

- NETWORK MODELING
- CRITICAL PATH METHOD

COPY

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

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August 15, 1990

Subject: Monitoring Report #1
Northern Town Center
Flint, Michigan

From: Ralph J. Stephenson PE

Project: 90:34

Data disks: d094 & 234 rjs

Date of Monitoring: August 10, 1990 (working day 157)

Those Attending (some in meetings part time only)

- Ronald Roland - Executive Director - Flint NIPP
- Gary Hurand - Meadowbrook Development
- Peter Goodstein - Meadowbrook Development
- Richard King - City of Flint - DCED
- Carol Walker - City of Flint - DCED
- Mike Hannah - City of Flint - Police Department
- Barbara Robinson - Flint NIPP
- Dale Grainger - Grainger & Park - Architect - Phase 1
- Charlie Williams - Manyam & Shull - Architect - Phase 2
- Gary Stein - Real Estate Department - Perry Drug
- Leo Seide - Premier Land
- Win Cooper - Premier Land
- Ralph J. Stephenson - Consultant

Major planning components of the Town Center:

- Phase 1
 - Package A
 - Michigan Department of Social Services building
 - Police station

August 15, 1990

Power house demolition
All Town Center site work

- Package B
Commercial portion of Town Center
Bank

- Phase 2
 - Community Center and Police Training Academy

Monitored from:

- Front End Work - Sheet #1 - Issue #1, dated March 22, 1989
- Acquisition of Parcels #1, 6, 2 & 3 - Issue #1, dated March 22, 1989

Note: These networks were prepared early in the property acquisition stage and were used to reference the status of front end work and property acquisition. The networks are not valid for current work monitoring. They will be superseded by plans of work reflecting present project needs.

Key project dates:

- Currently being set

Actions taken:

- Attended NIPP development board meeting
- Reviewed status of project financing
- Prepared summary network model - sheet #sm1 issue 1 dated 8/10/90 (wd 157)
- Reviewed status of real estate acquisition
- Reviewed status of leasing
- Discussed site plan for Phase 1 with architect
- Discussed elements of Phase 2 work with architect

August 15, 1990

- Discussed leasing status of Department of Social Services facility
- Discussed rezoning actions needed
- Reviewed potential participation of YWCA in operation of field house

General

At this meeting I took rough notes to be used in discussing material covered in the session. These rough reference notes were printed and given to Mr. Roland and Carol Walker in the afternoon meeting. Minor editing and corrections have been made to these and the edited material is attached to this report.

It was decided at the meeting that meeting notes and monitoring reports would be sent in single copy to Mr. Ronald Roland, and that any further distribution would be by him. This matter is to be reviewed by Mr. Roland.

Financing

A major element of current work involves acquisition of financing. The estimated cost of the project at present is about \$13,000,000. This figure is subject to change as decisions on various control elements are made by the project team management and the various occupants of the facility.

Elements of financing include grant funding, private funding, Mortgage financing and possibly Federal 312 funding.

Grant funding is expected from foundations such as the Mott Foundation and from other organizations including the Local Initiative Support Organization. Grant funding is also anticipated from the Federal government block grant program, from the State of Michigan, and possibly from the City of Flint.

Private funding will come mainly from donors. Mortgage financing, a form of private funding will provide much of the construction funds needed for

August 15, 1990

the project.

312 funding which is a Federal source of money for commercial building rehabilitation may be available for improvement work desired along MLK Boulevard. This is being investigated now by the project team.

Financing is critical to the project and is particularly important to acquiring the remaining real estate for the project.

Land Acquisition

Much of the land that is to be occupied by buildings is already acquired. The deed to this acquired land and its purchase price are being held in escrow until additional financing is available. The current deadline for obtaining additional financing is December 31, 1990 (wd 256).

Thus continued intensive efforts are needed to complete assembling the remainder of the land needed so as to complete financing and real estate packages for presentation to prospective tenants.

We have identified the properties to be acquired as:

- Parcel #1 - Citizen's Bank - bank and drive through buildings and land
- Parcel #2 - 4 residential properties on north side of Dewey Street
- Parcel #3 - 2 residential properties on south side of Dewey Street
- Parcel #4 - Bowles Dry Cleaning - building and land

The parcel #'s will be used as references in the meeting notes and monitoring reports.

The land acquisition process is show on the summary network model Sheet #sm1 issue 1, dated August 10, 1990 (wd 157). A draft copy of this network was given to Mr. Roland at our meeting. An updated Issue #2 copy of this network dated August 17, 1990 (wd 162) is attached to this report.

August 15, 1990

The land acquisition items are included in activities 005, 006, 007, 012, 013, 014 and 015. Funding is restrained by completing reconstitution of the Northern Community Development Corporation. This reconstitution is expected to be accomplished by the pm of August 24, 1990 (wd 168). Then the properties to be acquired can be brought under control and the needed rezoning applied for and received.

This process is crucial due to the need for the properties, and the long period of financing, relocation and rezoning required to complete assembling the entire project site.

Leasing

Leasing is also critical to the success of the project. From information available from the project team it appears that the food market tenant has provided a letter of intent, the State agency has provided a letter of commitment, and there are several prospects being followed including a drug store, a medical clinic, a social involvement group, a savings institution and a bank. In addition the Flint Police Department will occupy considerable space in their own building and in the field house.

Since serious leasing efforts are directly affected by the financing and real estate status of the project I strongly recommend that all three of these action steps of the program be pursued vigorously and concurrently.

We will prepare detailed plans of action for the work to be done during these steps at our next planning and monitoring session.

Design

Grainger and Park are the architects/engineers of record for all work except the field house renovation. This renovation is termed Phase 1 work. Field house design work is being done by Manyam & Shull.

August 15, 1990

Design work on both phases is still concentrated on schematics and design development along with some estimating and research for the field house renovation.

A police station project design study was being presented to the City for review and approval on August 10, 1990 (wd 157). In addition the location of the Police Academy is being studied in relation to the field house remodeling.

Design for Phase 1 commercial facilities is in work and will be brought along as the needs and desires of tenants is determined. Financing, real estate acquisition and leasing are critical elements in the progress of center design.

We discussed in some detail the project delivery systems that might be appropriate for the project and I described the iterative system of designing to a cost structure established by the pro forma analyses. We should continue to discuss and resolve the design and construction delivery systems to be used for each sector of the project.

An item of great importance as interest in leasing picks up is the availability of tenant lease packages to define the characteristics of available spaces and the physical conditions under which leases will be written and negotiated. Grainger and Park should be working on this document soon. The definition should include a detailed description of the landlord or base building work as differentiated from tenant work to be installed at tenant expense. We will discuss this matter at subsequent planning and monitoring sessions.

Field house roof renovation proposals are due from contractors on Tuesday, August 21, 1990 (wd 165). The total scope of roofing work is still to be set and Mr. Williams said that he will have his cost estimates for the entire field house renovation program ready for presentation to the owner and developer by Friday, August 17, 1990 (wd 162). These are important to

August 15, 1990

completing plans for remodeling the field house and for its operation and maintenance once renovation is complete.

There is some thought that the City of Flint might be interested in operating the facility. Interest has also been shown by the YWCA. Neighborhood groups are another potential source of assistance in this matter. The project team will follow up on field house ownership, use, security and funding.

So far as use of the field house space is concerned the Police Academy could use some of the pool support area for classroom space. In addition there probably will be a community room, although yet to be determined is the size, use and location of such an area.

Another situation important to conclude at the field house is the Department of Public Health inspection of the pool. The gutters for the pool must pass a health inspection and if not satisfactory the pool may have to be rehabilitated or replaced. This could be an expensive revision and might heavily influence the use to be made of the building.

Design development work on the State of Michigan facility is in progress and some items have been reviewed by the State. Negotiation of lease terms is in work. As with the other physical elements of the project we should continue our front end planning on the office as soon as feasible.

Summary:

The project is moving into a critical planning and implementation phase and I suggest we focus intently on preparing detailed network models of the critical elements and functions of the project. A start was made toward this planning in the preparation of a summary plan of work, Sheet *sm1, issue 1, dated August 10, 1990 (wd 157). A copy of the network is enclosed with this report. Please note the network has been left unassembled in the event that additional copies are desired of the

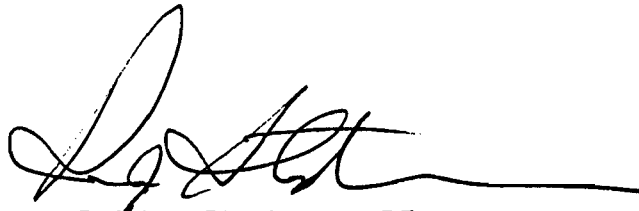
August 15, 1990

individual pages of the diagram. A small key plan showing the appearance of the network is also enclosed for help in pasting up the diagram.

It should be cautioned that this is a very preliminary plan of work and will be refined as the project proceeds. Note also that no durations have been assigned to the field house sequences.

I suggest that the project team be organized along the structure of work required and shown in the network model. This will help clarify work assignments.

This report is being sent to Mr. Roland only. Further distribution will be made as desired by him. Meanwhile I shall be in touch with Mr. Roland to set the next planning and monitoring meeting with him and his staff.

A handwritten signature in black ink, appearing to read 'R. Stephenson', with a long horizontal line extending to the right.

Ralph J. Stephenson PE

COPY

Flint Northern Redevelopment #2 - disk 234

- I. Confidential!!!
- II. By Ralph J. Stephenson
- III. Northern Town Center Project
 - A. 1:55:00 PM - Friday, August 10, 1990
 - B. * indicates items to be followed
 - C. Those attending (some in meeting part time)
 1. Dale Grainger - Grainger & Park
 2. Charlie Williams - Manyam & Shull
 3. Gary Hurand - Meadowbrook Development
 4. Richard King - City of Flint DCED
 5. Ronald Roland - Flint NIPP
 6. Peter Goodstein - Meadowbrook Development
 7. Carol Walker - City of Flint DCED
 8. Barbara Robinson - Flint NIPP
 9. Gary Stein - real estate dept - Perry Drug
 10. Leo Seide - real estate broker - Premier Land
 11. Win Cooper - Premier Land
 12. Mike Hannah - Police Department
 13. Ralph J. Stephenson
 - D. Agenda
 1. Review early networks for land acquisition
 2. Prepare network models for rezoning
 3. Review easement demands
 - a) Gas line easements
 - b) Cross access easements
 - c) Road easements
 4. Discuss design and construction of DSS building
 5. Prepare summary network model for entire project
 - E. Those involved
 1. Flint NIPP
 2. Neighborhood group
 3. YWCA
 4. City of Flint
 5. State of Michigan
 6. Mott Foundation
 - F. Functional elements of project

Fri, Aug 17, 1990

Page 1

Flint Northern Redevelopment #2 - disk 234

1. Financing

- a) Total estimated cost of project = \$13,000,000
- b) Grant funding = \$3,746,600
 - Foundations - \$3,030,000
 - Mott - ?
 - Other foundations - ?
 - Local Initiative Support Corporation - \$ 30,000
 - Federal government - \$ 251,600
 - Community Development Block Grant - year 12 - \$201,600
 - Community Development Block Grant - year 15 - \$ 50,000
 - State of Michigan - \$ 465,000
 - Available now
 - Phase 1 - \$135,000
 - Phase 2 - \$190,000
 - Equity #1 - \$100,000
 - Equity #2 - \$ 40,000
 - City of Flint - receive and turn over federal and state funding
- c) Private funding = \$?
 - Donors - \$125,000
- d) Mortgage financing = \$?
- e) 312 funding
 - Federal funding for rehab
 - Is available for commercial buildings
 - Question is - is it available for Flint commercial bldgs
 - *Might look into for improvement of existing commercial on MLK.

2. Land acquisition

- a) Already acquired
 - Deed to land & \$10,000 purchase price is in escrow until financing is available
 - Deadline currently for financing is December 31, 1990
- b) To be acquired
 - Parcel #1 - Citizen's Bank - bank & drive through building & land
 - Parcel #2 - 4 residential properties - north side of Dewey Street

Flint Northern Redevelopment #2 - disk 234

Parcel #3 - 2 residential properties - south side of Dewey Street

Parcel #4 - Bowles Dry Cleaning - building & land

3. Leasing

- a) Letter of intent
Hamandy's
- b) Letter of interest
Michigan Department of Social Services
Letter of commitment in NIPP's hands
- c) Prospects
Perry Drug
Dr. Moore
Hurley Hospital
Planned Parenthood
D & N Savings
Citizens Bank

4. Design

- a) Dale Grainger
- b) Manyam & Shull

5. Construction

- a) Should review various delivery systems available

6. Operation & maintenance

- a) Field house
YWCA might be able to take over facility operation
Carol Anselm is lady in charge - must contact

G. Physical elements of project

1. Phase 1

- a) Package A
Department of Social Services
Police station
All site work
Power house demolition
- b) Package B
Commercial center
Bank

2. Phase 2 - field house

Flint Northern Redevelopment #2 - disk 234

- a) Community Center & Police Training Academy
 - Pool
 - Gymnasium

H. Points of interest

1. *Need soil borings - cost - \$3,450
2. *What is the relation of the Y to the project?
3. *What is the relation of the city of Flint to the project?

I. Field house

1. General notes

- a) Building built in 1952
- b) Carol Anselm is representative of Y
- c) *Is there to be a walkway to the police station?
- d) Area for high school swim team
- e) Needs a lot of work
- f) Police academy will fit in swim team area
 - 2 classrooms - 40' x 75' each
 - Will seat 40 students
- g) Toilets will be used for all occupants of area
- h) Could retain gym locker rooms
- i) *Do we need a community room in the field house?
- j) *Find out what the community room characteristics are to be
 - Size
 - Use
 - Location
- k) Charlie Williams said there are no minority roofing firms
- l) Roofing bids due in Tuesday August 21, 1990 - ± \$125,000
 - *Must now roof over gym - didn't count on this
- m) *Pool gutters must be inspected by the Health Department
- n) What agencies and organizations are involved?
 - Neighborhood must buy in
 - Who is going to operate building
- o) Are generally talking about \$600,000 for the renovation
- p) *Need to know what the future use of the field house is to be
 - Who is to operate?
 - How is it made secure?
- q) Cost estimates - might run as much as \$600,000

Flint Northern Redevelopment #2 - disk 234

Roof - \$125,000
Pool - \$150,000
HVAC - \$ 20 per sq ft.

r) *cwi will have cost estimates by next Friday, August 17, 1990

J. Items to follow or check

1. Field house

- a) Need soil borings - \$3,450 - follow up
- b) What is the relation of the YWCA to the project?
- c) Carol Anselm is lady in charge at YWCA - should contact
- d) What is the relation of the city of Flint to the project?
- e) Is there to be a walkway from the field house to the police station?
- f) Do we need a community room in the field house?
- g) Find out what the field house community room characteristics are to be
 - Size
 - Use
 - Location
- h) Field house pool gutters must be inspected by the Health Department
- i) *Need to know what the future use of the field house is to be
 - Who is to operate?
 - How is it made secure?
- j) *cwi will have renovation cost estimates by next Friday, August 17, 1990

- MANAGEMENT CONSULTING
- NETWORK MODELING
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CONSULTING ENGINEER

323 HIAWATHA DRIVE
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PHONE (517) 772-2537

September 3, 1990

Subject: [REDACTED]
Northern Town Center
Flint, Michigan

From: Ralph J. Stephenson PE

Project: 90:34

Data disks: d094 & 234 rjs

Date of Monitoring: [REDACTED]

Those Attending:

(some in meetings part time only)

- Ronald Roland - Executive Director - Flint NIPP
- Gary Hurand - Meadowbrook Development
- Peter Goodstein - Meadowbrook Development
- Richard King - City of Flint - DCED
- Carol Walker - City of Flint - DCED
- Mike Hannah - City of Flint - Police Department
- Barbara Robinson - Flint NIPP
- Charlie Williams - Manyam & Shull - Architect - Phase 2
- Ralph J. Stephenson - Consultant

Major planning components of the Town Center:

- Phase 1
 - Package A
 - Michigan Department of Social Services building
 - Police station
 - Power house demolition
 - All Town Center site work
 - Package B
 - Commercial portion of Town Center
 - Bank

September 3, 1990

- Phase 2
- Community Center and Police Training Academy

Monitored from:

- Summary network model - sheet #sm1 - issue #2 dated August 17, 1990 (wd 162)

Key project dates:

- Currently being set

Actions taken:

- Attended portion of FNIPP development meeting
- Reviewed general status of project
- Monitored project from summary network model - sheet #sm1 issue 2 dated 08/17/90 (wd 162)
- Reviewed status of general leasing
- Discussed Department of Social Services lease status
- Prepared model agenda for monitoring meetings
- Identified those who are to participate in various functional work areas
- Reviewed project delivery systems with those present
- Prepared brief description of iterative project delivery system
- Prepared meeting notes of session

Project Status - measured from summary network model, sheet #sm1, issue #2 dated August 17, 1990 (wd 162)

Currently it is expected to have the food market lease executed by Friday pm, September 7, 1990 (wd 177). The food market space is more than 50% of the immediate future commercial center leasable space and as such is a critical element in proceeding with other phases of the project.

The agreement with the neighborhood group reconstituting the Northern Community Development Corporation has been approved by the neighborhood group and is expected to be executed the week of September

September 3, 1990

2, 1990. This action will release several activities that can proceed concurrently including acquisition of financing for parcels #1, #2, #3 and #4 (see monitoring #1 dated August 15, 1990, page 4 for description of land parcels to be acquired).

The cost estimate for the field house rehabilitation has been submitted. It is over budget and adjustments must be made or additional funding located. No progress was reported on decisions concerning the ownership and operation of the field house facilities.

There is considerable pressure to complete negotiations and execute a lease with the Michigan Department of Social Services (DSS). The lease draft is now being prepared for submittal to the Michigan Department of Management and Budget (DMB). This is presently planned to be available and submitted in five working days or by September 10, 1990 (wd 177). The time table of work following this submittal is as follows:

- September 10, 1990 (wd 177) - Submit lease draft #1 to DMB
- DMB review, comment & return lease draft #1 - 10 working days

Note: At this point the architect/engineer can be released to start preparation of construction documents.

- EDC and FNIPP redraft lease & resubmit to DMB - 5 working days
- DMB review and execute lease - 66 working days
- EDC execute lease - 5 working days
- EDC assign lease to FNIPP - 5 working days

Total time required from am of August 31, 1990 (wd 172) = 96 working days or about 19 weeks. This brings the EDC assignment of the lease to FNIPP on $172 + 96 =$ working day 268 or the pm of January 17, 1991 (wd 268).

At each monitoring session we will monitor current networks available in a similar fashion to the above analysis procedure. Monitoring documents will be prepared as information becomes available.

September 3, 1990

Model agenda for monitoring meetings:

Mr. King, Mr. Roland and I discussed and prepared a model agenda for the monitoring meetings. These meetings are distinct from the FNIPP development meetings and will concentrate on specific functions and issues within the broad development of the Northern Town Center.

This model agenda is still in preparation and the comments of those participating are welcome.

Model agenda for Monitoring meetings (for further details see meeting notes for August 31, 1990)

- 01. Review current status of project by functional area
 - Financing (fin)
 - Land acquisition (laq)
 - Leasing (lea)
 - Designing (des)
 - Phase 1
 - Phase 2
 - Constructing (cst)
 - Phase 1
 - Phase 2
- 02. Plan work to be done by functional areas noted above
- 03. Prepare short term plans and schedules
- 04. Identify responsibilities for accomplishing planned and scheduled work
- 05. Recap meeting conclusions
- 06. Inspect project at site as appropriate

September 3, 1990

It is to be noted that the agenda can be as flexible as desired by the participants.

Participants in monitoring process

It is important that the time spent in any given phase of the program during the monitoring sessions be used as effectively as possible. Therefore Mr. Roland, Mr. King and I made preliminary efforts to identify the various members of FNIPP, the City of Flint, and the neighborhood groups responsible and with authority in the various functional operations to be engaged in. Those currently involved are listed below for ease of reference. This list is subject to change and will be reviewed and updated at our monitoring sessions.

- Organizing and managing (oma)
 - Ronald Roland - Director of NIPP
 - Gary Hurand - Developer
 - Peter Goodstein - Developer
 - Mike Hannah - COF police department
 - John McGarry - DCED - field house project
 - Harold Lewis - President of neighborhood group
 - Claudia Smoot - Neighborhood group
- Land acquisition (laq)
 - Ronald Roland - Director of NIPP
 - Gary Hurand - Developer
 - Claudia Smoot - Neighborhood group
 - Carol Walker - City of Flint DCED
- Financing (fin)
 - Ronald Roland - Director of NIPP
 - Gary Hurand - Developer
 - Peter Goodstein - Developer
 - Carol Walker - City of Flint DCED - grants
- Leasing (lea)
 - Ronald Roland - Director of NIPP

September 3, 1990

- Gary Hurand - Developer
- Designing (des)
 - Phase 1
 - Dale Grainger - Architect - Phase 1
 - Ronald Roland - Director of NIPP
 - Gary Hurand - Developer
 - Construction advisor
 - Phase 2
 - Charlie Williams - Architect - Phase 2
 - Ronald Roland - Director of NIPP
 - Gary Hurand - Developer
 - Mike Hannah - COF police department
 - Construction advisor
- Constructing (cst)
 - Phase 1
 - Constructor - Phase 1
 - Ronald Roland - Director of NIPP
 - Gary Hurand - Developer
 - Construction advisor
 - Dale Grainger - Architect - Phase 1
 - Phase 2
 - Constructor - phase 2
 - Ronald Roland - Director of NIPP
 - Gary Hurand - Developer
 - Construction advisor
 - Charlie Williams - Architect - Phase 2
- Liaison with City of Flint - DCED (lcf)
 - Richard King - DCED - all components
 - Carol Walker - DCED - all components
 - John McGarry - DCED - field house project

Project delivery systems

Within the next month it will be desirable for the organizing and managing

September 3, 1990

group along with the design groups to review and possibly select the project delivery systems they wish to use on the project. We had considerable discussion about the types of project delivery systems available and about the factors that should be considered in selecting a construction consultant and contractors to actually construct the project.

I have attached to this report a copy of two documents relating to project delivery systems, Sheet #2 - Professional Services Contract Characteristics and Sheet #3 - Construction Contract Characteristics. These two outlines show the various methods by which a professional services contractor (architect, engineer, planner, construction consultant, etc.) and a construction contractor (prime or other) might be retained for the NTC (Northern Town Center) project. At our next monitoring session I shall review these with Mr. Roland and others who would like to be briefed on their use and application to this project.

At our afternoon meeting on August 31, 1990 (wd 172) I also reviewed the iterative system of arriving at a guaranteed maximum price (gmp) through a series of cost analyses prepared at the early stages of the design work. This process is described briefly in the meeting notes for that day. They refer to the diagram shown on the chalk board at the FNIPP offices and dated August 17, 1990.

Another element in the selection of construction consultants or prime contractors is the application of a weight/value system to provide an objective selection process. In the system a series of factors are selected by which the consultant or construction firm is to be measured. Each of these factors is given a weight which applies to the particular project being built. The weight usually varies from project to project but normally stays constant for any given project.

Once the factors and their weights are selected, each candidate for the project is valued for each factor. The weight and the value is multiplied and the results totaled for each organization being considered. The DCED

September 3, 1990

has used this system in their professional services contractor selection and can provide additional information on the system.

Below are listed several factors I recently recommended be used in the selection of a construction consultant and a contractor on a large commercial project. Perhaps the list can be used to generate a list of factors to be weighted and valued for the NTC program.

As with the project delivery system I shall be pleased to discuss these factors at a monitoring session as desired.

Random list of factors of possible importance in selecting a construction consultant or a prime project contractor -

Northern Town Center - Flint, Michigan - note: the numbers are for reference purposes only.

- 01 Commercial project construction experience
- 02 Financial strength
- 03 Professional attitude
- 04 Reputation with local authorities
- 05 Reputation with trade unions
- 06 Reputation with sub contractors
- 07 Reputation with owners
- 08 Reputation with architects & engineers
- 09 Quality of to be assigned field supervision
- 10 Level of company involvement in local construction market
- 11 Extent of company's principles involvement
- 12 Quality of to be assigned project management supervision
- 13 Overall quality of to be assigned project team
- 14 Balance of negotiated work vs hard bid work
- 15 Current company work load
- 16 Impact of Northern Town Center project on company current work load
- 17 Bonding capability

September 3, 1990

- 18 Past record with City of Flint and other public agencies in area
- 19 Current availability of assignable employees
- 20 Fee and rate structure
- 21 Reputation with local banking sources
- 22 Length of time in business
- 23 Balance of self performed trades
- 24 Subcontractor payment practices
- 25 Approach to reimbursables definition
- 26 Record in processing changes to the work
- 27 Level of contested claims filed
- 28 Documentation procedures
- 29 Amount of burden & overhead on reimbursable wages
- 30 Average length of project team total experience
- 31 Amount of work performed on fast track basis
- 32 Understanding of costs and their relation to design
- 33 Average length of project team employment with company
- 34 Level of planning and scheduling ability
- 35 Leadership ability of management team as a whole
- 36 Past marketing promises compared to past performance actions

General

At this monitoring I prepared rough meeting notes to be used in current discussions. These rough reference notes were printed and given to Mr. Roland at the close of the conference. The notes have subsequently been edited and expanded to include additional items. The edited and expanded material is attached to this report.

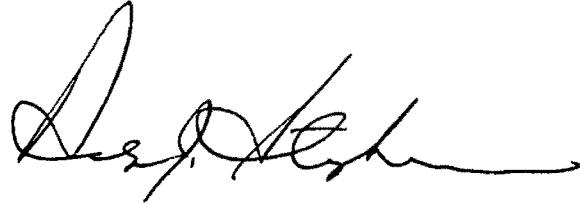
It was agreed by Mr. Roland and Mr. King that copies of the monitoring reports and the meeting notes would be sent to each of them. They, in turn will make further distribution of the material as deemed appropriate.

I shall be in touch with Mr King and Mr. Roland soon to set a series of monitoring meeting with the NTC project team. Prior to the meeting I shall

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

September 3, 1990

also set a agenda indicating the time frame and subjects we might most profitably cover. This agenda of course is subject to revision as noted above.

A handwritten signature in black ink, appearing to read 'Ralph J. Stephenson', written in a cursive style.

Ralph J. Stephenson PE

2. Professional Service Contract Characteristics

Ralph J. Stephenson PE
Consulting Engineer

A. Agreement premises

- 1. Totally negotiated - broad multivalued competition
- 2. Partially qualified - moderate multivalued competition
- 3. Totally qualified - narrow multivalued value competition

B. Authority limits

- 1. As agent
- 2. As limited agent
- 3. As contractor

C. Payment methods

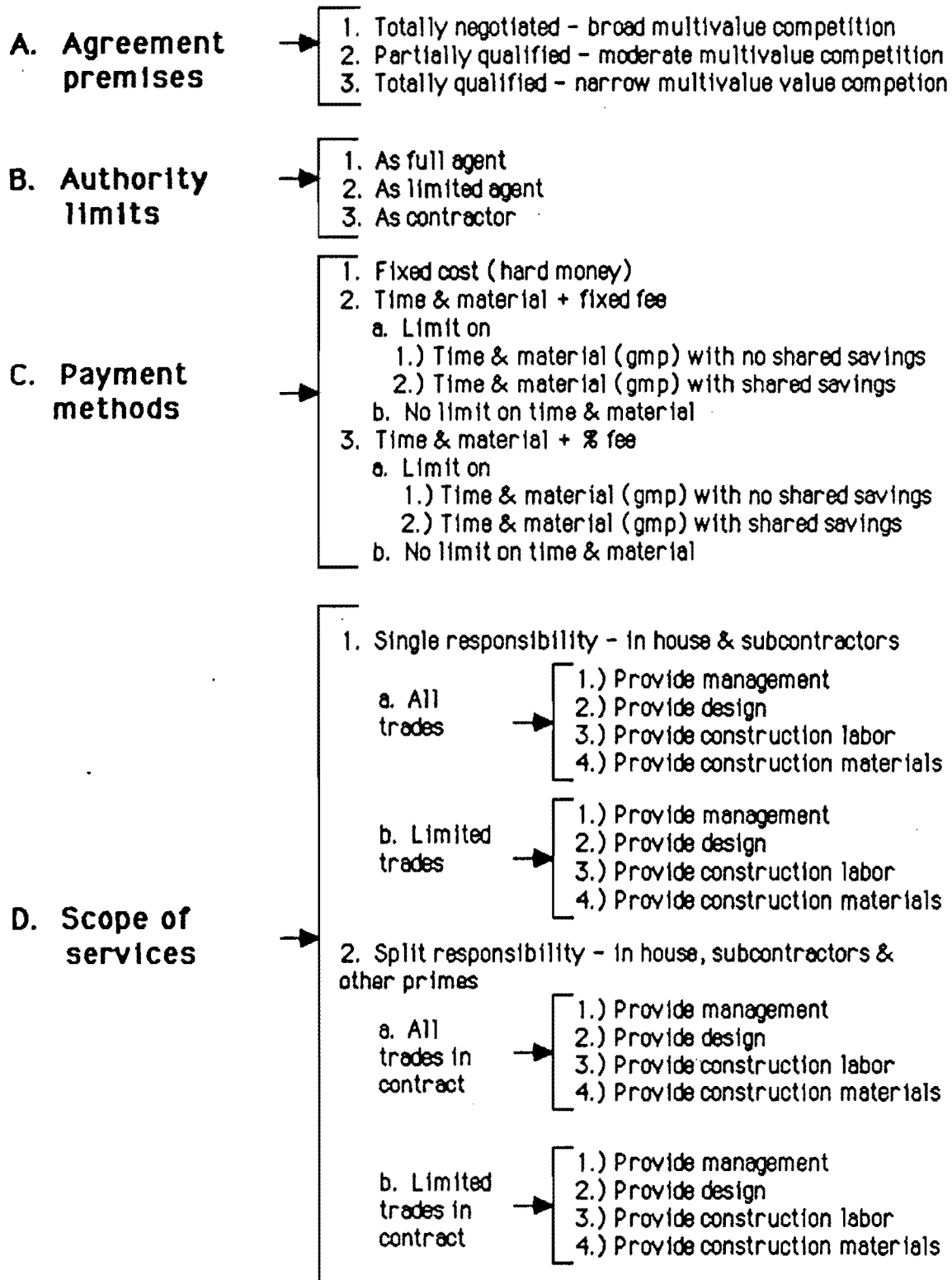
- 1. Fixed total including payroll + overhead + profit + (expenses)
 - a. Expenses included
 - b. Expenses separate
- 2. (Payroll costs) x multiplier + fixed fee + expenses
 - a. Limit on
 - 1.) Payroll hours
 - 2.) Expenses
 - b. No limit on
 - 1.) Payroll hours
 - 2.) Expenses
- 3. (Payroll costs) x multiplier for payroll costs & overhead
 - a. Expenses included
 - b. Expenses separate
- 4. % of total construction cost
 - a. Expenses included
 - b. Expenses separate

D. Scope of services

- 1. Single responsibility
 - a. All in house
 - b. In house & outside consultants
- 2. Split responsibility
 - a. In house, client & other prime consultants
 - b. In house & other prime consultants
 - c. In house & client

3. Construction Contract Characteristics

Ralph J. Stephenson PE
Consulting Engineer



- MANAGEMENT CONSULTING
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CONSULTING ENGINEER

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MT. PLEASANT, MICHIGAN 48858
PHONE (517) 772-2537

October 1, 1990

Subject:

[REDACTED]
Northern Town Center
Flint, Michigan

From:

Ralph J. Stephenson PE

Project:

90:34

Data disks:

d094 & 234 rjs

Date of Monitoring: September 21, 1990 (wd 186)

Those Attending:

(some in meetings part time only)

- Ronald Roland - Executive Director - Flint NIPP
- Gary Hurand - Meadowbrook Development
- Peter Goodstein - Meadowbrook Development
- Richard King - City of Flint - DCED
- Mike Hannah - City of Flint - Police Department
- Barbara Robinson - Flint NIPP
- Bobby Wells - Executive Director - Flint Community Development Corporation
- Kim Yarber - Flint Community Development Corporation
- Claudia Smoot - Flint Community Development Corporation
- Harold Lewis - Flint Community Development Corporation
- Loyce Fletcher - Attorney - Flint Community Development Corporation
- Dan Park - Grainger & Park - Architect Phase 1
- Ralph J. Stephenson - Consultant

Major planning components of the Northern Town Center:

Following is the revised list of major planning components for the Northern Town Center. Note that the phases remain the same as previously but that the packages have been broken into smaller units so as to better identify the elements of the total program.

Component

October 1, 1990

- Phase 1 - Commercial Center & police station area
 - Package A - Michigan Department of Social Services building (dss)
 - Package B - Police station (pst)
 - Package C - All Town Center site work (siw)
 - Package D - Power house demolition (phd)
 - Package E - Commercial center portion of Town Center (ccc)
 - Package F - Bank (ban)
- Phase 2 - Community Center and Police Training Academy area
 - Package A - Field house pool (fhp)
 - Package B - Field house cleaning and repairs (fhc)
 - Package C - Field house roofing (fhr)
 - Package D - Field house major renovation (fhm)

Component

Monitored from:

- Summary network model - sheet #sm1 - issue #2 dated August 17, 1990 (wd 162)

Key project dates:

- Currently being set

Actions taken:

- Attended portion of FNIPP development meeting
- Reviewed general status of project
- Monitored project from summary network model - sheet #sm1 issue 2 dated 08/17/90 (wd 162)
- Reviewed status of commercial center work
- Discussed Department of Social Services lease status
- Reviewed status of field house work
- Discussed project delivery systems for the project
- Updated summary network model to issue #3, dated September 21, 1990 (wd 186)
- Began defining selection process of possible construction advisors or consultants

Project Status as of September 21, 1990 (wd 186) - measured

October 1, 1990

from summary network model, sheet #sm1, issue #2 dated August 17, 1990 (wd 162)

Phase 1 - package A - Department of Social Services (dss)

Currently Gary Hurand is reviewing the DSS lease and expects to have it to the DSS by September 28, 1990 (wd 191). The DSS will to review the lease and approve it for recommendation to the Joint Capital Outlay Committee by about October 26, 1990 (211). Approval of the JOCOC is anticipated by the end of December, 1990.

It should be noted that all these dates except the Gary Hurand review are tentative and should be checked.

Meanwhile construction documents for the DSS facility are being prepared by Grainger and Park. A decision should be made soon as to how far these should be taken without an executed agreement with the State of Michigan.

Phase 1 - package B - Police station (pst)

No major discussion was held on current status of the police station. This work must move hand in hand with the DSS building since it apparently is a condition of the DSS lease that the police station be operative.

Phase 1 - package C - Site work for entire project (siw)

No discussion was held on the status of work. The present site plan, sheet P-1, dated 4/26/90 (83) is being used in our monitoring discussions.

Phase 1 - package D - Power house demolition (phd)

No word available on current status

Phase 1 - package E - Commercial center (cce)

October 1, 1990

Design work on the commercial center base building has now proceeded to a point where basic decisions are needed relative to how the facility is to be designed and built. Full production work on construction documents has not yet started.

Leasing negotiations are in progress with the food market and with various drug store tenants.

Phase 1 - package F - Bank (ban)

No discussion was held on the work status.

Phase 2 - package A - Field house pool (fhp)

Renovation work to be done on the pool will depend to a large degree on the rulings of the health department on elements of the renovation. This matter is currently being followed by Manyam and Shull. No current information was available at this meeting.

Phase 2 - package B - Field House cleaning & repairs (fhc)

No word on current status.

Phase ² - package C - Field house roofing (fhr)

A reroofing contract has been let. No information was available on status of field work.

Phase ² - package D - Field house major renovation (fhm)

No word on current status. Mr. Loyce, Claudia Smoot, John McGarry & Richard King will follow to insure that the project concept and the progress of the job is presented properly to the neighborhood residents.

There is some indication that the City of Flint will operate the field house

October 1, 1990

as a community center. No formal word has been received on this however.

A major meeting is set for September 25, 1990 (188) with the mayor and the neighborhood group to discuss the project. Prior to this meeting Mr. Lewis and Mr. McGarry will discuss steps to be taken to move the project along.

Some discussion held on progress of construction documents for the field house. No current detailed information available.

Leasing and tenant work

Considerable discussion was conducted in the planning meeting concerning the additional tenants that might desired and available. Some of the types of space use discussed included:

- Laundromat
- Florist
- Pharmacy
- Secondary food store
- Medical offices
- Bakery
- Fast food restaurants
- Convenience store
- Bank
- Video sales
- Ice cream store
- Beauty parlor
- Barber shop

Work is ongoing on this list as the tenant mix is refined in the center.

An important goal of the project team is to attract solid, going, minority businesses to infill the major tenants now being considered. The main job now is to get major tenants committed.

October 1, 1990

Two leases of prime importance are the State of Michigan lease with the Department of Social Services, and the food market lease. The DSS lease must proceed through the process described briefly above. The food market and other commercial leases are executed through continuous close work with the individual tenants.

At our next meeting we should review the lease negotiation process, the preparation of exhibits, the preparation of tenant work construction documents, and the actual tenant work construction. These processes are critical and must be clearly understand and followed closely.

Reconstitution of Northern Community Development Corporation

This work is proceeding and the agreement is apparently agreed upon and in the final draft stage. There are some minor elements to be worked out and Mr. Roland and Mr. King are now working with the Northern Community Development Corporation to resolve the details. There was no authentic word on when this reconstitution will be complete.

Financing

The entire project team is continually looking for additional methods of financing the project. The basic methods of financing being used presently are through private grant monies such as those that might be available from the Mott Foundation; from leases paid out of sales generated income potential as in the commercial center; from government leases such as the DSS building and the police station; from special funding, such as TIFA; and from public grant monies available from the City, the State and the Federal government.

All members of the project team are constantly on the alert for new sources of funding since it is this funding that helps insure implementation.

October 1, 1990

Project Delivery Systems

There was considerable discussion about acceptable and effective methods of awarding construction advisor and field construction contracts. We again discussed the methods of arriving at a guaranteed maximum price while still insuring adequate cost control by knowledgeable construction people during the design period.

The project team was given information in monitoring report #2, dated September 3, 1990, about project delivery systems that could be used. In addition report #2 contained a list of factors which could be used to evaluate those companies being considered for participation.

Development of a description of the services to be provided by the construction consultant is currently in work by Mr. Roland and Mr. King in consultation with Grainger and Park.

It is important that identification of appropriate firms to do this work move ahead as soon as possible since undoubtedly an overlapping of construction document preparation, financing, land acquisition, and leasing will have to be accomplished to complete the job within the time frame desired. This means an early selection of the construction advisor and contractor is desirable.

Network modeling

As part of our session we updated the current network model sheet #sm1 to Issue #3, dated September 21, 1990 (wd 186). This network has been sent to Mr. Ronald Roland and to Mr. Richard King with the unedited meeting notes. Further distribution of these documents will be by Mr. Roland and Mr. King.

It should be noted on the network model that the parties responsible for various actions are shown in the upper left corner of each action. It is critical that these people be informed fully of the work they are expected

October 1, 1990

to accomplish. At each monitoring meeting we will make a detailed review of the actions completed, in work and to be done. This review is best done with the individuals and organizations responsible for the action.

A list abbreviations used is shown at the upper right of the network sheet.

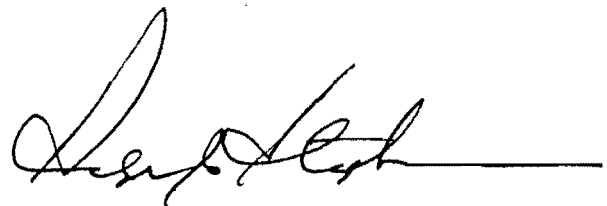
Future Meetings

The next monitoring session is set for Friday, October 12, 1990. This meeting is currently planned to be held at the DCED conference room adjoining Mr. Richard King's office. However there is still some discussion of the matter. I recommend the location be firmed up as soon as possible.

A suggested agenda is attached to this monitoring report.

General

I shall be in touch with Mr King and Mr. Roland soon to confirm the time, place and agenda for the next meeting to be held on Friday, October 12, 1990 (wd 201).

A handwritten signature in black ink, appearing to read 'Ralph J. Stephenson', followed by a horizontal line extending to the right.

Ralph J. Stephenson PE

- MANAGEMENT CONSULTING
- NETWORK MODELING
- CRITICAL PATH METHOD

COPY

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

323 HIAWATHA DRIVE
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PHONE (517) 772-2537

October 15, 1990

Subject: Monitoring Report #4
Northern Town Center
Flint, Michigan

From: Ralph J. Stephenson PE

Project: 90:34

Data disks: d094 & 234 rjs

Date of Monitoring: October 12, 1990 (wd 201)

Those Attending:
(some in meeting part time)

- Harold Lewis - NCDC
- Brenda Williams - NCDC
- Loyce Fletcher - NCDC - in meeting short time only
- Ronald Roland - Executive Director - Flint NIPP
- Barbara Robinson - Flint NIPP
- Gary Hurand - Meadowbrook Development
- Peter Goodstein - Meadowbrook Development
- Richard King - City of Flint - DCED
- Carol Walker - City of Flint - DCED
- John McGarry - City of Flint - DCED
- Dan Park - Grainger & Park - Architect Component #1
- Ralph J. Stephenson - Consultant

Major planning components of the Northern Town Center:

The major planning components for the Northern Town Center were reviewed and some slight modifications made to the list as given in monitoring report #3. The new list of project elements is as follows:

- Component #1 - Commercial Center & police station area
Package A - Michigan Department of Social Services building (dss)

October 15, 1990

- Package B - Police station (pst)
- Package C - All Town Center site work (siw)
- Package D - Power house demolition (phd)
- Package E - Commercial center portion of Town Center (ccc)
- Package F - Bank (ban)
- Package G - Demolition other than power house demolition (gde)
- Phase 2 - Community Center and Police Training Academy area
 - Package A - Field house pool (fhp)
 - Package B - Field house cleaning and repairs (fhc)
 - Package C - Field house roofing (fhr)
 - Package D - Field house major renovation (fhm)

Monitored from:

- Summary network model - sheet #sm1 - issue #3 dated September 21, 1990 (wd 186)

Key project dates:

- Currently being set

Actions taken:

- Reviewed status of project component #1 - Commercial Center
- Reviewed status of project component #2 - Field House
- Monitored project from summary network model - sheet #sm1, issue 3, dated 9/21/90
- Prepared preliminary factor and weight analysis procedure for selection of construction consultant
- Reviewed and prepared draft of request for proposal for retention of construction consultant.
- Prepared meeting notes (these are enclosed with this monitoring report)

Project Status as of October 12, 1990 (wd 201) - measured from summary network model, sheet #sm1, issue #3 dated September 21, 1990 (wd 186). Please note that responsibilities of various members of the project team are identified immediately following each project review. This list is to be refined and revised as necessary in succeeding meeting. |

October 15, 1990

suggest these responsibilities be conveyed to each of the appropriate project team members by Mr. Roland.

Component #1 - package A - Department of Social Services (dss)

Preparation and processing of the lease is still in work. Mr. Hurand is working on this with Mr. William Shedd, attorney for EDC and Mr. Olaf Karlstrom, City of Flint attorney. There was no word on when the actual lease will be started through the legislative process.

It is critical to clearly define the work included in shell or base building scope of work, and that included in tenant improvement work. Mr. Hurand, Mr. Dan Park and I reviewed the project in detail at our session and prepared a tabulation for each. This list is contained in the meeting notes under Current Project Status.

Although both base building work and tenant improvement work are to be done by the landlord, the lease rate will be adjusted to accommodate additional costs over the base building rate caused by inclusion of DSS desired work for their interior and exterior space. It is critical to control these now so the lease rates are maintained within the DSS and the NTC limits.

I suggest that all meetings with the Department of Social Services and the Department of Management and Budget be include those authorized to make decisions for the Owner and for the Tenant. This will help assure that decisions and agreements made in the meetings can be confidently used as a basis for design work. This suggestion was reviewed and agreed to by the project team.

Dan Park reported that at present construction documents are about 40% complete for the base building, with substructure (foundation) drawings being about 70% complete. This is a substantial amount of work completed and it is imperative that a system of cost checks and controls be instituted immediately to produce minimum reworking of the documents

October 15, 1990

for budget adherence.

It should be further cautioned that present tenant layouts are probably not the final tenant space plans. Therefore care should be taken to consider the tenant design information as preliminary until the Tenant officially releases the data. Premature preparation of working documents will be costly and disruptive.

The DSS is still expected to review the lease by about October 26, 1990 and approve it for recommendation to the Joint Capital Outlay Committee. Approval of the JOCOC is anticipated by the end of December, 1990.

Project team member responsibilities on DSS building include:

Gary Hurand

- Complete dss lease preparation & processing
- Define scope of dss base building & tenant improvement work
- Set dss lease rates
- Determine ownership transfer route

Dan Park

- Define scope of dss base building & tenant improvement work
- Continue preparing contract documents
- Participate in cost control procedures for project

Ron Roland

- Obtain funding
- Retain construction consultant
- Complete property acquisitions
- Complete dss lease preparation & processing

Component #1 - package B - Police station (pst)

No discussions were held on the current status of the police station. However it was again noted that construction of the police station must be concurrent with that of the DSS building.

October 15, 1990

Project team member responsibilities on the Police Station include:

Dan Park

- Plan timing for preparation of contract documents
- Prepare contract documents

Ron Roland

- Obtain funding
- Retain construction consultant
- Complete property acquisition
- Complete police lease or ownership negotiations

Component #1 - package C - Site work for entire project (siw)

Detailed site work data was not available. However, it was stressed, site work must be designed and constructed concurrent with the other package.

Project team member responsibilities on site work include:

Gary Hurand

- Make ongoing reviews of site plan design with prospective tenants
- Obtain site plan approvals from tenants

Dan Park

- Set timing for preparation of contract documents
- Prepare contract documents

Ron Roland

- Obtain funding
- Retain construction consultant
- Complete property acquisition

Component #1 - package D - Power house demolition (phd)

No word was available on the current project status. It was decided in our meeting that power house demolition would be kept separate from general demolition on the other site parcels.

October 15, 1990

Project team member responsibilities on power house demolition include:

Ron Roland

- Obtain funding
- Retain construction consultant
- Complete property acquisition

Dan Park

- Set timing for preparation of demolition specifications
- Prepare contract documents

Component #1 - package E - Commercial center (cce)

The food market lease is executed according to Mr. Hurand. There are still details to be worked out but the agreement appears firm.

The drug store tenant is yet to be picked. Increased interest is being shown by potential tenants.

Medical facility lease discussions will be intensified in the immediate future. Mr. Hurand is working on getting a tenant.

Project team member responsibilities on commercial facility include:

Gary Hurand

- Locate potential tenants for commercial space
- Negotiate and execute leases for the food market, drug store, medical building and remaining retail and office tenant space

Dan Park

- Set timing for preparation of contract documents
- Prepare contract documents

Ron Roland

- Obtain funding
- Retain construction consultant
- Complete property acquisition

October 15, 1990

Component #1 - package F - Bank (ban)

Mr. Hurand and Mr. Roland will prepare and submit a letter of understanding to the bank re vacation of the existing, and construction and occupancy of the new facilities. This is a rather complicated set of moves and must be given careful attention.

Project team member responsibilities on bank include:

Gary Hurand

- Prepare & submit letter of understanding to bank
- Negotiate conditions for move from existing to new facility

Ron Roland

- In conjunction with Mr. Hurand prepare and submit letter of understanding to bank
- Complete property acquisition

Component #1 - Package G - demolition other than power house

No major discussions were held re this work. It will probably be made a part of the land clearing package as various properties are acquired.

Project team member responsibilities on demolition include:

Ron Roland

- Complete property acquisition, relocation and vacation.

Dan Park

- Prepare specifications for demolition.

Component #2 - package A - Field house pool (fhp)

There is presently about \$40,000 allocated to pool construction by the State of Michigan equity fund. This money should be encumbered by December 31, 1990 (wd 256).

October 15, 1990

No word is available at present re the ruling of the Health Department on the scope of work to be done.

Project team member responsibilities on field house pool include:

Harold Lewis

- Follow up on funding for field house pool work.

John McGarry

- Assist Harold Lewis to follow up on funding.

Charles Williams

- Determine work to be done on pool.
- Prepare construction documents for pool renovation.
- Obtain health department approval of pool renovation.

Component #2 - package B - Field House cleaning & repairs (fhc)

The State of Michigan has given the neighborhood group \$50,000 to hire neighborhood workers for miscellaneous work on the field house. The grant was apparently made about two years ago and the State is now interested in getting the project for which the funds were intended under way.

Immediate steps to be considered include:

- Set the selection and hiring processes
- Organize the neighborhood resource to direct and do the work
- Determine the number of people needed and available
- Determine what the workers are to do
- Prepare inventory of skills and talents available

Possible projects might include:

- A new gym floor
- Painting the building interior
- A general building cleaning
- Taking needs inventory and setting schedules of improvement work
- Remodeling and reuse of rooms with lockers

Project team member responsibilities on field house clean up include:

October 15, 1990

Harold Lewis

- Follow up and assist in organizing work effort
- Determine status of funding

John McGarry

- Assist Harold Lewis in organizing work effort
- Work with Harold Lewis in checking funding availability

Charles Williams

- Determine skills needed to do work required

Component #2 - package C - Field house roofing (fhr)

The roofing contract has been let. No information was available on status of field work.

Component #2 - package D - Field house major renovation (fhr)

There was no new word on the current status of the major renovation program progress. Mr. Loyce, Claudia Smoot, John McGarry & Richard King were following this matter to insure that the project concept and the progress of the job is identified and presented to the neighborhood residents.

Schematic design documents have been prepared for the training academy and the garage. Additional space uses under consideration include the YMCA, several multiple purpose community rooms, and some community classrooms.

Project team member responsibilities on field house renovation include:

Harold Lewis

- Continue setting scope of program with neighborhood group

John McGarry

- Assist Harold Lewis in setting scope of program

Charles Williams

- Prepare construction documents as required

October 15, 1990

Leasing and tenant work

Mr. Hurand is providing the principal work on the commercial space leasing. Harold Lewis and John McGarry are working on the field house space use. Status of leasing was reviewed under the appropriate project description above.

Reconstitution of Northern Community Development Corporation Financing

The reconstitution is substantially complete. The only major remaining item is for the Flint City Council to appoint its members to the Corporation. This is expected to be done shortly.

Plans are presently to hold a joint meeting of the groups involved at the Ramada Inn sometime in November, 1990.

Funding

An ongoing search is being made for additional project financing. Mr. King and Mr. Roland will update the project financing prospectus in the near future. Mr. Roland will also be meeting with the Mott Foundation contract officer staff the week of October 14, 1990. There was a brief discussion of the amount of grant funding needed. The project team decision was to seek a total of \$5.5 million.

Project team member responsibilities on funding include:

Ron Roland

- Continue to seek funding from all possible sources.
- Update project prospectus.
- Continue working with Mott Foundation to acquire funding.
- Check all current funding sources available.
- In conjunction with Richard King update pro forma.

Richard King

October 15, 1990

- In conjunction with Mr. Roland, update pro forma.

Carol Walker

- Assist Mr. Roland and Mr. King in funding matters.

Property Acquisition

A decision was made in the meeting to concentrate immediate acquisition efforts on acquiring parcel #2 (two residences). This acquisition is already funded although the money still must be obtained from the State of Michigan. It is estimated that the funds could be transferred in about one month. Mr. Roland is to prepare a written request for Betty Wilson and Howard Clark at the City to proceed with the necessary steps.

It is important to obtain a clear picture of relocation and rezoning needs for the acquisitions. Mr. Roland will work on this with Mr. Jim Race at the DCED.

Project team member responsibilities on property acquisition:

Ron Roland

- Insure that proper relocation steps are defined and taken.
- Insure that rezoning procedures are defined and taken.

Carol Walker

- Assist Mr. Roland in acquisition, relocation and rezoning.

Construction Consultant

A preliminary request for proposals from construction consultants was reviewed at the meeting. Revisions were made to the draft and a copy of the revised document was given to Richard King. It is expected that he will review it with Ron Roland and put it in a final form to be issued to prospective participants.

Project team member responsibilities on construction consultant include:

October 15, 1990

Ron Roland

- Complete prepare and issue the request for proposals.
- Place necessary advertisements.
- In conjunction with others, select construction consultant

Gary Hurand

- Assist in selecting the construction consultant.

Richard King

- Assist in selecting the construction consultant.

Harold Lewis

- Assist in selecting the construction consultant.

Dan Park

- Assist in selecting the construction consultant

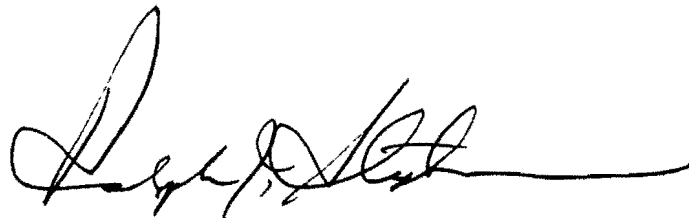
Network modeling

No network models were updated at this session.

Future Meetings

The next monitoring session is set for Friday, November 2, 1990. This meeting is to be held at the DCED conference room adjoining Mr. Richard King's office.

A suggested agenda will be sent to Mr. Roland and Mr. King in the near future.



Ralph J. Stephenson PE

COPY

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

October 16, 1990

To: Mr. Ron Roland, NIPP
Mr. Richard King DCED

From: Ralph J. Stephenson PE

Subject: Tentative activity responsibility
Northern Town Center
Flint, Michigan

Project: 90:34

Monitoring report #4 contained a list of the people currently responsible for certain actions on this project. This information was derived by me from our monitoring meeting on October 12, 1990. Since clear cut responsibilities must be defined for this project work, I suggest we continue to pinpoint the needed activities of those active on the job at each monitoring.

The list given in Monitoring #4 is tentative from my own observations. It would be appreciated if those involved would note corrections and additions to make at our next meeting review.

Below is listed the same information as in Monitoring Report #4 only in slightly different form. Please distribute as you see necessary. The listing of names is random.

Major responsibility and activity as of 10/12/90

Gary Hurand

- ✓ Department of Social Services (dss)
 - ✓ ● Complete dss lease preparation & processing
 - ✓ ● Define scope of dss base building & tenant improvement work
 - ✓ ● Set dss lease rates
 - ✓ ● Determine dss ownership transfer route

October 16, 1990

Site work (siw)

- Make ongoing reviews of site plan design with prospective tenants
- Obtain site plan approvals from tenants

Commercial Center

- Locate potential tenants for commercial space
- Negotiate and execute leases for the food market, drug store, medical building and remaining retail and office tenant space

Bank (ban)

- ✓ ● Prepare & submit letter of understanding to bank
- Negotiate conditions for move from existing bank to new bank

Construction consultant

- Assist in selecting the construction consultant.

Ronald Roland

Department of Social Services (dss)

- Obtain dss funding
- Retain construction consultant
- Complete dss property acquisitions
- Complete dss lease preparation & processing

Police station (pst)

- Obtain pst funding
- Retain construction consultant
- Complete pst property acquisition
- Complete police lease or ownership negotiations

Site work (siw)

- Obtain siw funding
- Retain construction consultant
- Complete siw property acquisition

Power House demolition (phd)

- Obtain phd funding
- Retain construction consultant
- Complete phd property acquisition

Commercial Center (cce)

- Obtain cce funding
- Retain construction consultant

October 16, 1990

- Complete cce property acquisition

Bank (ban)

- In conjunction with Mr. Hurand prepare and submit letter of understanding to bank
- Complete bank property acquisition

Demolition other than power house (gde)

- Complete all property acquisition, relocation and vacation.

Funding

- Continue to seek funding from all possible sources.
- Update project prospectus.
- Continue working with Mott Foundation to acquire funding.
- Check all current funding sources available.
- In conjunction with Richard King update pro forma.

Property acquisition

- Insure that proper relocation steps are defined and taken.
- Insure that rezoning procedures are defined and taken.

Construction consultant

- Complete prepare and issue the request for proposals.
- Place necessary advertisements.
- In conjunction with others, select construction consultant

Dan Park

Department of Social Services (dss)

- Define scope of dss base building & tenant improvement work.
- Continue preparing dss contract documents.
- Participate in cost control procedures for dss project.

Police Station (pst)

- Plan timing for preparation of police station contract documents
- Prepare police station contract documents

Site work for entire project (siw)

- Plan timing for preparation of site work contract documents
- Prepare site work contract documents
- Participate in cost control procedures for site work.

Power House demolition (phd)

- Set timing for preparation of demolition specifications

October 16, 1990

- Prepare demolition contract documents

Commercial Center (cce)

- Set timing for preparing commercial center contract documents
- Prepare contract documents for commercial center
- Set timing for preparation of contract documents.
- Participate in cost control procedures for commercial center.

Demolition other than the power house (gde)

- Prepare general demolition specifications.

Construction consultant

- Assist in selecting the construction consultant.

Harold Lewis

Field House pool (fhp)

- Follow up on funding for field house pool work.

Field House cleaning and repairs (fhc)

- Follow up and assist in organizing cleaning and repair work effort
- Determine status of cleaning and repair funding

Field House major renovation (fhm)

- Help set scope of major renovation with neighborhood group.

Construction consultant

- Assist in selecting the construction consultant.

John McGarry

Field House pool (fhp)

- Assist Harold Lewis to follow up on field house pool funding.

Field House cleaning and repairs (fhc)

- Assist Harold Lewis in organizing cleaning and repair work effort
- Work with Harold Lewis in checking funding availability

Field House major renovation (fhm)

- Assist Harold Lewis in setting scope of renovation program.

Charles Williams

Field House pool (fhp)

- Determine work to be done on pool.
- Prepare construction documents for pool renovation.

October 16, 1990

- Obtain health department approval of pool renovation.
Field House cleaning and repairs (fhc)
- Determine skills needed to do cleaning and repair work required
Field House major renovation (fhm)
- Prepare major renovation construction documents as required

Richard King

Funding

- In conjunction with Mr. Roland, update pro forma.

Construction consultant

- Assist in selecting the construction consultant.

Carol Walker

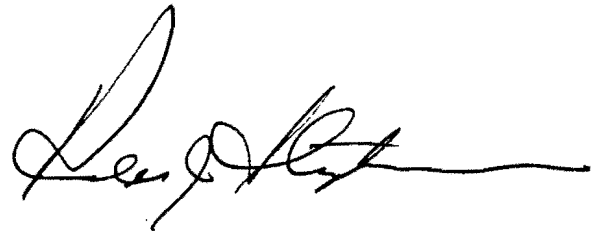
Funding

- Assist Mr. Roland and Mr. King in funding matters.

Property acquisition

- Assist Mr. Roland in acquisition, relocation and rezoning

Note: It is emphasized that the above list is preliminary and subject to revisions as desired by the project team members.



Ralph J. Stephenson PE

- MANAGEMENT CONSULTING
- NETWORK MODELING
- CRITICAL PATH METHOD

COPY

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

323 HIAWATHA DRIVE
MT. PLEASANT, MICHIGAN 48858
PHONE (517) 772-2537

November 5, 1990

Subject: Monitoring Report #5
Northern Town Center
Flint, Michigan

From: Ralph J. Stephenson PE

Project: 90:34

Data disks: d094 & 234 rjs

Date of Monitoring: November 2, 1990 (wd 216)

Those Attending:

(some in meeting part time)

- Harold Lewis - NCDC
- Claudia Smoot - NCDC
- Bobby Wells - Flint Community Development Corporation
- Ronald Roland - Executive Director - Flint NIPP
- Gary Hurand - Meadowbrook Development
- Peter Goodstein - Meadowbrook Development
- Richard King - City of Flint - DCED
- Carol Walker - City of Flint - DCED
- Dan Park - Grainger & Park - Architect for Component #1
- Ralph J. Stephenson - Consultant

Monitored from:

- Summary network model - sheet #sm1 - issue #3 dated September 21, 1990 (wd 186)

Key project dates:

- Currently being set

Actions taken:

- Reviewed status of project component #1 - Commercial Center
- Monitored project from summary network model - sheet #sm1, issue 3,

- MANAGEMENT CONSULTING
- NETWORK MODELING
- CRITICAL PATH METHOD

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November 5, 1990

dated 9/21/90

- Discussed and decided on time table for retaining construction consultant.
- Prepared meeting notes (edited notes enclosed with this monitoring report).
- Decided on short term work assignments within group
- Prepared short term plan of work - sheet #1, issue #1 dated November 2, 1990 (wd 216)

Component #1 - package A - Department of Social Services (dss)

Construction contract documents are now about 75% complete and Mr. Hurand requested Mr. Park to prepare a summary cost estimate of base building work and tenant improvement work. The estimates will be used to complete preparation of the DSS lease for submission to the DMB, the DSS and the Michigan Joint Capitol Outlays Committee. The JCOC is expected to take action on the lease in mid January, 1990

Although it would be preferable to have the construction consultant's input to this process, the estimates are needed immediately and the construction consultant may not be available to the project team until early or mid December, 1990.

Upon approval and execution of the DSS lease following JCOC approval, the project team has a grace period of about two months to break ground for field construction. Thus the next four month, November, 1990 through, March, 1991 are extremely critical to the project.

We discussed the work scope list of base building and tenant improvements prepared at our October 12, 1990 monitoring meeting. This list should be reviewed carefully by the owner to insure that the scope of work remains buildable at the costs required by the lease terms.

The project team members requested that all future tenant improvements being considered by the DSS and the DMB be carefully examined and

November 5, 1990

documented to insure that they have official status.

The project team also asked that past requests for tenant improvement work be documented to the greatest extent possible.

Immediate future project team member responsibilities on DSS building include:

Gary Hurand

- Complete define scope of DSS base building & tenant improvement work
- Set DSS lease rates
- Complete prepare DSS lease & submit to DMB
- Obtain letter of commitment on DSS lease intentions for inclusion in Mott Foundation grant request
- Firm up ownership transfer route

Dan Park

- Complete define scope of base building & tenant improvement work
- Prepare summary cost estimate of base building and tenant improvement work

Ron Roland

- Complete lease preparation & processing with Mr. Hurand

Component #1 - package B - Police station (pst)

Mr. Park said that construction documents are about 70% complete. It will probably require another 15 to 20 working days to complete preparation of these.

We briefly discussed the review and sign off procedures for police station construction documents. Apparently there is no formal policy in effect at present. I strongly suggest that some review and sign off mechanism be instituted for all components and packages.

Also it would be well to complete prepare and execute a lease for the police station with the City of Flint. This may be an appropriate document

November 5, 1990

to include with the grant request to Mott.

Immediate future project team member responsibilities on the police station include:

Dan Park

- Prepare summary cost estimates for project

Ron Roland

- Obtain funding
- Prepare lease document draft & review with City of Flint
- Establish formal approval and sign off procedures

Component #1 – package C – Site work for entire project (siw)

Mr. Park reported that site work construction documents are about 30% complete. The need at present is to set the bank location and to firm up the configuration of the commercial center. It was stressed that site improvements must be designed and built concurrently with other early portions of the project.

Immediate future project team member responsibilities on site work include:

Gary Hurand

- Make ongoing reviews of site plan design with prospective tenants
- Obtain site plan approvals from tenants
- Fix site plan

Dan Park

- Prepare contract documents as information becomes available

Ron Roland

- Fix site plan

Component #1 – package D – Power house demolition (phd)

From previous estimates demolition of the power house should run about \$150,000. This work package should be studied thoroughly since by the

November 5, 1990

time site work and building construction work is to begin the demolition program must have been closely related to construction of the other component packages. Demolition must not be allowed to hold up construction of the project.

Any abatement measures required as a part of the boiler house demolition should be identified early. These sometimes prove very disruptive.

Immediate future project team member responsibilities on power house demolition include:

Ron Roland

- Check on abatement needs of project
- Validate cost estimates for the project

Component #1 - package E - Commercial center (cce)

No major discussions were held on this package work. Preparation of construction documents has not yet begun in production. Early leases are currently being discussed and negotiated.

It would be well to get letters of intent, interest or commitment from as many potential tenants as possible, and to include these, if permissible, in the Mott grant application.

Mr. Hurand is currently directing heavy efforts to locating and negotiating commitments for a medical facility. This could be an important lease and a letter of commitment would help in obtaining grant and equity funding.

Immediate future project team member responsibilities on the commercial facility include:

Gary Hurand

- Locate potential tenants for commercial space
- Obtain letters of intent and/or executed leases for the food market, drug

November 5, 1990

store, medical building and remaining retail and office tenant space for possible inclusion in Mott Foundation grant application

- Obtain letter of lease interest by Perry for inclusion in Mott Foundation grant application

Component #1 - package F - Bank (ban)

The bank move onto the site is a critical element to resolve since once project construction begins it will be necessary to have the site plan in final form.

There was no authentic word on the current intentions of the bank. This matter is being followed closely by Mr. Hurand and Mr. Roland.

Immediate future project team member responsibilities on the bank package include:

Gary Hurand

- Continue to negotiate conditions for move from existing to new facility

Ron Roland

- Work with Mr. Hurand on negotiations with bank for move to facilities on the commercial center site.

Component #1 - Package G - demolition other than power house

No major discussions held on this package at the monitoring meeting

Component #2 - package A - Field house pool (fhp)

No major discussions held on this package at the monitoring meeting

Component #2 - package B - Field House cleaning & repairs (fhc)

No major discussions held on this package at the monitoring meeting.

November 5, 1990

Component #2 - package C - Field house roofing (fhr)

Roofing of the facility is apparently complete.

Component #2 - package D - Field house major renovation (fhrm)

No major discussions held on this package at the monitoring meeting.

Funding

Immediate future project team member responsibilities on funding include:

Ron Roland

- Continue to seek grant & equity funding from all possible sources
- Update project prospectus
- In conjunction with Carol Walker prepare and submit Mott grant application package
- Continue identifying funding sources available
- Work with City of Flint on no interest loans for property acquisition
- Obtain letters of financial intent or commitment for inclusion in Mott Foundation grant application from lending institutions
- Obtain letter of commitment from Citizens Bank on their new facility intentions for inclusion in Mott Foundation grant application

Carol Walker

- Work with Mr. Roland in preparing Mott grant application

Property Acquisition

No major discussion was held at the monitoring meeting on property acquisition other than the funding needed.

Construction Consultant

November 5, 1990

The time table for retaining the construction consultant was discussed and agreed to by the project team. The sequence is as follows:

- By pm November 12, 1990 (wd 223) - Complete prepare and publish requests for proposal
- am November 16, 1990 (wd 226) - Hold briefing meeting for those responding to the request for proposal
- By pm November 26, 1990 (wd 232) - Submit proposals
- By pm December 3, 1990 (wd 237) - Evaluate proposals and prepare short list of candidates to interview
- By pm December 5, 1990 (wd 239) - Interview candidates and select consultant for final negotiations

Mr. Richard King has prepared a rough draft of the request for proposal and it is currently being reviewed.

Immediate future project team member responsibilities on construction consultant include:

Ron Roland

- In conjunction with Richard King complete prepare and issue the request for proposals
- Place necessary advertisements
- In conjunction with others, select construction consultant

Gary Hurand

- Assist in selecting the construction consultant

Richard King

- Prepare, in conjunction with Ron Roland, the request for proposals
- Assist in selecting the construction consultant

Harold Lewis

- Assist in selecting the construction consultant

Bobby Wells

- Assist in selecting the construction consultant

Claudia Smoot

- Assist in selecting the construction consultant

November 5, 1990

Dale Grainger and Dan Park

- Assist in selecting the construction consultant

Network modeling

A short term network model, sheet #1, issue #1, dated November 2, 1990 (wd 216) was prepared in conjunction with Ronald Roland and Carol Walker. This network was concentrated on activities to be done over the next two months. A copy was given to Mr. Roland for further distribution by him to the project team.

Future Meetings

The next monitoring session is to be set and confirmed. It will be held in the DCED conference room adjoining Mr. King's office.

A suggested agenda will be discussed with Mr. Roland and Mr. King in the near future.

A handwritten signature in black ink, appearing to read 'R. J. Stephenson', with a long horizontal line extending to the right.

Ralph J. Stephenson PE

COPY

Ralph J. Stephenson PE PC
Consulting Engineer

December 3, 1990

Subject: Monitoring Report #6
Northern Town Center
Flint, Michigan

From: Ralph J. Stephenson PE

Project: 90:34

Data disks: d094 & 234 rjs

Dates of Monitoring: November 16, 1990 (wd 226) & November 30, 1990 (wd 235)

Those Attending:

(some in meeting part time)

November 16, 1990 (wd 226) - briefing meeting at city hall. See minutes of meeting by Richard King for list of those attending.

November 30, 1990 (wd 235) - project monitoring and construction consultant selection meeting at DCED conference room

- Harold Lewis - NCDC
- Claudia Smoot - NCDC
- Bobby Wells - Flint Community Development Corporation
- Ronald Roland - Executive Director - Flint NIPP
- Gary Hurand - Meadowbrook Development
- Peter Goodstein - Meadowbrook Development
- Mike Brown - City of Flint - DCED
- Richard King - City of Flint - DCED
- Carol Walker - City of Flint - DCED
- Dale Grainger - Grainger & Park - Architect for Component #1
- Ralph J. Stephenson - Consultant

Monitored from:

- Short term plan of action, Sheet #1 - issue #1, dated November 2, 1990 (wd 216)

Actions taken:

- Attended briefing meeting of those intending to submit construction consultant proposals

Ralph J. Stephenson PE PC
Consulting Engineer

December 3, 1990

- Reviewed current status of project component #1 - Commercial Center
- Monitored project from short term plan of action, Sheet #1 - issue #1, dated November 2, 1990 (wd 216)
- Reviewed construction consultant proposals and selected three of the six companies proposing to make presentation to selection committee
- Prepared set of rough notes on pointers for selection committee guidance in construction interviews

Construction consultant briefing meeting - November 16, 1990 (wd 226)

On Friday, November 16, 1990 (wd 226) a meeting was held of the selection committee members and other interested parties with those proposing their services as construction consultant on the project.

The results of the meeting, notes on those attending, and a summary of the questions asked are given in notes dated November 20, 1990 (wd 228) written and distributed by Richard King.

Monitoring and construction consultant screening meeting - November 30, 1990 (wd 223)

This meeting was primarily for the purpose of selecting three construction consultant firms for the final interview session. The entire selection committee attended and after a very careful and objective review of the six proposals each of the candidates was rated. Factors used in the evaluation have been defined in previous monitorings. It is the intent to hold the final interviews in the morning of December 5, 1990 (wd 238). A selection will be made immediately after the interviews.

December, 1990 is a pivotal time point in the project since during December two vital meetings will be held that will heavily influence launching active project construction work. One of these events is a presentation to the Mott Foundation and their subsequent review to award a grant for a portion of the work. This grant is seen as vital to the program and great care is being taken to insure that proper steps are taken, and that the presentation contains as much back up material as is available.

The second event of importance is a meeting of the State of Michigan Joint Capital Outlays Committee. Approval of the Department of Social Services office building lease is on their agenda. Approval will give strong impetus to obtaining grant and private

Ralph J. Stephenson PE PC
Consulting Engineer

December 3, 1990

funding so essential to the development.

Thus during December the project management committee must work intensely and with good direction to see that all project data is in order and presented correctly.

Prior to beginning selection of the finalists for construction consultant, we monitored the project status from the short term plan of action, sheet #1, issue #1, dated November 2, 1990 (wd 216).

Cost estimates of the DSS building have been made and incorporated into a lease proposal submitted to the Department of Social Services and the Department of Management and Budget in November, 1990. Apparently the proposal was acceptable to the staff and will go before the December, 1990 meeting of the State Joint Capital Outlay Committee.

Preparation of the Mott grant request has moved slowly and considerable work remains. Mr. Hurand and Goodstein will obtain as specific letters of commitment as possible from private lending sources available. These will be in hand early the week of December 3, 1990.

The City Council resolution regarding the police station lease will be obtained and made a part of the grant request. Mr. Hurand will obtain a letter from the appropriate State agency outlining the position of the State on the DSS lease. He said he will have this in hand by Monday, December 3, 1990.

The intentions of the potential drug store tenant will be summarized in a letter by the local real estate firm working on the lease. Mr. Hurand will also get a statement of general intent from Citizens bank relative to their new branch operation. The food market letter of intent or lease is apparently available now and will also be made a part of the grant package.

The community revitalization plan is being assembled by Carol Walker and will be available early the week of December 3, 1990.

This material should allow Mr. Roland to complete prepare and submit the package to the contract officer at the Mott Foundation in time to be put on the December, 1990 board agenda. Ron Roland and Carol Walker will follow up on this submittal.

Ralph J. Stephenson PE PC
Consulting Engineer

December 3, 1990

It has been determined by Ron Roland that the City of Flint cannot provide an interest free loan to purchase some of the properties need for the Northern Town Center. Other sources of purchase funds must be obtained.

There still must be determined the abatement needs at the power house and other areas and structures to be demolished. This investigation should be initiated immediately since, if the project moves ahead soon, demolition work might best be done early in the work sequence.

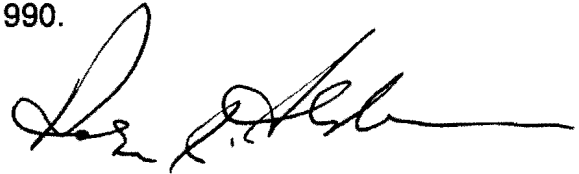
Component #2 - Field house

No major discussions were held on this component at our monitoring meeting. However prior to the monitoring session a short meeting was held with a Lutheran organization that has exhibited interest in the facility. This meeting was attended by some of the team members as a part of the project management meeting.

General summary

The month of December, 1990 is a very crucial point in the Northern Town Center and careful attention and follow up is essential on the part of the project management team. If matters go well we probably will be moving ahead rapidly in late December, 1990 to complete design and initiate actual field construction as soon as feasible.

I shall be in touch with Richard King and Ron Roland shortly to confirm the next monitoring date presently set for December 14, 1990.



Ralph J. Stephenson PE

November 30, 1990

Notes for construction consultant interviews

- Set agenda
- introduction of people all parties - 5 minutes
- A principal of the bidder, a project mgr and a field mgr should all be present. Others can come but at least those 3
- Bidder should make a presentation
- Those being interviewed should contain
 1. field personnel
 2. project mgmnt personnel
 3. support personnel available
 4. availability of these people

- How are they going to plan and schedule? Should use network modelling. How will this team do this job?
- How do they process changes?
- Have them present to you a proposed fee structure, this is critical. Has to be a part of the evaluation process.
- Need from them a method you can arrive at a contract that can be executed. Be sure they address the matter of working in the design and construction area.
- It is important that they know that these buildings will not be built all at once. General conditions could run between \$200 - \$800 per day.
- They should address their attitude towards claims. Do not ask closed questions of team. Has to answer besides yes or no. What is their attitude toward contested claims. How do they like to resolve disputes - through administrative settlements? Contested claims we want to avoid.
- To what extent is the owner going to be involved. Address how the town center job will impact on their work load. Will they assign anyone who is available. What will he do. What is his authority. Talk to them about minority participation. Watch their eyes, do they fidget. Tell us about your philosophy on minority employment.

- They should be told ahead of time that this is what expected. 20 minutes of questions .. should come from you and to you and should be basically open questions. Make sure they are answered honestly. If you do not

November 30, 1990

answer them this way, it will cost you a lot of money.

- Make it clear in your Q & A do they understand the phasing of this job. For demolition we have power house, dry cleaner, etc. How will you handle abatement.
- We would like to hear your views on tenant improvement work and the relation between landlord work and tenant improvement work. The building is a base shell, there has to be a clear distinction of what you provide and what they provide. You are obligated to tell them the difference between tenant improvement work which is part of our lease arrangement.
- Tenant improvement is cost plus? You have to decide if you are going to let the tenant select an architect. Part of final negotiation is the firm you select.
- It is the intent of the owner to design & install tenant improvements in accordance with what the tenant desires and recognized standards of the lease.
- Reputation with local authorities, trade unions, subcontractors, owners, arch/engineers, local banks, payment practices, past record with City of Flint and other public agencies in the area, and past marketing promises compared to past performance.
- Understand their attitude toward contested claims
- Stress you do not want contested claims on this job.
- Keep the environment clean and present clear cut ideas on how you are going to run this job. contractor wants to know who is doing job who pays checks who issue cert. of substant. completion cert. of occupancy - what about building permits needed.
- What are your obligations as the owner? Questions you ask them should deal with arrangements they are willing with which to work with you. what else involved in paying for their work. Exhaust every possibility. What is not included in their fee. Who makes the decisions. Who can they go to if they have any questions.
- Decide how to organize & run this job. Choose someone in this room. What form of payment, title company, etc. Whoever owns this job makes the decisions and pays them. Then they will disburse to the workers.
- Payments Retentions, collections & final payments. If you want a copy Ralph can provide before they leave.

November 30, 1990

- Direct payment - payment received by contractor & made directly to them.
- Closing out project is very complex and we are dealing with an amateur owner. We should reassure them. First year will be Meadowbrook. Make it clear to them the arrangements for which this job is taken over. Insist on good operation and maintenance manuals. Good construction record drawing.
- "Closing out the Project will also be copied and given to everyone that wants one.
- Final - Who is going to run meeting (R. Roland)
They will look to him as being in charge of this entire job.
- On the site what if someone pushes down a wall? How do we get it paid for? Who do they call? They call Ron.
- Give team a brand new rating sheet and start from scratch. Now, we will rate them on a further investigation of their abilities. You have to call in a contractor then negotiate a final contract with them. Get all the terms down, if you want your attorney in, then that OK. Not necessary.
- We want at least 3 construction consultant people in the meeting, ownership rep., office & proj. manager and field supervision.
- Ask them about the minority representation in the project. Keep in mind what you mean by minorities and tell them what you want. They don't know on their own. For subs you have to pick the best minority contractor among all minorities that bid.
- There is to be a joint selection. When you pick who you want, you have one more crack at that contract.
- Stress this is a critical month for us. If we pass January 1, 1991 without commitments, we are in trouble.
- You will pay for those invoices submitted from that contractor. If you select a sub that is higher, you must pay the higher amount.
- If the owner holds the contracts, the consultant will merely manage work in the field; he controls the subcontracting.

Address in 20 minute presentation:

November 30, 1990

- Stated by Gary Hurand:
- Have main rep. close the 5 minute summary in the end.
- We are at the job Wed., of next week. We will be approved next Wed.
- The contractor will have to move quickly in order to get in and out of this job.
- What happens after the meeting? We all sit & go thru it and decide. Fill out the sheets and give them to Richard for tabulation.
- Ralph & Dale will be at the final meeting. There should not be any more than 2 people there in the final negotiations. Meet at 8:00 and start the meeting at 9:00 on Wednesday, Dec. 3rd. Should be done at 12:00 noon, go to lunch then come back to decide.
- Final neg. meeting: Each person must have a reason to be there:

Harold (owner)

Ron(owner/dev.)

Gary(advisor)

Richard (for EDC)

Dale & Ralph(for resources, only.)

**Ralph J. Stephenson PE PC
Consulting Engineer**

December 3, 1990

Subject: Monitoring Report #7
Northern Town Center
Flint, Michigan

From: Ralph J. Stephenson PE

Project: 90:34

Data disks: d094 & 234 rjs

Dates of Monitoring: December 14, 1990 (wd 245) & December 19, 1990 (wd 248)

Those Attending:

December 14, 1990 (wd 245) - monitoring meeting at DCED conference room (some in meetings part time)

- Harold Lewis - NCDC
- Ronald Roland - Executive Director - Flint NIPP
- Bobby Wells - Flint Community Development Corporation
- Mike Hannah - Flint police department
- Richard King - City of Flint - DCED
- Carol Walker - City of Flint - DCED
- Gary Hurand - Meadowbrook Development
- Peter Goodstein - Meadowbrook Development
- Ralph J. Stephenson - Consultant

December 19, 1990 (wd 248) - construction consultant negotiating team meeting at Flint NIPP conference room

- Harold Lewis - NCDC
- Ronald Roland - Executive Director - Flint NIPP
- Gary Hurand - Meadowbrook Development
- Richard King - City of Flint - DCED
- Ralph J. Stephenson - Consultant

Monitored from:

- Short term plan of action, Sheet #1 - issue #1, dated November 2, 1990 (wd 216)

Actions taken:

- Made general review of project status

**Ralph J. Stephenson PE PC
Consulting Engineer**

December 3, 1990

- Discussed observations and reports from various members of the project management team
- Monitored project from short term plan of action, Sheet #1 - issue #1, dated November 2, 1990 (wd 216)
- Reviewed key points to be considered in negotiations with prospective construction consultant

Monitoring meeting - Flint DCED conference room, December 14, 1990 (wd 245)

The early part of our monitoring discussions were devoted to general observations and comments on the commercial center component #1.

The Department of Social Services lease has not yet been approved by the Joint Capital Outlays Committee. It will be necessary to internally firm up project costs, work scope and lease amounts to complete lease negotiations and execution. A meeting with the State departments involved and the Flint DSS project team was held in the late morning of December 14, 1990 (wd 245). Apparently this meeting went well and State approval may be possible early in 1991. It is important to remember that after Joint Capital Outlays Committee approval the lease may also have to be approved by the Administrative Board. This procedure should be checked to avoid last minute delays that could be avoided by front end planning.

Careful and continuous cost controls must be exerted on the DSS building just as soon as possible so as to proceed with confidence in meeting the requirements of the State in their lease. Mr. King requested that he receive the financial analyses for the DSS and other component #1 projects to review. Mr. Hurand will conduct this review with Mr. King.

Police station construction funding is apparently not available from current grants. Station costs will probably have to be considered a project capital outlay and come from construction funding.

We next briefly reviewed major operational aspects of managing the center as it is brought on line. This matter along with the ownership arrangements to be adopted must be given careful attention now. Ownership identities especially should be set early since by the time the construction consultant is retained the owner organization should be well established. We have attempted to address this matter at some of our recent meetings, but official action on ownership, authority and responsibility still is to

**Ralph J. Stephenson PE PC
Consulting Engineer**

December 3, 1990

be taken.

The ownership structure will affect how the commercial center, the DSS building and the site will be operated and maintained. Since this is a project that must be built and put into operation in a relatively short time it is imperative that these matters be addressed now.

The Mott grant funding request was not put on the Foundation's December, 1990 board meeting agenda. There have been delays in submitting the grant request package to Mott. The agreements, documents and commitment letters needed for the package were again identified at our meeting and each was discussed in detail. The most critical of these are listed below.

A. Those acquired and ready to submit

- 1.) Supermarket - Lease has been negotiated and executed.
- 2.) Police station - Gail Walker has a copy of the council resolution.
- 3.) Community revitalization plan - Gail Walker says this has been prepared and is available.

B. Those yet to be acquired:

- 1.) Department of Social Services - This item was reviewed above.
- 2.) Medical office - Negotiations in work with several potential tenants. Some good prospects.
- 3.) Drug store - Negotiations are in work with several potential tenants. One shows good promise.
- 4.) Bank - The potential tenant is still evaluating how they should proceed to construct and occupy a new facility. Mr. Hurand is following.
- 5.) NRDC - Need formal letter of commitment from NRDC on the project. The content of the commitment letter needed was not totally clear. However the ownership and operating positions of the NRDC should be contained in the application.
- 6.) Funding identification - Need official letter defining and describing all actual and expected grant sources. Also need any commitment letters that are available concerning conventional funding for the project.

In the afternoon Mr. Richard King and I made a tour of the site, inspecting surrounding neighborhood, the nature of the unoccupied ground areas and the existing power house and field house.

**Ralph J. Stephenson PE PC
Consulting Engineer**

December 3, 1990

The scope of work included in the demolition of the power house is still a matter that must be resolved. Mr. King mentioned that there may be some utility tunnels from the power house to various parts of the site. A determination should be made now as to the amount of abatement work needed in the power house and in the tunnels. It is important that when the building contractors and site work contractors move on the job that all potential interferences with a good construction flow have been removed or moderated. As a part of this process the power house, tunnel and utility abatement needs must be determined just as quickly as possible.

Mr. King and I could not gain access to the interior of the field house and limited our inspection to the building exterior skin. It did appear that the reroofing has been done. There is considerable clean up needed and I presume the field house roofing contractor will remove whatever trash and debris is his from the site.

On December 19, 1990 (wd 248) I attended a short segment of a negotiating discussion meeting. The main agenda dealt with items to be discussed in negotiating a contract with the construction consultant. Main points covered while I was in the meeting included:

- 1.) It is very important that the ownership, authority and responsibility patterns for the project be set by the development and project group before entering into final construction consultant negotiations.
- 2.) I recommended the leadership on the project be provided by one individual acting for the owner. Centralization of owner leadership and representation on construction projects of this nature is very critical to their success
- 3.) Payment methods should be established that insure quick turnaround of all legitimate pay requests. The key that unlocks best field performance by a good designer or contractor is prompt payment processing by the owner.
- 4.) The exit fee and the conditions surrounding it for the construction consultant and the owner should be clearly established should be clearly established during the negotiations.
- 5.) It was recommended that a tentative grouping for guaranteed maximum pricing (GMP) for component #1, the commercial center facilities be as follows:
GMP #1
 - Package A - Department of Social Services Building

**Ralph J. Stephenson PE PC
Consulting Engineer**

December 3, 1990

- Package B - Police station
- Package C - Site work for entire component #1 project
- Package D - Power house & related demolition
- Package G - Demolition other than power house

GMP #2

- Package E - Commercial center retail building

GMP #3

- Package F - Bank building

Note: In a subsequent conversation with Mr. Hurand on Thursday, December 20, 1990 (wd 249) I suggested the negotiating committee also discuss bonding, liquidated damages, bonus clauses and disincentives with the construction consultant. I recommended that a bond not be required and that no damages, incentive or disincentive requirements be made a part of the contracts.

General summary

In accordance with discussions with Mr. King I shall begin preparation of preliminary construction laundry lists and network diagrams to assist in setting construction time frames. To help in this work, Mr. Grainger was asked by Mr. Hurand, Mr. Roland and Mr. King to send me a full set of current progress drawings.

Our next monitoring meeting date has not yet been set pending negotiating discussions with the prospective construction consultant. I have recommended that I work closely with the project team over the next few weeks to help the project design and construction professionals as needed and shall be in touch with Mr. King and Mr. Roland shortly to set to set meeting dates.

Ralph J. Stephenson PE

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Ralph J. Stephenson PE PC
Consulting Engineer

January 21, 1991

Subject: Monitoring Report #8
Northern Town Center
Flint, Michigan

From: Ralph J. Stephenson PE

Project: 90:34

Data disks: d094, 234 & 250 rjs

Date of Monitoring: January 18, 1991 (wd 268)

Those Attending:

Meeting at DCED conference room (some in meetings part time)

- Reverend ^{Lewis} Lewis - NCDC
- Claudia Smoot - NCDC
- Harold Lewis - NCDC
- Ronald Roland - Executive Director - Flint NIPP
- Barbara Robinson - Flint NIPP
- Bobby Wells - Flint Community Development Corporation
- Nancy Jurkiewicz - Flint DCED
- Richard King - City of Flint - DCED
- Carol Walker - City of Flint - DCED
- Gary Hurand - Meadowbrook Development
- Peter Goodstein - Meadowbrook Development
- Ralph J. Stephenson - Consultant

Meeting with construction consultant at Erickson & Lindstrom's office

- David Anthony - E & L
- Dale Grainger - Grainger & Park
- Dan Park - Grainger & Park
- Richard King - City of Flint - DCED
- Ronald Roland - Executive Director - Flint NIPP
- Gary Hurand - Meadowbrook Development
- Ralph J. Stephenson - Consultant

**Ralph J. Stephenson PE PC
Consulting Engineer**

January 21, 1991

Monitored from:

- Short term plan of action, Sheet #1 - issue #1, dated November 2, 1990 (wd 216)

Actions taken:

- Made general review of project status
- Discussed total project ownership structure
- Discussed lease and financing status of DSS project
- Reviewed material needed for next DSS lease negotiation meeting
- Discussed status and submittal of Mott grant request
- Reviewed construction consultant contract draft
- Reviewed construction consultant contract with E & L
- Reviewed guaranteed maximum price concept with project team

Monitoring meeting - Flint DCED conference room

Negotiations with the Department of Social Services for the DSS building were continued in a meeting last week in Lansing. Those attending included NTC project personnel, State of Michigan staff and Prudential Bache Capital Funding representatives. The prime purpose of the meetings was to discuss methods of financing the project and the types of occupancy arrangements that might be appropriate.

Apparently the State staff and Prudential Bache liked the overall concept of the center. Mr. Hurand is now assembling additional project material to present to the State and Prudential Bache for their use in establishing a suitable project financial implementation system.

Next we reviewed the ownership structure of the project. This continues to be one of the most important considerations to be addressed in the immediate future. In all cases where additional services or funding is to be negotiated and obtained there must be an identifiable ownership around which to structure the agreements.

Present indications are that the Flint Economic Development Corporation (EDC) might well be an interim owner. At some yet to be identified point the ownership would be transferred to the Northern Community Development Corporation. The project staff will review the ownership matter with the EDC immediately. This is a complicated but essential matter to be resolved since it is only a few weeks until an optimum construction start point is reached.

**Ralph J. Stephenson PE PC
Consulting Engineer**

January 21, 1991

In a discussion of the methods by which construction implementation could best proceed, it was suggested that as we move into the latter design phases that Mr. Roland become the official Owner Representative and that Richard King become the operational Project Manager. Mr. Roland would represent the officers and Board of Directors of the Northern Community Development Corporation and Mr. King would be responsible for carrying out the day to day project activities needed to design and construct the project.

This arrangement will be assumed for the time being while formal approval is being obtained from the NCDC, NIPP and the City of Flint DCED department management.

We next discussed the Mott grant application. This application must be submitted by February 1, 1991 (wd 278) if it is to be placed on the Mott board's March, 1991 agenda. Mr. Roland, Carol Walker, Richard King and Gary Hurand will concentrate their efforts on completing and submitting this document to Mott within the next two weeks. It was decided that the document should be substantially complete by January 25, 1991 (wd 273). This will give the project team one week to put it into final submittal form.

The morning meeting closed out with a discussion among a few of those attending the earlier meeting about the construction consultant contract. A partial review of the document in hand was made and it was decided that the prospective construction consultant would be requested to prepare their final proposal from their response to the request for proposal.

In the afternoon a small group met with the architects/engineers and E & L, the construction consultant presently to be considered the construction consultant.

Some estimating and cost work has been done by E & L from current documents available from Grainger & Park. However they now have to move into a full scale effort to complete designing and costing early elements of the project.

The costing process required is that the architect and the construction consultant work mutually to develop a comfort level cost, a guaranteed maximum cost and a possible actual cost for the project components. The component make up may change as conditions require. However for now we will assume the following combination:

GMP #1

- Package A - Department of Social Services Building

Ralph J. Stephenson PE PC
Consulting Engineer

January 21, 1991

- Package B - Police station
- Package C - Site work for limited component #1 project areas (this must be clearly defined)
- Package D - Power house & related demolition
- Package G - Demolition other than power house *(included to GMP #1)*

GMP #2

- Package E - Commercial center retail building
- Package C (continued) - Site work for remaining component #1 project areas not covered under GMP #1

• Package G - ~~Demolition~~ Remaining items (

GMP #3

- Package F - Bank building

Currently the meanings of the three levels of costing will be defined as follows:

- Guaranteed maximum price (gmp) - The ceiling or cap cost for which the construction consultant is willing to construct the project within the scope of the documents being prepared. This figure will be the basis upon which the construction agreements are executed and the project is designed and built.

It is entirely possible that the construction documents upon which the gmp is based will not be completed before the cap cost must be guaranteed. Thus it is essential that the owner, the architect of record and the construction consultant (now the construction contractor) fully understand, agree on and have full records of the scope assumptions under which the project cap cost was submitted as a contract limit.

- Comfort level cost - The guaranteed maximum cost with a contingency added to it for the unexpected and unpredictable cost elevating events that frequently occur on projects of this type. The comfort level cost will be used to establish baseline leasing and rent discussions by the leasing team. This cost is one that must be approximated very early, probably even before a guaranteed maximum cost can be determined.

Present comfort level prices have been established by Mr. Hurand in consultation with Dale Grainger and Dan Park. These figures will be reviewed and possibly revised after next week's discussions in Lansing on the DSS building. The final leasing figures will then be used as the basis for selecting amount to be used for the guaranteed maximum price.

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Consulting Engineer

January 21, 1991

• Probable actual cost - An unofficial cost estimate of what the actual cost might be given the conditions under which the gmp project must be built. The difference between the gmp and the probable actual cost becomes a potential residual which, if actually realized, is the amount left over from the monies allocated and the monies spent. It has been tentatively decided that this residual is to be divided 80% to the owner and 20% to the contractor.

The actual amount remaining will be determined upon completion of construction of the various components of the project.

* * *

Mr. Grainger and Mr. Anthony will meet next week to review the current comfort level and guaranteed maximum targets and determine what if any revisions must be made to keep the project inside the cost constraints. As the needed comfort level and gmp amounts are determined the design documents will be brought to completion.

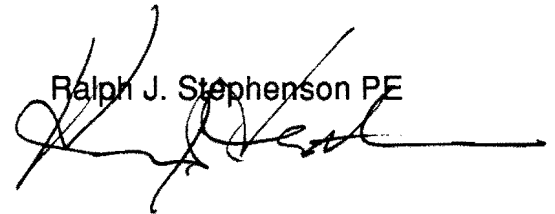
At a near future meeting we should again review the appropriateness of the current GMP packaging.

General summary

I shall continue preparation of preliminary construction laundry lists and network diagrams as appropriate to assist in setting construction time frames.

Our next monitoring meeting date has not yet been set but I have recommended that I work closely with the project team over the next few weeks to help the project design and construction professionals as needed. I shall be in touch with Mr. King and Mr. Roland shortly to set to set specific meeting dates.

Ralph J. Stephenson PE



COPY

Ralph J. Stephenson PE PC
Consulting Engineer

February 5, 1991

Subject: Monitoring Report #9
Northern Town Center
Flint, Michigan

From: Ralph J. Stephenson PE

Project: 90:34

Data disks: d094, 234 & 250 rjs

Date of Monitoring: January 23, 28, 1991 (wd 271 & 274)
February 1, 1991 (wd 278)

Those Attending:

January 23, 1991 (wd 271)

Meeting at DCED conference room

- Richard King - DCED
- Ralph J. Stephenson - Consultant

January 28, 1991 (wd 274) - some in meeting part time

Meeting at DCED conference room

- Brenda Williams - NCDC
- Ron Roland - NIPP
- Richard King - DCED
- Ralph J. Stephenson - Consultant

February 1, 1991 (wd 278) - some in meeting part time

Meeting at DCED conference room

- William Shedd - EDC
- Claudia Smoot - NCDC
- Harold Lewis - NCDC
- Ronald Roland - Flint NIPP
- Barbara Robinson - Flint NIPP
- Nancy Jurkiewicz - Flint DCED
- Richard King - Flint DCED
- Mike Hannah - Flint Police Department
- Gary Hurand - Meadowbrook Development
- Peter Goodstein - Meadowbrook Development
- Ralph J. Stephenson - Consultant

Meeting with construction consultant at Erickson & Lindstrom's office

- David Anthony - E & L
- Dale Grainger - Grainger & Park

February 5, 1991

- Richard King - Flint DCED
- Ronald Roland - Flint NIPP
- Gary Hurand - Meadowbrook Development
- Ralph J. Stephenson - Consultant

Actions taken:

January 23, 1991 (wd 271)

- Discussed general principles of effective project management with Mr. Richard King.
- Began preparing model of project organizational structure with Mr. Richard King.
- Discussed use of computer software for managing the project.
- Began to reset major milestones on project.

January 28, 1991 (wd 274)

- Continued discussions of NTC organizational model with Mr. King and Mr. Roland.
- Set organizational positions of Mr. Roland and Mr. King on project.
- Began discussing specific project management techniques.
- Continued discussions of the use of computer hardware and software to assist in maintaining communications on the project.
- Briefly reviewed work done to date on construction planning of the project.
- Discussed project status and management with Brenda Williams, new president of the NCDC.

February 1, 1991 (wd 278)

- Reviewed drafts of Mott Foundation grant application draft.
- Mr. William Shedd of the EDC reviewed project ownership, construction funding and leasing with project team.
- Met with contractor consultant and architect/engineer to review costing procedures relative to design and financing.
- Prepared network model for process of providing a guaranteed maximum price.

Monitored from:

- Short term plan of action, Sheet #1 - issue #1, dated November 2, 1990 (wd 216)
- Plan for development of GMP - Sheet #FE1 - issue #1 dated February 1, 1991 (wd 278)

General Summary

February 5, 1991

January 23, 1991 (wd 271)

This meeting was primarily to review the elements of good project management and the use of project management tools with Mr. Richard King of the DCED. Mr. Ron Roland and Mr. King are to occupy respective positions as Owner's Representative and Project Manager on the Northern Town Center project. Proper organization and processing of the work by the owner and the project management team will be an essential ingredient in project success. Thus at this meeting we continued to lay the groundwork for an effective management effort.

Mr. King suggested we consider use of a computer based contractor cost and record tracking system. After some discussion and a review of the system components it was decided that we would not pursue this matter further until the system to be used by the construction consultant was to be put in place. At that time we may want to renew our discussions of the program.

We also discussed the complex interrelations that exist on the project. To study the organizational structure in greater detail Mr. King and I prepared a free structured bubble chart and showed three basic relations between the groups and individuals involved.

These relations were:

Formal functional (double arrow head blue lines) - the relations between those maintaining an officially designated communication link but with no authority necessarily indicated. Formal functional relations are the official channels along which data, information and decisions flow.

Reporting (single arrow head red line) - The relationship indicating one's true superior; the individual or group that can hire, fire, evaluate and assign.

Informal (double arrow head dotted green line) - The natural channels along which organizationally related material is most easily and comfortably transmitted. Organizational health depends heavily on having an effective and constructive informal relations network.

January 28, 1991 (wd 274)

This meeting was devoted to continuing discussions of organizational aspects of the project Mr. Roland and Mr. King reviewed the work to date and the relational diagram was again revised and a chart of the operational team was derived from the overview chart. The resulting chart is enclosed with this report. Further distribution will be made as desired by Mr. Roland and Mr. King.

Ralph J. Stephenson PE PC
Consulting Engineer

February 5, 1991

We also discussed the full project with Brenda Williams and brought her up to date on the current status of financing, planning and ownership of the facility.

I monitored the project with Mr. Roland and Mr. King from the short term network model, issue #1 dated November 2, 1990 (wd 216). Critical activities still undone are the final financial submissions to the DSS relative to the lease negotiations and the application for funding to the Mott Foundation.

As of January 28, 1991 (wd 274) these activities lagged desired dates by about three months, primarily in submission for the Mott grant. Since the Mott board meets in March, 1991 it is imperative that we get the grant application to Mott by February 1, 1991 (wd 278) so as to insure it being on the March, 1991 board agenda.

February 1, 1991 (wd 278)

The full project management committee met in the morning to review the Mott grant application and to discuss project ownership alternatives with Mr. William Shedd of the EDC.

There is still considerable work to do on the grant application and it does not appear that it will be ready for a submittal on Friday, February 1, 1991 (wd 278). This remains a critical matter and must be resolved within the next one or two days if the program is to be placed on the March, 1991 board agenda. Mr. King, Mr. Roland, Nancy Jurkiewicz and Carol Walker will continue to work on the submission.

This submission also will provide the data needed for submittal to the bond source and the DSS. Thus is is a critical document for continuing work on the DSS and total project.

Mr. Shedd gave the group a brief rundown on the potential role of the EDC in the ownership of the NTC project. He also made a review of the parties involved and the methods that might be used to fund the DSS and commercial buildings. This matter is expected to be discussed further with the State of Michigan and others involved over the next two weeks.

Mr. Shedd's list of organizations involved included the following:

- City of Flint
- Foundations
- Underwriters
- State of Michigan
- Federal government
- Flint NIPP

February 5, 1991

Flint EDC
NCDC
Meadowbrook Development
Board of Education
Architect/engineer
Construction consultant (added by rjs)
Contractor
DSS tenant
Grocery tenant
Pharmacy tenant
Field house tenant
Bank
Police tenant

These organizations and agencies all play a vital role in the success of the Northern Town Center project.

Of particular interest are the alternative funding techniques possible. These are being studied in detail by Mr. King, Mr. Roland, Mr. Hurand and Mr. Goodstein. It is expected that after submission of the Mott grant application data and a favorable response from the State and the underwriter that the DSS lease can be approved at the February, 1991 meeting of the Michigan State Joint Capital Outlay Committee. Mr. King, Mr. Roland and Mr. Hurand will follow this matter.

Present expectations are that the DSS lease status and the potential for a Mott grant should indicate a go or no-go by early March, 1991. In light of this, and of the need to move rapidly once a go ahead has been given the architect/engineer and the construction consultant are to proceed with their work now.

In the late morning and in the afternoon we met with the construction consultant and the architect/engineer to review the current status of the project and to discuss how best to proceed.

In the meeting we again reviewed the comfort level and the pro forma/gmp cost target as defined in monitoring report #8 on pages four and five. The cost structure to which we are now working is summarized below.

These figures are not official and must be rechecked by Mr. King and Mr. Hurand.

Comfort level target costs

- | | |
|------------------|--------------|
| • DSS building | \$ 4,300,000 |
| • Police station | \$ 650,000 |

Ralph J. Stephenson PE PC
Consulting Engineer

February 5, 1991

• DSS & police station
related site work \$ 1,400,000

GMP target costs

• DSS building \$ 4,000,000
• Police station \$ 650,000
• DSS & police station
related site work \$ 1,350,000

The comfort level and gmp cost objectives for the commercial base building and related demolition and site work gmp amount was tentatively set at a total of \$2,650,000.

This figure will also be checked against the cost analysis in the grant application by Mr. King and Mr. Hurand.

We regrouped the project elements for establishing gmp packages so as to be in line with the grant application language. The revised grouping is tentatively as follows:

GMP #1

Package 1A

- Department of Social Services Building
- Power plant demolition
- Site work & miscellaneous demolition related to DSS building

Package 1B

- Portion of parking area adjoining existing community center

Package 1C

- Entry roadway from west

GMP #2

Package 2A

- Commercial center retail base building
- Demolition & site work related to commercial center

GMP #3

Package 3A

- Bank building
- Demolition & site work related to bank building

Ralph J. Stephenson PE PC
Consulting Engineer

February 5, 1991

At the meeting we next prepared a network model of the process to obtain a gmp for the early grouping of components. This network was distributed to some of those at the meeting. A copy is enclosed with this report for further distribution by Mr. King and Mr. Roland as they feel appropriate.

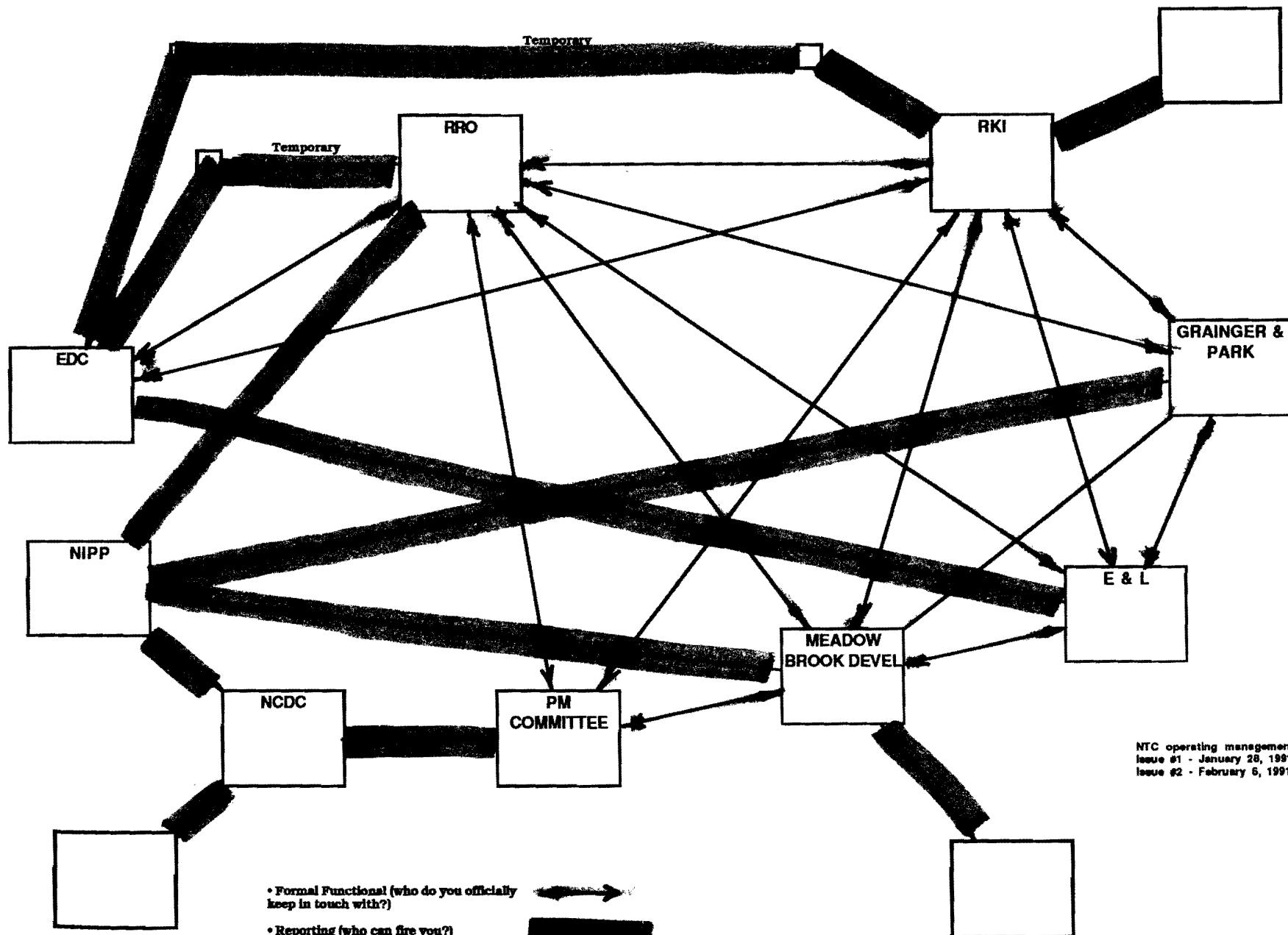
Presently, given that the project gets the green light by funding availability, the first gmp contract document package and its costing will be complete by mid March, 1991. At this point the owner will review the project and release the documents for solicitation of sub contract proposals.

The contract documents will be available complete for the police station, the DSS building, the site work and the demolition by mid or late March, 1991 and with this time table the project should be able to begin in the field by May 13, 1991, dependent on the release of bond and Mott funding.

General summary

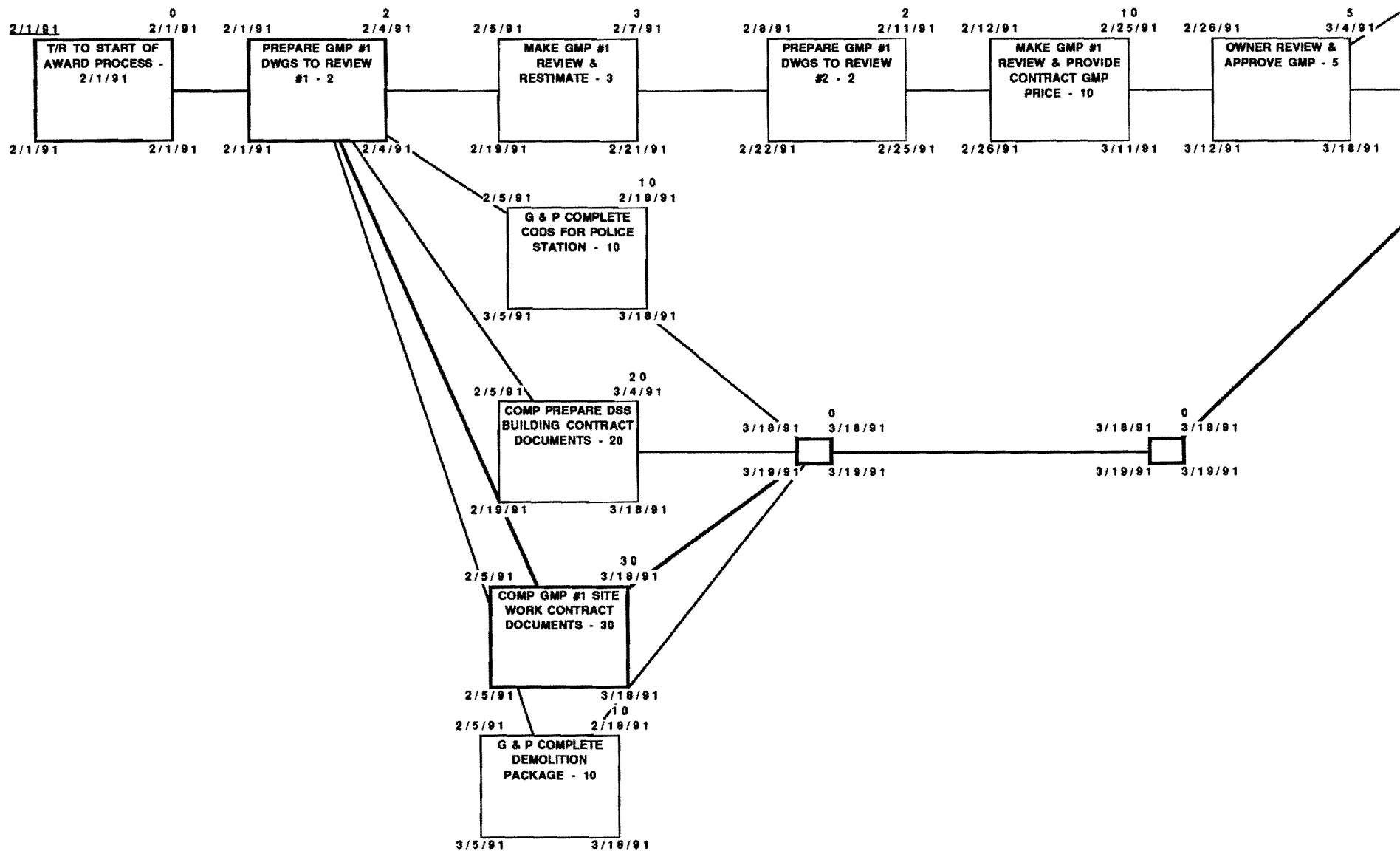
The next monitoring date will be set soon with Ron Roland and Richard King. This meeting should be focussed on progress of the design and the gmp work. In addition the front end planning for bringing contractors on board should be reviewed with the ownership group in detail. I shall be in touch with Mr. King and Mr. Roland in the near future to set the date of this meeting.

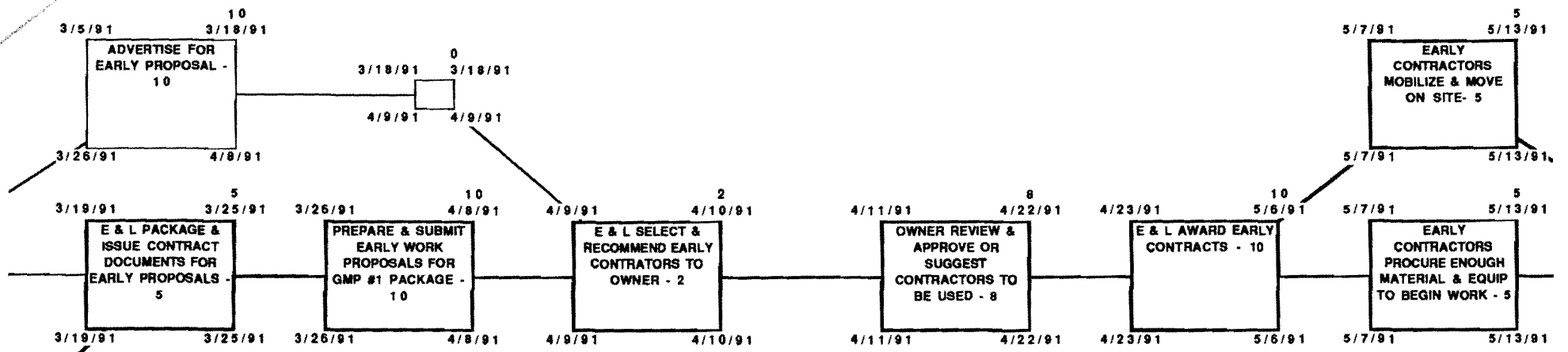
Ralph J. Stephenson PE

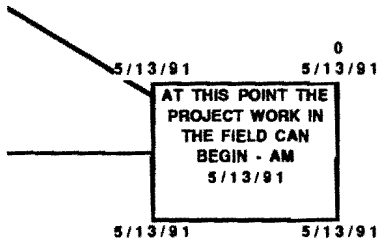


NTC operating management
 Issue #1 - January 28, 1991
 Issue #2 - February 6, 1991

- Formal Functional (who do you officially keep in touch with?)
- Reporting (who can fire you?)
- Informal (with whom can you get lots of work done informally & effectively?)







Issue #1 - Feb 1, 1991
front end sequence
disk ?

**NETWORK MODEL FOR NORTHERN
REDEVELOPMENT PROJECT
Flint, Michigan**

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Sheet
#FE1