntzen to attend as many design meetings as possible during the schematic and design development phases to aid in expediting presentation of the work and to help keep the project team and WWD informed.

At our next session we shall continue preparing the network model for additional work to be done. I suggest we concentrate next on site acquisition since this is generally a very difficult part of the total work to complete. We have done some early analysis of the site clearing but can put this into sharper perspective by doing a network model of the process.

Auto World PASI work

(Note: In Monitoring Report #142 page 4 the heading for Auto World was mistakenly entitled Riverfront Center phase #2 PASI work. Would you please retitle this section Auto World PASI work.)

At our meeting today Mr. Jack Hagen of the construction manager's office introduced two new participants from his firm on the project, and we spent the early part of the program reviewing the overall job with them. In our analysis we covered each of the major PASI elements as identified in the spread sheet prepared and issued several weeks ago.

Work on the site is in progress for the main building group and funding for PASI design is imminent. Our analysis shows that if we can begin PASI design work sometime during the next 10 to 20 working days we should be able to release most documents for construction during favorable construction weather in 1983. However, it is important to identify that there are still some major problems that must be resolved. These include:

- Land acquisition and building clearance at Fifth Avenue between Saginaw and North along with that at Henderson and Fifth Avenue must be accomplished prior to being able to build the additional lane at the south side of Fifth Avenue.

Property acquisition is traditionally difficult in these cases, and we want to make absolutely certain that the sites are acquired and cleared properly so that, if possible, Fifth Avenue work can be done next summer.

- Construction of the route from the Harrison Street bridge diagonally to Saginaw depends on acquiring property in that right of way and clearing it. Again, our experience with property acquisition shows it will be imperative that work on this acquisition be initiated just as quickly as possible.

It is entirely possible acquisition could require as much as 170 or 180 working days from the time we begin acquisition, which means that we must have it well in work no later than late November or early ~~January~~ of 1982. Even at that we are pushing the ~~outer~~ range of dates by which we project we can complete work in 1983.

- Acquisition of the right of way use for East Boulevard Drive at the University of Michigan still is to be obtained. There is no current word on the status of the negotiations, and this is an item which must be followed closely since East Boulevard is expected to be the main entrance route into Auto World. Thus, it becomes a critical item to the entire program.
- It still is, for a variety of reasons, necessary to maintain access to the Flint River along Riverbank Park on the north and to the area immediately upstream of the Hamilton Dam. These two access problems are being worked on presently, and we shall continue discussing them as appropriate in our sessions.

It should be noted that in the network modeling of the work to be done by the DPW we have identified the Z contract work as that which deals with the Stevens and Harrison Street bridge work. T contract work is all public area site improvements for Auto World except that included in the Z contract definition. T contract award should allow a start of construction somewhere between April 25, 1983 (working day 590) and May 16, 1983 (working day 605). Probably the latter date is more realistic since the start of work will be dictated to some extent by weather and the availability of materials.

The Z contract package probably will be available in time that a notice to proceed could be issued anywhere from late February, 1983 on. Probably this work will be deferred until warmer weather.

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CONSULTING ENGINEER

Overall, it looks like the project is in reasonably good condition and that all concerned are following work closely and aggressively. It is a sensitive project, one that is extremely important to all concerned, and one that by its very complexity could develop difficulties without oversignalling trouble. Therefore, I suggest that we monitor the project carefully, planning each step of the way thoroughly and remaining sensitive to the need for evaluating proposed revisions and necessary changes.

#### General

At the present time I am preparing with Mr. Vyvyan's help the master listing, responsibility, and subject file of all network models prepared to date. In addition, I am indexing the minutes of our meetings so that data about the urban programs upon which we have been engaged for the past few years can be easily retrieved from the sizable body of information that has been generated in our work.

Meanwhile, Mr. Vyvyan will set the agenda for the next session and notify those involved.

Ralph J. Stephenson, P.E.

RJS:sps

To: Mr. Ray Vyvyan

November 15, 1982

Subject: Monitoring Report #144  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79:30

Date of Monitoring: November 10, 1982 (working day 475)

Actions taken:

- Reviewed WWD program and current status
- Monitored current progress on Auto World

WWD project

At this session Mr. Tomlinson and Mr. Campbell of THY made a slide presentation of the schematic design for phase #1 and phase #2 work. The project team was asked to approve the schematics in principle at this session and such approval was given.

A major topic of discussion at the session was project financing. THY distributed a preliminary project specification and cost estimate which focused on activities they were presently designing. Since financing in this set of estimates for both the institutional work (the fire station) and the public area site improvements are major cost concerns, it was felt they should be studied in detail. It was brought out that a third element of cost, that of the commercial rehab and its related expenditures, was also a major topic that must be considered.

The project team through its discussion requested Mr. Luokka, the project manager, to respond to seven major points at our next session. These are summarized below:

1. Provide a review of financing avenues that have been explored to date. The team needs this so as to measure concurrent (with design) progress toward acquiring project financing. This, in turn, will allow them to better respond to their constituents as to where the job actually stands at this time.



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CONSULTING ENGINEER

2. Summarize financing avenues that are to be explored.  
The purpose of this is to allow the project team to assist the City of Flint to better travel the financing path at all levels. It is felt that the project team can solicit and provide grass roots support and help in the financing effort if they are made aware of those directions in which the city feels financing can be obtained.

It also will allow the project team to expedite local efforts in smoothing property acquisition. Property acquisition will be a very important part of our <sup>the</sup> project work and needs to be given careful attention now.

3. What does the City of Flint see as the role of the project team in acquiring financing and land? Here it is the desire of the team to be effective and helpful in implementing the acquisition functions. Adequate information also will serve to help keep team constituents involved at desired levels in needed and meaningful activities on the project.
4. What does the project team need to do to insure that the program will continue properly? Of course, the reason why this is important is because, as was reconfirmed at this session and as has been stated many times before, the project team and the organizations they represent want this program! Their volunteer offering of time to help in the work is evidence of their drive and intense enthusiasm to see the project on through to completion.
5. What are the items for which costs will be expended in carrying out the entire phase #1 of the project (PASI, fire station, and commercial rehab)? Here it is very important for the professionals who are involved in the program (the city, the design team, and other consultants) to educate the project team as to what the items of cost are. If the team knows what these items are, and over the course of the project can assist in acquiring monies for their implementation, it will be much better for the entire project progress.
6. How is the city and the project team to work together most effectively from here to completion? The purpose of working together effectively is to avoid frustration, misunderstanding, confusion, unmanaged conflict and all other related project dysfunctions. These dysfunctions, although a normal part of practically any project, are difficult to ride over if they unjustifiably occur too frequently.

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CONSULTING ENGINEER

7. How can the commercial part of the program be implemented concurrently with the institutional part of the program? The rationale for this request is so assignments within the City of Flint and the project team can be made and executed in such fashion that the process actually works. It is important to remember that most of the project team are providing unreimbursed volunteer effort and time. Therefore, it becomes critical that their efforts are used effectively since there is an enthusiasm expressed that must be taken advantage of.

A side question here was the team's desire to fully understand what is meant in the Mott agreement in respect to the Stewart Building by the word adjacent. It has been felt that the Mott Foundation understands the Stewart Building will be separated from the fire station by the commercial block. However, it would be well to check this with the latest site plan, showing it to Mott to insure it is a satisfactory site arrangement.

Mr. Luokka said that he would work diligently to obtain responses to these points. We should plan to discuss whatever information is available in respect to them at our next session.

Mr. Luokka also said that the traffic department had responded to the request for information in respect to recommendations for phase #1 work. The requested recommendations were outlined in report #143 dated October 29, 1982, page 2. Answers are as follows in the order that they were discussed in that report:

- A. No major realignment of streets will be undertaken in phase #1; however, at the southeast corner of the intersection of Detroit and Wood it may be necessary to increase the radius of the turn. This is presently a very sharp turn, and the revision to the street configuration if not made now will have to be made sometime in the future.
- B. Apparently no additional traffic signals will be needed. It is planned that the access point from the fire station to Detroit can be left unsignaled as is the case in most other fire stations in the city.

Additional signalization evaluations will be ongoing throughout the design however.

- C. It is feasible to either abandon or vacate Wood Street and this will be done in phase #2. It will be maintained as a right of way in phase #1.

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CONSULTING ENGINEER

- D. On-street parking is to be eliminated totally on Detroit Street between Wood and Welch.
- E. The north-south alley between Detroit and Garland, from Wood north to the south side of the bakery could be closed.

In our discussions we also reviewed the critical nature of property acquisition. This problem which has been addressed several times over the past month is still a very difficult but very important part of the project. In our discussions today, we again recalculated the times to acquire property for the WWD project. The following tabulation was prepared:

Obtain appraisal proposals, <del>from</del> <sup>for</sup> appraisal funding -	10 working days
City council approval retention of appraisers -	20 working days
Make appraisals -	20 working days
City of Flint review appraisals and set price -	15 working days
Owner's accept or reject offer -	<u>10 working days</u>
	75 working days

Once an acceptance or rejection of an offer is made, the amount of time to the property being cleared, differs. For acceptance, it would require approximately 100 more working days to vacate and demolish the property bringing the total to 175 working days from the time when the city began obtaining appraisal proposals. If the offers are rejected it could take as much as 170 working days in addition to the 75, bringing the total to 245 working days from the time when we started obtaining appraisal proposals.

This time span poses some serious problems because our current desires are to complete the architectural/engineering contract documents in early spring, 1983. Thus, it is going to be necessary to have the property cleared by that time if we are to move in and start construction. However, if trouble is encountered in acquiring the property, and as can be seen by the above, it may take as much as 11 months to have the parcels available for construction which could put start of construction as late as October, 1983. This is six or seven months after the contract documents have been completed, leaving a very undesirable dead period between completion of design and start of construction.

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The matter should be addressed on an ongoing basis, and it was requested by the project team that Mr. Luokka review the problem with his management. An important factor here is that if it is not possible to begin construction in fall 1983 it might be well to consider deferring construction work until the spring of 1984 to avoid the expense of winter construction. This, of course, affects the proposed completion target of late 1984 and it should be reviewed in light of the desires of the city to move into the new facility.

Auto World

We made a full review of the current status of the Auto World project and discussed the various problems that have been identified over the past two weeks. The most serious of these presently is land acquisition. Our re-analysis of this acquisition process shows that it could take from the current status of land acquisition as little as 130 working days or as much as 232 working days to have the various pieces of property needed for PASI work construction to proceed.

The DPW has pointed out that it is imperative their work be completed in 1983 if at all possible. This means the property must be available and ready for public improvements by mid April or early May, 1983. It should be pointed out that in 1984 the current planned opening of Auto World is July 4, 1984 (working day 895). The earliest the city could start site work in 1984 would probably be about April 16, 1984 (working day 839). This gives a total 1984 working day construction availability of 56 working days. Fifty-six working days is less than three months and probably would not be adequate to do the major work required for public area site improvements depending upon land acquisition. Thus, it is imperative we work to complete acquisition and demolition at as early a date as possible.

We also reviewed provision of access to the north side of Riverbank Park. Mr. Liljeblad, director of Parks and Recreation, has been in contact with the principal architect and designer on the project and is working with him and his company presently to properly design the access area. However, the final financing and construction of this area is yet to be resolved, and it has been pointed out that there probably is no money in the public area site improvement budget for this improvement.

Related to this is the problem of removing sediment from the settling basin in back of the Hamilton Dam. The Corps of Engineers report on this matter is due in

• PLANT L momentarily, and I suggest at our next session we make a full review of their findings and the requirements they might have relative to the flood control project in the entire Flint River. This matter is very important to resolve.

There still is no final agreement between the University of Michigan and the City of Flint in respect to East Boulevard. It should be remembered that East Boulevard construction probably will likely involve some work with the present configuration, particularly existing parking islands. Who is to remove these and repave is a matter for ongoing discussion.

will be  
left in.

The construction manager, Darin & Armstrong, reports that they are now about 50% complete on the dome foundations, the 30" sewer has been relocated, and a structural contract has been awarded. Erection of the structure for the dome is expected to begin about November 18, 1982.

A contract award is expected in the very near future for mechanical and electrical work and proposals for all remaining architectural work on the project are being received and evaluated presently. Thus, building work is launched and at present moving reasonably well.

The DPW expects to be released for design work on PASI work within the next two days. This will be an important release because the time is short between when the funding is to be available and the contract documents are to be issued for construction. However, Mr. Tom Ecklund and Mr. Ray Vyvyan are following this project carefully and anticipate it will be given a high priority.

As we were closing our review of the project for today, Mr. Vyvyan pointed out that according to the latest site plan prepared by the DCD that there appears to be a very small triangle of land at the southwest corner of the intersection of Second Avenue and North Street that must be acquired to complete the Harrison Street to Saginaw Street connector. It would be easy to overlook this small triangle of land in the acquisition project. If the alignment as shown in the latest issue of the site drawing is correct this triangle of land is an important part of the right of way.

City  
and.

There also is a very small triangle of land that must be acquired on parcel #002 in block 351. This parcel is just south of the Greyhound Bus Terminal.

ok

• CRITICAL PATH PLANNING

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

• LAND PLANNING **Monitoring Report #144**

**City of Flint Downtown Improvement Program**

• MANAGEMENT CONSULTING **Page seven**

15064 WARWICK ROAD

DETROIT, MICHIGAN 48223

PHONE 273-5026

• PLANT LOCATION

In closing it is stressed that land acquisition presently is one of the major current problems on the project, and will undoubtedly be given a high level of attention in the next few days.

### General

At our next session Mr. Vyvyan and I will plan to review the information retrieval system in detail as well as work on regular project work.

Ralph J. Stephenson, P.E.

RJS:sps

To: Mr. Ray Vyvyan

November 29, 1982

Subject: Monitoring Report #145  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79:30

Date of Monitoring: November 23, 1982 (working day 484)

Actions taken:

- Reviewed WWD program and discussed future course of action
- Monitored Auto World PASI design

WWD project

The meeting was attended by Mr. Jim Race of the DCD, sitting in for Mr. Luokka, the project manager. Mr. Race and Mr. Luokka had not been able to prepare full responses to the seven points covered in the previous session (Monitoring Report #144, pages 1 and 2). However, he did help clarify the current status of financing and land acquisition for the entire program. He presented a general review of potential funding sources that might be available for WWD work, particularly the institutional work (fire station and PASI). Included are:

- UDAG grants
- EDA grant funding
- New federal programs of funding expected to be on line soon
- Block grants
- Monies from the city capital improvements program
- Financing from quasi-public agencies such as foundations

The funding problem is complex and because of the restricted nature and size of this project, along with its mix of uses, the problem of obtaining financing is particularly acute. The difficulties are well recognized by the project team,

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and they are aware of the existence of roadblocks that may prevent the job from moving ahead as smoothly as would be desired. However, it was reaffirmed at the meeting that the city and the committee must still work together to implement the project despite the difficulties apparently confronting all concerned.

In a general discussion about how long it might take to obtain funding if such funding was available from various agencies the numbers mentioned were, for UDAG funding as much as 120 calendar days, EDA 90 calendar days, and block grants 6 months. These, of course, are rough figures and could be much greater depending upon the circumstances and the method of processing the grant.

The City of Flint has a good track record of grant funding over the past few years and will bring to any grant application a knowledge and ability that will make application processing as efficient as possible.

The upshot of the meeting was that a letter is to be prepared by the project team to the appropriate city authorities or authority which outlines:

1. The matters which are of most importance at present to the project team. These are basically as outlined in Monitoring Report #144, dated November 15, 1982, pages #1, #2, and #3. The team re-edited these points and added one or two they would like to have reviewed. It is of great importance to the project team that they be allowed to continue their involvement at a strong and high level. Therefore, how to keep the team productively employed on the project is a matter of interest to all concerned.
2. A draft of the schedule as originally established in the Monitoring Report #121, dated November 6, 1981, pages #4 and #5 is to be included in the document submittal. This is a list of major milestones from October 29, 1981 (working day 212) through to December 18, 1984 (working day 1011) showing where major activities should occur. It is interesting to note that preparation of contract documents for the work has maintained a respectable lagging position of from zero to two months to this schedule. This has primarily been because of a reduction in the scope of work, and because of the close and careful attention the team has given to programming and providing assistance in the schematic stage. Also, the THY design team has performed well in their work. As a



result it is entirely possible, at present, to consider starting construction, if land were available, by early spring, 1983. This would be desirable so that any facilities being built on the site could be closed in by winter time. However, for several reasons it is not feasible to consider early spring, 1983 as an achievable field working start date.

3. A brief review of information about the length of time required to acquire land will be a part of the submittal document. This will follow somewhat the same pattern as shown in Monitoring Report #144, dated November 15, 1982, page 4. Delays in land acquisition will undoubtedly be a major reason why the project will not be able to begin at the desired spring, 1983 date. However, the matter must be addressed in a positive and constructive fashion so appropriate solutions can be found rather than history being rechewed indefinitely.

The document to be submitted will be prepared by Mr. Race and it is hoped within a short period of time (one week) thereafter a response will be available. It is important to understand the project team does not expect answers to impossible questions. Their major desire here is to engage in dialog that will allow them to continue their effective involvement.

#### Auto World

The major discussion of Auto World was centered on the design for access to the north bank of Riverbank Park commonly known as Flume Park. The Parks and Recreation Department requested direction and information on the current status of design of the south portion of the site. Apparently a configuration that would be usable by the Department of Parks and Recreation has been submitted by them to the Auto World architect/engineer. The department is waiting for a response so they know how best to proceed.

It was pointed out there are three basic purposes of generating access to the area at the north bank of the Flint River adjoining Auto World. These are:

1. To allow servicing of Flume Park by the Department of Parks and Recreation.
2. To allow access to Hamilton Dam so repair and maintenance on the dam can be accomplished by the Department of Water and Sewage.
3. To serve as an operational base for sediment to be removed.

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CONSULTING ENGINEER

Because only limited information is available for items #2 and #3 above it was decided that the major initial effort would be to incorporate only facilities adequate for servicing Plume Park by Parks and Recreation.

There will be a major meeting on this entire site plan problem November 24, 1982 (working day 485) at which it is hoped that many of the related problems will be resolved.

Of utmost importance is the understanding that most public area site improvements and site work within the Auto World boundary must be completed in 1983 in order to be brought on line for the opening of Auto World in July, 1984. This means that construction must begin early in the spring of 1983 and be able to continue for the full season. Land acquisition will be an important part of permitting demolition to proceed which in turn will allow construction to start in the various sections of the project. We have discussed in previous reports the constraints on land acquisition and they are well known, along with the potential time frame within which they can be accomplished. Therefore, all we can do now is to urge that the matter is given proper priority so by the end of the construction season of 1984 all or most of the major public area site improvements are in place.

At present, construction of the dome foundation is within three weeks of completion, structural steel for the dome ring is being erected, and mechanical and electrical contracts have been let for the project. Exterior skin and interior rough and finish work contracts are to be awarded in the near future. It is further anticipated that bid package #8, site work, will be available within the next ten working days. This is a very important package for the city and Mrs. Jurkewicz, project manager for the city, has been asked by Parks and Recreation and DPW to obtain a set of mylars for the city from which additional blueprints of the site package drawings can be made.

Of importance also, as pointed out by Mr. Ecklund of the DPW, is to identify the interfaces or connection points of public utilities with those into the Auto World site and buildings. The DPW has been released for design work, and presently major efforts are being exerted on production of T-package contract documents which include all PASI work aside from renovation of the Stevens Street and Harrison Street bridges. It was further suggested that because of tight budgeting on the project and the need to avoid redoing design work that any source document such as property descriptions, site plans, utility drawings, or

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out

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other such important guideline information be identified as to the source, date of issue, and further that it be signed off for use in preparation of construction documents. If a contract document is used, it should be issued for construction.

Also, any revisions to contract documents should be promptly provided to the city so changes to the work are made known to the DCD and DPW. All too frequently on large projects documents are superseded without the knowledge of interfacing design agencies. This causes severe difficulties and often times results in expensive omissions which ultimately must be corrected at great cost. Care in this matter is recommended. Mrs. Jurkewicz as the project manager will take responsibility for seeing this procedure is established and implemented.

Yet to be done of some importance to PASI work is release of Michigan Bell Telephone and Consumers Power to install their site utility work. This release is expected sometime in early January, 1983. There should be little if any problem in completing MBT and CP site utility work in time for the opening.

It should be noted that proper location or relocation of utilities will be dependent upon having a final, authentic boundary line location. There are still matters to be resolved so far as the boundary line of the Auto World property particularly in respect to access to MacDonald's. It is an important matter for proper design by Michigan Bell and Consumers Power.

Please note in Monitoring Report #144, page 6, that in paragraph #2 mention was made of the removal of the existing parking islands on East Boulevard. Apparently these islands are to be left in the right of way and will not be removed. Also note in paragraph #6 of the same report and on the same page, the small triangle of land at the southwest corner of the intersection of Second Ave. and North Street is presently owned by the city and will not have to be acquired.

We monitored progress of PASI contract documents from network drawing #71 and #72, Issue #6, dated November 10, 1982 (working day 475). This document with subsequent issue dating will be used as the guideline for evaluating the progress of PASI design work. Present intent is to issue a notice of intent to proceed on the Z contract which is the Stevens and Harrison bridge work no later than May 2, 1983 (working day 595). A notice to proceed on T work will be issued no later than May 9, 1983 (working day 600). This

RALPH J. STEPHENSON, P.E., P.C.

CONSULTING ENGINEER

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schedule will allow PAST construction work to begin by May 16, 1983 (working day 605). These are important dates to maintain since they represent optimum use of the economic resources available and will help insure completing weather sensitive work by late fall 1983. We shall monitor the project in relation to these target dates.

General

Mr. Vyvyan will establish the agenda for our next session and notify those concerned as to the items to be covered.

Ralph J. Stephenson, P.E.

RJS:sps

To: Mr. Ray Vyvyan

December 14, 1982

Subject: Monitoring Report #146  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79130

Date of Monitoring: December 9, 1982 (working day 495)

Actions taken:

- Reviewed project drawing retrieval system with Ray Vyvyan
- Monitored Auto World PASI design

Project drawing retrieval system

We spent a portion of the morning session reviewing the methods by which drawings and monitoring reports for the downtown improvement program can be best coded for retrieval. At the session we decided upon the field lengths and the nature of the information to be contained in each field. I shall proceed to complete the input to the selected format and will review it again with those involved during our next session. I shall also prepare a full description of how the system is to be used.

Auto World PASI

The access design to the north bank of Riverbank Park was reviewed with the Auto World staff and a drawing of the suggested plan has been received from the Auto World architect/engineer. Apparently all involved are satisfied with the method by which it will be handled and details will now be incorporated in the DPW PASI contract documents.

At our session we also reviewed the current status of the sediment removal program at Hamilton Dam. The Corps of Engineers is presently preparing their report of the inspection made several weeks ago. Once this report is received and analyzed, recommendations will be made by the city staff concerning procedures and derivation of budget figures for next year's financial program. Removal of the sediment is still considered best accomplished by soliciting methods from various contractors interested in doing the work.

It was generally agreed that we should insure that any sediment removal necessary, be done in 1983 so as not to adversely affect the opening activities and early months'

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operation of Auto World. Thus, it is essential that the matter be addressed now so we are ready to move on a disposal program soon after July, 1983 when the budget is approved.

Plans still are to complete all Auto World internal field site work and related PASI work in 1983 so as to be totally ready for the July 4, 1983 opening. Presently the intent is to begin internal site work on parking areas at Auto World starting with demolition about mid-February, 1983. The site work bid package is to be released ~~in~~ mid-December, 1982 with proposals received in mid-January, 1983. The award will be tailored to allow as early a start as possible on actual site work installation.

PASI work is still being targeted to begin by May 16, 1983 (working day 605).

There was a brief discussion about the need for closely integrating the site work package and any revisions that might be made to it by the Auto World architect/engineer to the PASI design. On projects of this complexity, there are frequently changes made that are difficult to totally convey administratively through the usual channels. Therefore, I urge that the project team for Auto World set up specific, well defined procedures and establish the machinery for processing changes to the job that impact upon PASI design and installation. Again, I suggest that guideline information be identified as to the source, date of issue, and that it be signed off on for use in preparation of construction documents for the city. If a contract document is used, it should be one that was issued for construction.

Utility work by Michigan Bell Telephone and Consumers Power is expected to be released in early January, 1983. If this is to be done it is essential that in the very near future the utilities meet with the Auto World construction manager and the city to tie together work that is to be done by the three parties. Such a session is presently planned for mid-December, 1982.

We discussed at our meeting the need for progress photos of the Auto World site. It would be wise, and is recommended, for the city to regularly photograph the full Auto World site including both ground photos of work in progress and bird's eye photos taken from high buildings surrounding the site at the south, west, and north. These photos should be taken from the same location each time, carefully dated, and notes made as to the position of the photographer when the picture was taken. Photographic records of this type are essential to good project management record keeping and can become an important part of the file.

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In conversations about bid package #8 which is the site work drawings and specifications the construction manager agreed to see that the project manager for the city, Mrs. Jurkewicz, is provided a set of contract documents for use by the city staff.

To close out our review we analyzed the progress of PAST design work compared to the network shown on sheets #71 and #72, Issue #7, dated November 23, 1982 (working day 484). Work on specification revisions for contract 4 (project bridge work) is just starting in the DPW office. Additional 2 drawing work has not yet been initiated. On the 2 contract documents (all work other than the bridge work), drawings are about 25% complete and the field survey work is well along but has been slowed slightly by the need for additional work to be done in field data collection. At present design work is moving well in relation to desired targets.

#### General

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

Ralph J. Stephenson, P.E.

RJS:sps

To: Mr. Ray Vyvyan

January 9, 1983

Subject: Monitoring Report #147  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79:30

Date of Monitoring: December 21, 1982 (working day 503)

Actions taken:

- Monitored Auto World PASI design

Auto World PASI

Field work appears to be moving relatively well with the dome support steel erected and soon to be bolted; the interior of the IME buileing is being gutted and new foundation work is installed. The dome proper is expected to be on the site sometime in early January.

Meanwhile, site work bid package #8 is being printed and was expected to be released on December 21, 1982 (working day 503) or shortly after. It was stressed that the city should have a full set of reproducibles of the site work package particularly since the city's PASI work ties tightly to the interior site work on the Auto World program.

It presently appears that the utility work by Consumers Power and Michigan Bell Telephone and possibly cable TV will be released for active processing in March, 1983. Actual field work on utilities will probably be deferred until late spring or early summer, 1983. It is not expected that any major problems will be encountered in completing public utility work in 1983 ready for the target opening in 1984.

Plans are still to open Auto World in July, 1984 and all parties are now working to that date.

The Corps of Engineers flood control inspection report regarding the Flint River Flood Control Program has been sent to George Liljeblad, director of the Department of Parks and Recreation and is presently being analyzed for appropriate action. The financing of this program is still not resolved, and it is expected that major discussions regarding how it is to proceed will be conducted over the next few weeks.



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

Reviewing the report, it appears there is a fair amount of work to be done by the city as suggested by the Corps of Engineers. Some of the work, undoubtedly, will impact upon construction, and potentially, operation of the Auto World project. Therefore, sometime in the near future as desired by the project team I recommend we review the report point by point to see what areas of interference exist, if any. Because of the seasonal nature of work in the river it would be desirable to avoid carrying into 1984 any major work that might adversely affect the July, 1984 Auto World opening.

The major problem shaping up for the total project presently is getting started on the PASI work to be done where unowned properties are to be acquired. As has been pointed out in the past, the time available to acquire the properties, and then to clear and construct PASI work might be such that it will be difficult to complete all PASI in 1983. However, it is imperative to do this if we are planning to maintain the July 4, 1984 (working day 895) opening with full PASI facilities available.

There has been some change in the scope of work on the University of Michigan side of the river. Items A, B, and E- the Burton Street service drive improvements, East Boulevard improvements, and Stevens Street bridge improvements respectively - have been deleted from the PASI work. Traffic patterns are being restudied in light of the revised scope of PASI construction.

Overall, the program seems to be in reasonably good condition at present except for the matter of property acquisition. This process, however, is dictated by the availability of funds and by the desires of the owner and the rulings of the courts. Therefore, as such it is relatively unpredictable and will have to be accommodated as well as possible within the fundamental assumptions of the total program.

General

At this session we met only in the morning. Mr. Vyvyan and I reviewed the next agenda and he will publish it and distribute it to those concerned.

Ralph J. Stephenson, P. E.

RJS:sps

To: Mr. Ray Vyvyan