

Ralph J. Stephenson, P. E., P. C.  
Consulting Engineer

November 27, 1992

**Subject:** Monitoring Report #1

**Project:** University Park Program  
City of Flint, Michigan

**To:** Richard L. King, Jr.

**rjs project:** 92:39

**rjs disk:** 327

***Dates of meetings and monitorings:***

- 2 Tuesday, August 25, 1992 (wd 422)
- 3 Thursday, September 3, 1992 (wd 429)
- 4 Monday, September 8, 1992 (wd 431)
- 5 Monday, September 21, 1992 (wd 440)
- 6 Friday, October 2, 1992 (wd 449)
- 7 Monday, October 26, 1992 (wd 465)
- 8 Friday, October 30, 1992 (wd 449)
- 9 Tuesday, November 24, 1992 (wd 486)

***Those attending meetings:***

See individual meeting notes.

***Planning and monitoring documents used in meetings:***

- Sheet SM1, issue #1, dated September 3, 1992 (wd 429) - Summary Plan of Work
- Sheet iop1, issue #2, dated October 27, 1992 (wd 424) - Initial Operations Plan of Work (IOP)

***Summary:***

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November 27, 1992

At most of the sessions listed above, I prepared, and often distributed, notes of the meeting as they proceeded. However all parties involved do not have the same set of meeting note information. Therefore, attached to this monitoring is a full reference set of these notes. Included also, is a set of general notes that will be kept current as the project proceeds.

The material is assembled by date of meeting into packets from the earliest to the latest, top to bottom. The cover sheets for each packet are tables of contents showing page numbers on which the information appears. The notes are not fully edited and have been kept in rough form to better reflect the flavor of the meetings.

Below are some supplemental comments that may help better use the material contained in the individual meeting report packets.

① General Packet - as of November 28, 1992

This material is basic reference information about the University Park program that is considered relatively stable. The information contained will be updated soon to include additions or revisions to the list of those involved, the definitions, and to the objectives laundry lists for the individual competence teams.

② Tuesday, August 25, 1992

Early planning work efforts were the main discussion topics at this session. Objectives of the program were set, and definitions of common terms to be used were prepared. We also discussed operating modes for the organizational components of the program. These organizational components included competence teams for planning, neighborhood and housing, education, project management and marketing and development.

We also discussed the use of partnering, how to get active work started on the program, content of the design and development program for the total University Park area, and the jobs of those involved in the program effort.

③ Thursday, September 3, 1992

Ralph J. Stephenson, P. E., P. C.  
Consulting Engineer

November 27, 1992

Mr. King and I discussed several items of current interest including the Board of Governor's meeting to be held on October 2, 1992, the afternoon meeting with team leaders, and the management of the core competence teams.

In the afternoon the team leaders met and discussed in some detail, various methods of developing a plan of action. It became apparent that one of the critical elements of the action plan was how the suggested missions and objectives were to be cycled through the various organizations involved. To show this we prepared an unquantified network model of a possible sequencing.

This model is shown on sheet SM1, issue #1, dated September 3, 1992 (wd 429). A copy of SM1 was issued to those at the meeting and a reference copy is attached to the enclosed meeting notes.

④ Thursday, September 8, 1992

The day's activity consisted of four successive core competence team meetings. These included the project administration (note name change), planning, marketing and development and education teams. The neighborhood and housing team meeting was not held.

These sessions aimed at stimulating general overview discussions to provide a base from which team efforts could be best directed. Considerable interest was shown in identifying the mission, goals, visions, action procedures, approval procedures, team interrelations, territorial imperatives (not defined fully), and the interstice development between the major elements.

⑤ Monday, September 21, 1992

This round of meetings was to continue the team discussions started on Thursday, September 8, 1992. Subjects of strong interest included the upcoming Board of Governor's meeting agenda, team objectives, team work products, infrastructure plans, interfacing with individual planning efforts, economic studies, land inventories, alliance and development opportunities, financing, proprietary information, education, and a broad range of related subjects.

The subject discussed at the first two meetings should be studied carefully by the DCED staff while

Ralph J. Stephenson, P. E., P. C.  
Consulting Engineer

November 27, 1992

preparing the Initial Operations Plan.

② Friday, October 2, 1992

The first full Board of Governors meeting was held on the morning of Friday, October 2, 1992 at the Sarvis Center in Flint. Topics covered are outlined in detail in the meeting notes attached. These notes were taken at the Board meeting and were edited later from the flip chart material prepared by the various groups at the meeting.

⑦ Monday, October 26, 1992

Work done at this meeting with the DCED staff consisted of preparing a network model for the Initial Operations Plan, sheet iop1, issue #1, dated October 26, 1992. The plan was revised later for final printing. This revision was designated issue #2, dated October 17, 1992, and is the current network model against which work progress is being measured.

This network was translated into bar chart format and distributed to the Board of Governors at their meeting on Friday, October 30, 1992.

Mr. King and I also established and published a set of end products desired at the completion of the initial Operations plan (IOP). These were:

- a) A rough estimate of total costs.
- b) An estimate of year #1 costs.
- c) An initial IOP report package.
- d) IOP package reviewed by Mayor Stanley.
- e) IOP package reviewed by the Board of Governors.
- f) IOP package reviewed by the Mott Foundation.
- g) IOP package presented to Senator Riegle.
- h) IOP package sent to federal agencies for review and funding.

⑧ Friday, October 30, 1992



Ralph J. Stephenson, P. E., P. C.  
Consulting Engineer

November 27, 1992

The second Board of Governor's meeting was held in the early morning and ran about one and one half hours. This session was to firm up remaining elements of the University Park program as needed to begin the actual Flint DCED staff planning and management work. This work was broadly defined in the network model prepared at our staff meeting on Monday, October 26, 1992. The model and the desired end products of the program outline were distributed to all attending the meeting.

There were several issues discussed as are outlined in the attached meeting notes. These led to a course of action that was decided on by the staff subsequent to the meeting. The main actions to be considered from now to next March and April, 1993 will be to develop the city's portions of the occupant's plans as they are mutually defined and discussed. This process is generally felt by the planning staff to be encompassed by most of those activities contained in the DCED Operations plan network, sheet #iop1, issue #1, dated October 26, 1992.

In the afternoon the management staff of the DCED University Park program met, and carefully reviewed proceedings of the morning Board meeting. It was reaffirmed that the DCED would concentrate their efforts on accomplishing the work shown in the current network model plan #iop1 within the capacity, talents, and resources available to the DCED.

⑨ Tuesday, November 24, 1992

Mr. King and I met to review the immediate courses of action, and to generally monitor the current status of the project from Sheet #iop1, issue 1, dated October 26, 1992. At present the geographic boundaries of University Park have been set, the major groupings of project to be focussed on have been identified, a geographic and land inventory data base format has been prepared, and work is just starting on determination of the University Park market area economic characteristics and potential. In addition, the staff is planning how best to assimilate data on the future plans of the occupants of the plan area.

I discussed with Mr. King the advisability of collecting generic data from each occupant, as needed for the proper planning of Flint's public area infrastructure. This approach may help provide a confidential information base to help preserve competitive positions desired.

Our work in preparing the Initial Operations Plan assumed we should strive always and automatically to preserve confidences, while still planning for adequate public area services and operation that will

Ralph J. Stephenson, P. E., P. C.  
Consulting Engineer

November 27, 1992

make the occupant plans doable.

In the afternoon, I attended a meeting with Richard King, Kathy Stoughton and Nancy Jurkiewicz at the Mott Foundation offices. Mr. King presented the current concept of the University Park program to a small management group of the Foundation. The presentation was well done, the information exchange was helpful, and the general attitude toward University Park was one of hopeful expectation for a sound, well planned and successful improvement for the benefit of Flint and its citizens.

**General:**

This report and the accompanying notes are being sent to Mr. Richard King only. Further distribution will be made by him as he considers appropriate.

City of Flint implementation of the Initial Operations Plan network model is now in progress. I recommend we concentrate on the actions defined as well as several specific related items needed to effectively complete the Initial Operations Plan.

These related items include the following:

- 01.) Monitor work progress regularly by comparing it to the current IOP network action model. In the near future, probably by the end of December, 1992, we should have updated the model to reflect current progress and make needed revisions.
- 02.) Evaluate the working management structure for accomplishing the Initial Operations Plan, and revise the structure as needed to accomplish the short term four month objectives. It is best to design and build the management organization to *support* the plan of action.
- 03.) Develop inter-departmental relations that will permit cross use of public area technical planning data already available. This should improve the City of Flint's opportunities to work effectively as a public space manager responsible for encouraging successful occupant development of private spaces within the University Park boundaries.
- 04.) Early in the planning and implementation work develop dispute resolution methods to be

Ralph J. Stephenson, P. E., P. C.  
Consulting Engineer

November 27, 1992

used where differences of opinion occur. These might be in relations within and outside the Flint City functional departments, the occupants of the University Park area, the consultants retained by the occupants, and the public and quasi public agencies and public agencies external to the City of Flint that influence and impact on the program.

05.) To make a careful review and analysis of the competence team interests as outlined in the meeting notes of September 8, 1992, and September 21, 1992. These contain considerable early, and relatively open, thinking on the occupant's perceptions of what University Park might best become.

06.) In a similar vein to item 05.) above make a study of the comments from the two Board of Governor's meetings.

There are many other work elements needed to successfully complete the first major stage of the University Park program as outlined in the Initial Operations Plan. I shall be in touch with Mr. King soon to set our future course of action and working meeting dates needed to accomplish the work.

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

Ralph J. Stephenson, P. E.

General - these are basic reference notes about University Park, and are revised and added to . . . . .	1
City of Flint University Park meeting notes . . . . .	1
Those involved . . . . .	1
Joseph Kushuba - Chaired Board meeting to explore the vision statement on October 2,,	1
Inez Brown - Senior policy advisor - Senator Donald Riegler,	1
Rick Carter - Administrator for O.H. Hurley Medical Center,	1
Mark Davis - Education team leader,	1
William Donahue - President Genesee Area Focus Council,	1
Dr. David Doherty - Vice President for External Relations - GMI,	1
Kathy Edwards - Deputy Director - Michigan Department of Commerce,	1
Nancy Jurkiewicz - Project administration team leader,	1
Ben Mason - former Department of Commerce representative for Flint area,	1
Indian doctor from tech center recycling,	1
Richard King - Project Director & Marketing & development team leader,	1
Fred Kump - Economic Development Manager,	1
Susan Piper - Vice President - McLaren Regional Medical Center,	1
Jim Race - Planning team leader,	1
Senator Donald Riegler - US Congress,	1
Bob Sinnot - AC Rochester Plant Manager,	1
Carl Schwartz - Business man,	1
Mr. Emerson Sharrod - Field representative Department of Housing and Development,	1
Mayor Woodrow Stanley,	1
Ralph J. Stephenson - Consultant,	1
Kathryn G. Stoughton - Neighborhood & housing team leader,	1
Jan Tannehill - Board member - General Manager, A/C Rochester,	1
William White - President Mott Foundation,	1
Karl B. Williams - Director of Michigan Department of Commerce - Southeastern,	1
Definitions - generally those in common use on the project . . . . .	1
Alleviate,	1
Benchmark,	1
Business,	1
Closed System,	1
Community (second tier) technology transfer,	1
Community stabilization and revitalization program,	1
Core Competence Teams - see individual definitions,	2
Create,	2
Diversification,	2
Economic model,	2
Education competence team,	2
Effective,	2
Efficient,	2
Empower,	2
Enhancement,	2
Entrepreneurial,	2
Goals,	2
Governance,	2
Infrastructure,	2
Integrate,	3

Linkages, 3	
Manage, 3	
Marketing & development competence team, 3	
Neighborhood & housing competence team, 3	
Neighborhood, 3	
New town - in town, 3	
Objectives, 3	
Open system, 3	
Planning competence team, 3	
Position - operative word in the mission statement, 3	
Program, 3	
Program - as defining a step in the design process, 3	
Program - as defining a total environmental effort, 4	
Program administration competence team, 4	
Project - as a set of work actions, 4	
Project - as related to management, 4	
Project Manager, 4	
Project mission, 4	
Strategy, 4	
Synergism, 4	
Tactics, 4	
Ultimate Decision Maker (UDM), 4	
Urban model, 4	
Vision, 4	
War room, 4	
World class, 5	
Definitions to be discussed or completed. . . . .	5
Alternative neighborhood plans, 5	
Business and technology parks, 5	
Collaborate, 5	
Community input mechanism, 5	
Computer data base, 5	
Downtown, 5	
Enterprise zone, 5	
Entrepreneurial infrastructure, 5	
Financial feasibility projection, 5	
Flint university park strategic research alliance, 5	
Goals - as defined by JKU in Board meeting on October 2, 1992, 5	
Human resource opportunity, 5	
Mission - as defined by JKU in Board meeting on October 2, 1992, 5	
Physical plan, 5	
Program, 5	
Project vision plan, 5	
Redevelopment opportunity zones, 5	
Simultaneous Engineering, 5	
Sub project, 5	
Technology incubation facility, 5	
Technology transfer, 5	

Urban laboratory, 5	
Vision - as defined by JKU in Board meeting on October 2, 1992, 5	
Work force of the future, 5	
Work product, 5	
Vision components - as of September, 1992 - from Exhibit #4 of memo from rki. . . . .	5
Develop the Oak Park Sectors 1 & 2 - in the area east of Saginaw Street - into private,, 5	
Cooperate and assist A/C Rochester West with its preliminary plans to rehabilitate and, 5	
Revitalize and redevelop Carriage Town and The Hurley East and West neighborhoods, 5	
Provide for the south and eastward expansion of the GMI campus, utilizing excess GM, 6	
Help businesses by empowering the University of Michigan-Flint - through the, 6	
Provide land along the Flint River for the expansion of U of M Flint campus. This land, 6	
Develop an affordable, planned single family subdivision and a planned, 6	
Link the neighborhoods and major economic and knowledge-based institutions through, 6	
Develop neighborhood preservation activities and value enhancing rehabilitation, 6	
Redevelop Autoworld into a University Park Town Center - consisting off office, retail,, 6	
Flint University Park Goals - as of September, 1992 - from Exhibit #1 of memo from rki. . . . .	6
Organizational Development and Internal Management Improvement, 6	
Entrepreneurial and Business Climate Enhancement, 6	
University & Knowledge Resource Enhancement, 6	
World-class Technology & Industrial Development, 6	
Objectives - laundry list for individual team competence committees. . . . .	6
Program administration competence team - formerly project management team., 6	
Planning competence team, 7	
Marketing & development competence team, 7	
Education competence team, 8	
Neighborhood & housing competence team, 8	

**IX. General - these are basic reference notes about University Park, and are revised and added to regularly, to provide current data about the program and project**

**A. City of Flint University Park meeting notes**

**B. Those involved**

1. Joseph Kushuba - Chaired Board meeting to explore the vision statement on October 2, 1992
2. Inez Brown - Senior policy advisor - Senator Donald Riegler
3. Rick Carter - Administrator for O.H. Hurley Medical Center
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22. Jan Tannehill - Board member - General Manager, A/C Rochester
23. William White - President Mott Foundation
24. Karl B. Williams - Director of Michigan Department of Commerce - Southeastern Michigan office

a) Formerly with MDOT

**C. Definitions - generally those in common use on the project**

1. **Alleviate**  
To minimize, lessen, mitigate, or reduce in intensity and frequency.
2. **Benchmark**  
An individual, organization, model or other physical or mental entity that has qualities worth while replicating.
3. **Business**  
A commercial enterprise or establishment.
4. **Closed System**  
A system in which there is no import or export of information or physical materials, and in which, therefore, there is no change of components.
5. **Community (second tier) technology transfer**  
The process of transferring new or existing technical information out to the community.
6. **Community stabilization and revitalization program**  
A project designed to assist small local businesses and small community based organizations through help from the two campuses of the University of Michigan.

7. **Core Competence Teams - see individual definitions**  
The unit teams formed to accomplish a vision, a mission, and specific goals and objectives within certain definitions of the team talents.
  - a) **Education**
  - b) **Marketing and development**
  - c) **Neighborhood & housing**
  - d) **Planning**
  - e) **Program administration (formerly project management)**
8. **Create**  
To bring into being. To cause to exist.
9. **Diversification**  
Expanding the number and variety of public and private operations that add value to the economic structure of the city, and create jobs within the community.
10. **Economic model**  
A quantified simulation of the flow of money and other resources into, within and out of any system of components that derive value from the flow of such resources.
11. **Education competence team**  
Those responsible for and having the authority to provide university and other educational resources to those who now occupy, and those who will occupy University Park in the future.  
  
This action entails development and implementation of a total linkage between the educational system of the Flint Metro Area and those interested in occupying University Park.
12. **Effective**  
Producing a desired effect, response, impression or action.
13. **Efficient**  
Acting directly and with least expenditures of resources to produce an effect.  
  
A car is efficient if it can be driven at a gas consumption rate of 100 miles per gallon. It is ineffective for rapid transportation if its maximum speed is only three miles per hour.
14. **Empower**  
Giving people the opportunity to do things that they could not do previously.
15. **Enhancement**  
The act of increasing or making greater such qualities as value, beauty, or repute. The act of adding value.
16. **Entrepreneurial**  
The manner in which a person acts who organizes, operates, and assumes the risk for a business venture.
17. **Goals**  
The unquantified desires of an organization or individual expressed without time or other resources assigned. (See objectives for related definitions.)
18. **Governance**  
The act, process or power of governing. The state of being governed.
19. **Infrastructure**  
The publicly or privately, and centrally or collectively owned and operated facilities and services that support the human activity conducted in an area.



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20. **Integrate**  
Find out what the U of M, GMI, City of Flint, etc. has determined to be their master plan and mesh it with the University Park Plan
21. **Linkages**  
The things that connect a set of functions and populations within a related system.
22. **Manage**  
To define, assemble and direct the application of resources.
23. **Marketing & development competence team**  
Those responsible and having the authority to define, locate, and obtain users, occupants, developers and others who will populate the University Park project.
24. **Neighborhood & housing competence team**  
Those responsible for and having the authority to conceive, have planned, finance, and improve existing residential facilities and total neighborhoods within the University Park area.
25. **Neighborhood**  
A given geographic area having distinctive characteristics adding value to the area.
26. **New town - in town**  
An area within a city that is a microcosm of the total city with all services and needs are contained within the boundaries.
27. **Objectives**  
Quantified targets derived from established goals (see goals). The most commonly used resources in converting goals to objectives are money, time, human abilities, human actions, equipment, and space.
28. **Open system**  
A system which exchanges energy, information and physical components with its environments.
29. **Planning competence team**  
Those who have the responsibility and authority to prepare physical plans for the total site and its various components.  
  
Includes the incorporation and meshing of all master plans for facilities and organizations in the University Park area with the new planning for the total University Park program.
30. **Position - operative word in the mission statement**  
To create a positive condition that encourages economic diversification, alleviates conventional social ills, and provides the information needed by the people of the Flint market area so they can achieve the mission  
  
This definition also suggests improving the image of Flint so that Flint area institutions and people become a source of entrepreneurial and manufacturing excellence known throughout the world.
31. **Program**  
The total University Park development, including the concept, physical plan, social plan, economic plan and the plans for all of its components, called projects and sub projects.
32. **Program - as defining a step in the design process**  
A narrative-oriented statement of the needs and character of the proposed user operation, the requirements of the user and owner, the nature of the environment to be planned, designed and built, and the corresponding characteristics of the space that will satisfy these needs and requirements.

Sometimes called the brief.

- 33. **Program - as defining a total environmental effort**  
A major environmental construction effort made up of several projects
- 34. **Program administration competence team**  
Those who are responsible for and have the authority to make & implement day-to-day management decisions & actions needed to administer and support the total project effort. May include the acquisition of funding and other resources needed to achieve program health.
- 35. **Project - as a set of work actions**  
A set of work actions having identifiable objectives, and a beginning and an end.
- 36. **Project - as related to management**  
A specific management assignment to achieve a set of objectives by accomplishing a group of related, discrete operations which have a defined beginning & end.
- 37. **Project Manager**  
One who helps establish objectives generated by a need, plans how these objectives are to be reached through a set of work actions, and then assembles and directs the application of available resources to achieve the objectives on one or more projects.  
  
Usually the project manager is most concerned with supportive actions which bring resources to the point of effective use.
- 38. **Project mission**  
The mission of the project is to position Flint to become a great city. This is to be done through its development as an urban center for entrepreneurial and manufacturing excellence.  
  
(see definition of position as an operative word)
- 39. **Strategy**  
The science and art of combining and managing resources to plan and direct program and project operations. Usually concerns the longer range goals and objectives in comparison with tactics.
- 40. **Synergism**  
The action of two or more ideas, substances or elements to achieve an effect of which each is individually incapable.
- 41. **Tactics**  
A mode of operation used to achieve the goals and objectives of a program or project. Usually concerns the shorter range goals and objectives in comparisons with strategy.
- 42. **Ultimate Decision Maker (UDM)**  
The individual or group at the lowest management level that has the authority to make a final binding decision in any job related matter.
- 43. **Urban model**
- 44. **Vision**  
The translation of the goals into tangible results and objects.
- 45. **War room**  
Is a space devoted to meeting, conferring, simulating and working on project elements with staff and present and future occupants of University Park.

Contains digital map of the area to be used to show planning representations to developers.  
Is a space for what ifs to happen.

**46. World class**

Able to compete effectively in a world economic market.

**D. Definitions to be discussed or completed**

**1. Alternative neighborhood plans**

**2. Business and technology parks**

**3. Collaborate**

**4. Community input mechanism**

**5. Computer data base**

**6. Downtown**

**7. Enterprise zone**

**8. Entrepreneurial infrastructure**

**9. Financial feasibility projection**

**10. Flint university park strategic research alliance**

**11. Goals - as defined by JKU in Board meeting on October 2, 1992**

Goals describe the desirable conditions or areas of emphasis where there are multiple ways to satisfy the vision/mission. They answer the question "What must we do to achieve our mission ?" - as defined by JKU in Board meeting on October 2, 1992

**12. Human resource opportunity**

**13. Mission - as defined by JKU in Board meeting on October 2, 1992**

A clear concise statement of the current scope of the project. Provides everyone with a shared understanding of what we are and what we do.

**14. Physical plan**

**15. Program**

**16. Project vision plan**

**17. Redevelopment opportunity zones**

**18. Simultaneous Engineering**

**19. Sub project**

**20. Technology incubation facility**

**21. Technology transfer**

**22. Urban laboratory**

**23. Vision - as defined by JKU in Board meeting on October 2, 1992**

A clear, concise statement of the future scope of the project. Provides everyone with a sense of purpose and direction - what we want to be

**24. Work force of the future**

**25. Work product**

**E. Vision components - as of September, 1992 - from Exhibit #4 of memo from rki.**

**1. Develop the Oak Park Sectors 1 & 2 - in the area east of Saginaw Street - into private, quality, multi-use industrial and technology-based parks, including a speculative industrial building. This component would also include residential developments with a planned single family subdivision oriented for middle income families.**

**2. Cooperate and assist A/C Rochester West with its preliminary plans to rehabilitate and demolish surplus property, create open spaces, and develop industrial facilities for multiple tenants.**

**3. Revitalize and redevelop Carriage Town and The Hurley East and West neighborhoods through new construction in-fill, concentrated rehabilitation, and limited demolition.**

4. Provide for the south and eastward expansion of the GMI campus, utilizing excess GM property.
  5. Help businesses by empowering the University of Michigan-Flint - through the successful implementation of the Community Stabilization and Renewal Project (CSR) - to become a one-stop research and technology transfer center. The CSR Project would provide area businesses with full-access to the knowledge resources and expertise of the university's Flint and Ann Arbor campuses.
  6. Provide land along the Flint River for the expansion of U of M Flint campus. This land could be used for academic, housing, or related uses - such as athletic fields, outdoor recreation and intramural sports activities.
  7. Develop an affordable, planned single family subdivision and a planned industrial-commercial district in the Chippewa District, west of Saginaw Street.
  8. Link the neighborhoods and major economic and knowledge-based institutions through a new and renovated infrastructure system that will contain open space, pedestrian transportation, streetscapes, and telecommunications.
  9. Develop neighborhood preservation activities and value enhancing rehabilitation programs to improve neighborhoods and retain middle class homeowners.
  10. Redevelop Autoworld into a University Park Town Center - consisting off office, retail, recreational, convention and meeting facilities, residential, or other economically viable uses.
- F. Flint University Park Goals - as of September, 1992 - from Exhibit #1 of memo from rki.**
1. **Organizational Development and Internal Management Improvement**
    - a) Implement an effective University Park project management and governance structure.
  2. **Entrepreneurial and Business Climate Enhancement**
    - a) Create market demand for City of Flint residential, commercial, and industrial development.
    - b) Create a business climate which supports increased innovation, entrepreneurship, business expansion & General Motors investment in Flint.
    - c) Work to eliminate blight, middle-class flight, and disinvestment in both downtown and low and moderate income areas by promoting commercial, industrial, residential, and neighborhood developments which project the highest standards of architectural excellence consistent with market and financial feasibility.
  3. **University & Knowledge Resource Enhancement**
    - a) Enhance and focus university resources on accelerating their role in economic development, technology transfer and producing the work force of the future.
    - b) Develop world-class Center(s) for Applied Industrial Information, Simultaneous Engineering and New Product Development.
    - c) Function as an urban laboratory for the development and implementation of new concepts and techniques for Community (second tier) Technology Transfer.
  4. **World-class Technology & Industrial Development**
    - a) Transform the Oak Business Center into a quality business development & technology incubation facility
    - b) Develop world-class planned business & technology parks
- G. Objectives - laundry list for individual team competence committees**
1. **Program administration competence team - formerly project management team.**

Those who are responsible for and have the authority to make & implement day-to-day management decisions & actions needed to administer and support the total project effort.

May include the acquisition of funding and other resources needed to achieve program health.

- a) Appoint Board of Governors - complete as of September, 1992.
- b) Obtain project management/operations plan development grant - complete as of September, 1992.
- c) Appoint core competence teams - in process as of September, 1992.
- d) Retain project management/operations plan consultant - in process as of September, 1992.
- e) Conduct Board of Governors vision development - to be completed by 10/02/92.
- f) Prepare draft developer RFP's - to be completed by 10/02/92.
- g) Prepare aggregate project plan, critical path schedule, sub project plans and operations manual - to be completed by 12/11/92.
- h) Prepare aggregate financial program & budget - to be completed by 12/11/92.
- i) Make federal submission - to be completed by 12/11/92.
- j) Identify sub-project(s) funding sources - to be completed by February, 1993

**2. Planning competence team**

Those who have the responsibility and authority to prepare physical plans for the total site and its various components.

Includes the incorporation and meshing of all master plans for facilities and organizations in the University Park area with the new planning for the total University Park program.

- a) Establish a computer data base of all property within the current university park area - complete
- b) Prepare first draft of the project vision plan - complete
- c) Develop physical site and building space/size specifications for draft project vision plan financial feasibility projections - to be completed by 09/25/92.
- d) Make war room computer system recommendations - to be completed by 10/02/92.
- e) Integrate A/C Rochester redevelopment plans (?) - to be completed by 10/02/92.
- f) Develop infrastructure and transportation (pedestrian & vehicular) plan - to be completed by 11/25/92.
- g) Integrate existing higher education institutional and downtown physical development plan - to be completed by 11/25/92.
- h) Integrate existing and develop alternative neighborhood plans - to be completed by 11/25/92.
- i) Integrate existing and develop new sub-project plans - to be completed by 11/25/92.
- j) Prepare enterprise zone application(s) - to be completed by 12/09/92.
- k) Complete overall project master plan - to be completed by 12/11/92.

**3. Marketing & development competence team**

Those responsible and having the authority to define, locate, and obtain users, occupants, developers and others who will populate the University Park project.

- a) Commission Auto World existing condition assessment - to be completed by 10/02/92.
- b) Finalize vision plan - to be completed by 10/02/92.
- c) Inventory redevelopment sites & existing conditions component of data base - to be completed by 10/30/92.
- d) Identify redevelopment opportunity zones such as - to be completed by 10/30/92.
  - (1) University technology park - sectors 1 & 2
  - (2) Chippewa commercial/industrial district

- (3) Small business districts
- (4) A/C Rochester river redevelopment district
- (5) Autoworld regional center
- e) Identify critical development projects with redevelopment opportunity zones - to be completed by 11/13/92.
- f) Prepare preliminary financial feasibility studies of critical development project - to be completed by 11/25/92.
- g) Identify & define additional study needs such as market studies, etc. - to be completed by 11/25/92.
- h) Identify economic development and technology/university linkage opportunities by developing a plan for establishing a Flint University Park Research Strategic Alliance - to be completed by 12/11/92.
- i) Establish war room - to be completed by 12/18/92.

**4. Education competence team**

Those responsible for and having the authority to provide university and other educational resources to those who now occupy, and those who will occupy University Park in the future.

This action entails development and implementation of a total linkage between the educational system of the Flint Metro Area and those interested in occupying University Park.

- a) Inventory existing educational assets - to be completed by ?.
- b) Implement community stabilization and revitalization project - to be completed by ?.
- c) Recommend intellectual property opportunity development plan - to be completed by ?.
- d) Identify GM/University technology, research and human resource opportunity - to be completed by ?.
- e) Identify new health care research/economic development interface opportunities - to be completed by ?.
- f) Develop a plan to improve university linkage and cooperation (to what?) - to be completed by ?.
- g) Develop a plan to improve Kg thru 12 for University Park residents - to be completed by ?.

**5. Neighborhood & housing competence team**

Those responsible for and having the authority to conceive, have planned, finance, and improve existing residential facilities and total neighborhoods within the University Park area.

- a) Institute community input mechanism for existing neighborhoods - to be completed by 09/11/92.
- b) Develop existing neighborhood development plan(s) - to be completed by 09/18/92.
- c) Develop neighborhood development sub-project plans - to be completed by 10/30/92.
- d) Estimate acquisition, spot clearance, and rehab costs - to be completed by 11/25/92.
- e) Conduct public or neighborhood hearings to obtain community input on the neighborhood development plan - to be completed by ?.

Date of meetings - Tuesday, August 25, 1992 . . . . .	1
City of Flint University Park meeting notes . . . . .	1
By Ralph J. Stephenson, Consultant . . . . .	1
Date of meetings - Tuesday, August 25, 1992. . . . .	1
Place of meeting - GEAR Conference Room . . . . .	1
Those attending . . . . .	1
Core Competence Team, 1	
Fred Kump, 1	
Ralph J. Stephenson - Consultant, 1	
Agenda . . . . .	1
Read letter to Board of Governors, 1	
Set objectives to be achieved for Board meeting on Friday, October 2, 1992, 1	
Review project objectives, 1	
Set preliminary operating mode for Core Competence Team, 1	
Review concept of partnering & its application to University Park, 1	
General notes . . . . .	1
nju wants to know how she can start her work, 1	
Questions, 1	
Definitions - some of these have been revised - see current General Notes - item I . . . . .	1
Mission, 1	
War room, 2	
Core Competence Team, 2	
Project management competence team, 2	
Planning competence team, 2	
Marketing/Development competence team, 2	
Education competence team, 2	
Neighborhood & Housing competence team, 2	
Abbreviations . . . . .	2
nju - Nancy Jurkiewicz - Project management team leader, 2	
kst - Kathy Stoughton - Neighborhood & housing team leader, 2	
rki - Richard King - Project Director & Marketing & development team leader, 2	
mda - Mark Davis - Education team leader, 2	
jra - Jim Race - Planning team leader, 2	
fkl - Fred Kump, 2	
rjs - Ralph J. Stephenson - Consultant, 2	
Those involved or impacting on total program . . . . .	2
Karl B. Williams - Director of Michigan Department of Commerce - Southeastern, 2	
Ben Mason - former Department of Commerce representative for Flint area, 2	
Mr. Emerson Sharrod - Field representative Department of Housing and Development, 2	
Carl Schwartz - Business man, 2	
William White - President Mott Foundation, 2	
Mayor Woodrow Stanley, 2	
Inez Brown - Senior policy advisor - Senator Donald Riegler, 2	
Senator Donald Riegler - US Congress, 2	
William Donahue - President Genesee Area Focus Council, 2	
Bob Sinnot - AC Rochester Plant Manager, 2	
Indian doctor from tech center recycling, 2	
Fred Kump - , 2	



**Kathy Edwards - Deputy Director - Michigan Department of Commerce, 2**  
**Jim Race - Planning team leader, 2**  
**Kathy Stoughton - Neighborhood & housing team leader, 2**  
**Mark Davis - Education team leader, 2**  
**Nancy Jurkiewicz - Project management team leader, 2**  
**Richard King - Project Director & Marketing & development team leader, 2**

**I. Date of meetings - Tuesday, August 25, 1992**

- A. City of Flint University Park meeting notes
- B. By Ralph J. Stephenson, Consultant
- C. Date of meetings - Tuesday, August 25, 1992
- D. Place of meeting - GEAR Conference Room
- E. Those attending
  - 1. Core Competence Team
    - a) Jim Race - Planning team leader
    - b) Kathy Stoughton - Neighborhood & housing team leader
    - c) Mark Davis - Education team leader
    - d) Nancy Jurkiewicz - Project management team leader
    - e) Richard King - Project Director & Marketing & development team leader
  - 2. Fred Kump
  - 3. Ralph J. Stephenson - Consultant

**F. Agenda**

- 1. Read letter to Board of Governors
- 2. Set objectives to be achieved for Board meeting on Friday, October 2, 1992
- 3. Review project objectives
- 4. Set preliminary operating mode for Core Competence Team
  - a) Project Management
  - b) Planning
  - c) Marketing/Development
  - d) Education
  - e) Neighbor & Housing
- 5. Review concept of partnering & its application to University Park

**G. General notes**

- 1. njw wants to know how she can start her work
  - a) Needs project definition
  - b) Needs priorities
  - c) Needs something to start from
  - d) Needs planning dollars
    - (1) 302a must be tied to specific project
    - (2) Must set priorities
    - (3) Must help formulate public policy and direction
    - (4) UP is a plan for setting public policy and direction for the defined area.
- 2. Questions
  - a) How is the program to be written?
  - b) What do the buzz words mean?
  - c) What is eligible? (mentioned by mda as an important basis upon to build an acceptable program)

**H. Definitions - some of these have been revised - see current General Notes - item I**

**1. Mission**

- a) Position
  - To create a positive condition which improves the image of Flint, encourages economic diversification, alleviates conventional social ills, and to provide the information needed by the people of the Flint market area by which they can achieve the mission.

b) Mission

The mission of the project is to position the institutions and people which constitute the City of Flint and its market area to become a source of entrepreneurial and manufacturing excellence influence throughout the world.

2. War room
3. Core Competence Team
4. Project management competence team
5. Planning competence team
6. Marketing/Development competence team
7. Education competence team
8. Neighborhood & Housing competence team

I. Abbreviations

1. nju - Nancy Jurkiewicz - Project management team leader
2. kst - Kathy Stoughton - Neighborhood & housing team leader
3. rki - Richard King - Project Director & Marketing & development team leader
4. mda - Mark Davis - Education team leader
5. jra - Jim Race - Planning team leader
6. fkl - Fred Kump
7. rjs - Ralph J. Stephenson - Consultant

J. Those involved or impacting on total program

1. Karl B. Williams - Director of Michigan Department of Commerce - Southeastern Michigan office
  - a) Formerly with MDOT
2. Ben Mason - former Department of Commerce representative for Flint area
3. Mr. Emerson Sharrod - Field representative Department of Housing and Development
4. Carl Schwartz - Business man
5. William White - President Mott Foundation
6. Mayor Woodrow Stanley
7. Inez Brown - Senior policy advisor - Senator Donald Riegler
8. Senator Donald Riegler - US Congress
9. William Donahue - President Genesee Area Focus Council
10. Bob Sinnot - AC Rochester Plant Manager
11. Indian doctor from tech center recycling
12. Fred Kump -
13. Kathy Edwards - Deputy Director - Michigan Department of Commerce
14. Jim Race - Planning team leader
15. Kathy Stoughton - Neighborhood & housing team leader
16. Mark Davis - Education team leader
17. Nancy Jurkiewicz - Project management team leader
18. Richard King - Project Director & Marketing & development team leader

Date of meetings - Thursday, September 3, 1992 . . . . . 1

City of Flint University Park meeting notes . . . . . 1

By Ralph J. Stephenson - Consultant . . . . . 1

Date of meetings - Thursday, September 3, 1992 . . . . . 1

Agenda for meeting with Richard King . . . . . 1

    Review Board of Governor's meeting - October 2, 1992, 1

    Meet with team leaders - 1:30 PM, 1

        √ Discuss overview of project, 1

        √ Discuss management of core competence teams, 1

        √ Complete discussions on contract, 1

Overview of project - with Richard King . . . . . 1

    General, 1

    Free discussion by rki, 2

Team leader meeting - 1:30 pm - September 3, 1992 . . . . . 3

    Agenda, 3

        What are we to do in this meeting this afternoon?, 3

**II. Date of meetings - Thursday, September 3, 1992**

**A. City of Flint University Park meeting notes**

**B. By Ralph J. Stephenson - Consultant**

**C. Date of meetings - Thursday, September 3, 1992**

**D. Agenda for meeting with Richard King**

**1. Review Board of Governor's meeting - October 2, 1992**

- a) Agenda
- b) Participants
- c) Management of meeting
- d) Location
- e) Purpose of meeting

**2. Meet with team leaders - 1:30 PM**

- a) Agenda
- b) Objectives of meeting
- c) Duties

**3. √ Discuss overview of project**

**4. √ Discuss management of core competence teams**

- a) Goals
- b) Objectives
- c) Methods
- d) Techniques

**5. √ Complete discussions on contract**

- a) Cost
- b) Insurance
- c) Products
- d) Specialized consultants
- e) Other costs
- f) Retention

**E. Overview of project - with Richard King**

**1. General**

- a) Mission ok
- b) Is a new town - in town project
- c) City growth often is the result of private integration with the urban plans
- d) City growth often can be driven by combining entrepreneurial drive with university knowledge.
- e) The framework of a benchmark to use for physical, informational, technological interfaces - can it be replicated.
- f) Can or should Stanford or Silicone Valley be used as economic models or a program benchmark?
- g) Are trying to create an entrepreneurial infrastructure so Flint can get economic spin off from the institutions that exist now in Flint.
- h) Diversification is an objective of the program
  - i) Must start the program off with a bang
  - j) Want to have a specific plan of action by December, 1992
  - k) What can we do to get specific actions in process?
  - l) Must define priorities
- m) Examples of specific projects to be put in work by December, 1992
  - (1) Establish plan of action for A/C West land reuse

- (2) Prepare physical plan for University Technology Park
    - (a) Set boundaries
    - (b) Establish desired land uses
      - i) Office/technology
      - ii) Commercial
      - iii) Residential
      - iv) Industrial
      - v) Institutional
    - (c) Determine economic feasibility of key proposed projects, for instance
      - i) University Technology Park - sector 2
  - (3) Establish and build war room
  - (4) Build inventory of all land and building uses within University Park area
    - (a) Method of data collection, storage and retrieval
    - (b) Method of collecting data
    - (c) Tabulate assessed valuations of properties in area
    - (d) Is a stand alone, flat file data base system.
    - (e) etc.
  - (5) Collect and catalog all master plans for facilities and organizations in the University Park area.
  - (6) Establish a plan of action to link, develop and improve the University Park infrastructure
  - (7) etc.
- 2. Free discussion by rki**
- a) Steps in the process of development
    - (1) Board desires and actions
      - (a) Define and state mission
      - (b) Define and state goals
      - (c) Define the vision
      - (d) Set objectives and products
      - (e) Define common set of objectives and products
      - (f) Decide on specific projects and timetables
      - (g) Prepare operational plans
      - (h) Implement projects
    - (2) City desires and actions
      - (a) Define and state mission
      - (b) Define and state goals
      - (c) Prepare vision draft #1
      - (d) Set tentative objectives and products
      - (e) Define common set of objectives and products
      - (f) Decide on specific projects and timetables
      - (g) Prepare operational plans
      - (h) Implement projects
    - (3) Team desires and actions
      - (a) Define and state mission
      - (b) Define and state goals
      - (c) Prepare vision draft #1
      - (d) Set team objectives and products
      - (e) Define common set of objectives and products

- (f) Decide on specific projects and timetables
- (g) Prepare operational plans
- (h) Implement projects

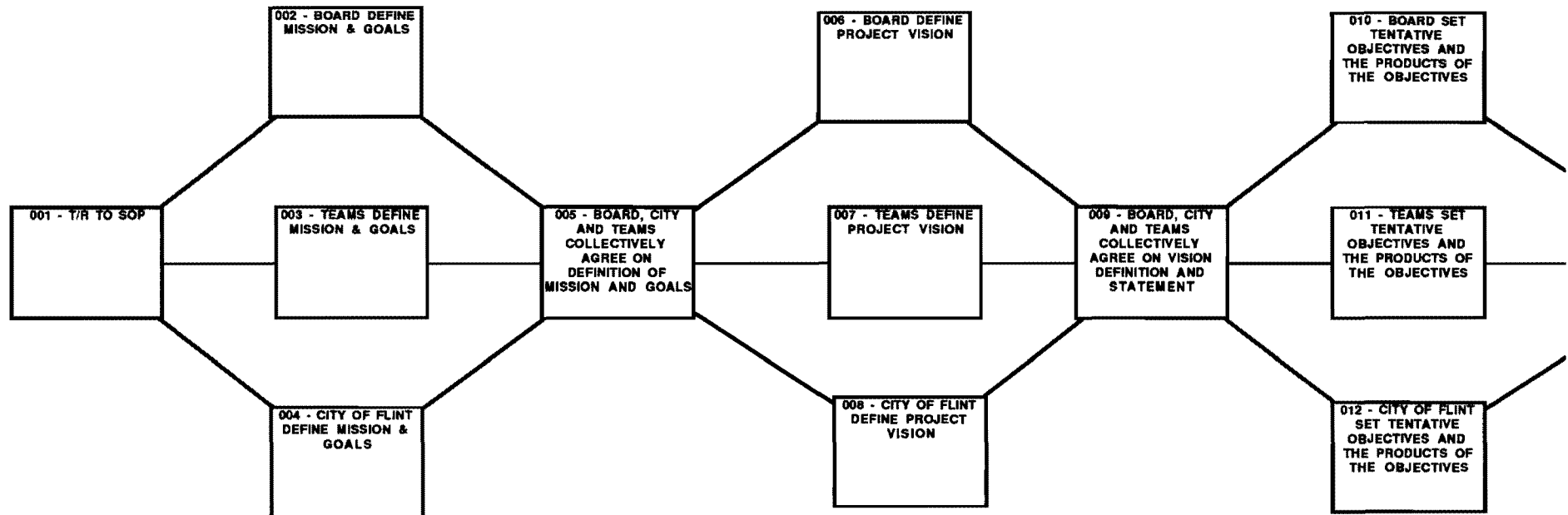
**F. Team leader meeting - 1:30 pm - September 3, 1992**

**1. Agenda**

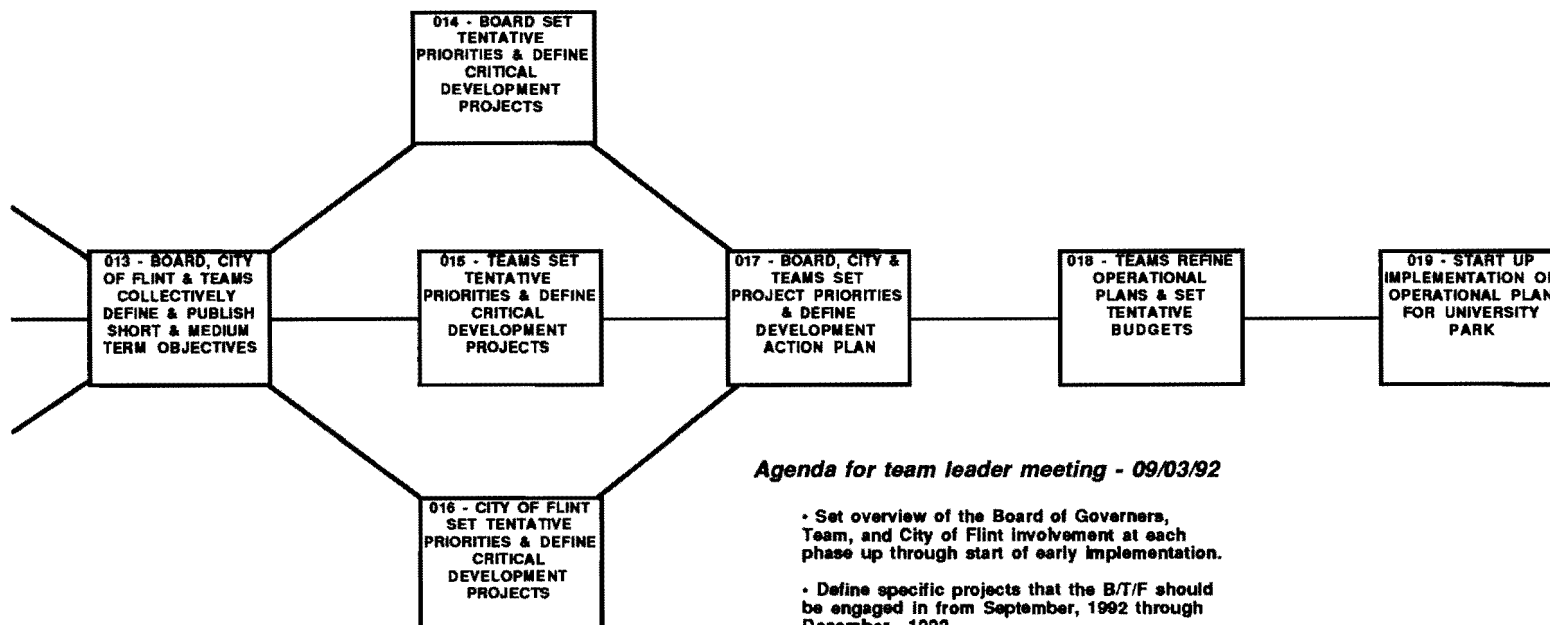
- a) Review specific plan of action from September, 92 through December, 1992.
- b) Discuss JJR proposal to prepare revitalization plan
  - (1) Suggested by
    - (a) GMI
    - (b) Hurley Hospital
    - (c) McLaren Hospital
    - (d) 3rd Avenue Credit Union
    - (e) Mott-Turri school
    - (f) Community mental health

**2. What are we to do in this meeting this afternoon?**

- a) Restate the mission and goals of the project - rki
- b) Define the functions of the teams
- c) Discuss what the teams are to do in the coming months
- d) Discuss what the teams are to do Tuesday, September 8, 1992







The implementation plan encompasses funding, sub project definition, budget structuring & all the detailed stuff it takes to achieve the mission.

#### Agenda for team leader meeting - 09/03/92

- Set overview of the Board of Governors, Team, and City of Flint involvement at each phase up through start of early implementation.
- Define specific projects that the B/T/F should be engaged in from September, 1992 through December, 1992.
- Discuss specific planning processes that should be entered into from September, 1992 through December, 1992.
- Suggested early project elements - for team discussion only. These are listed at random:
  - Set plan of action to establish A/C West land use
  - Define project boundaries
  - Establish desired land uses
  - Set methods of determining economic feasibility of plan components.
  - Collect and catalog all master plans for facilities & organizations in the University Park area.
  - Establish a plan of action to link, develop, and improve the University Park infrastructure.
  - Other?
- Set suggested individual team participation in early project elements - Project management, Planning, Marketing/Development, Education, Neighborhood & Housing.

Issue # 1 - September 3, 1992  
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### NETWORK MODEL FOR FLINT UNIVERSITY PARK PROJECT - Flint, Michigan

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Sheet #  
SM1

~~3~~ 4

Date of meetings - Tuesday, September 8, 1992 . . . . .	1
City of Flint University Park meeting notes . . . . .	1
By Ralph J. Stephenson - Consultant . . . . .	1
Date of meetings - Tuesday, September 8, 1992 . . . . .	1
Project administration competence team meeting #1 meeting . . . . .	1
Date of meeting - 8:15:30 AM - September 8, 1992, 1	
Those attending, 1	
Agenda, 1	
General, 1	
Review of goals, 2	
Review of vision, 2	
Possible assignments from day's meetings, 2	
Planning competence team meeting #1 meeting . . . . .	2
Date of meeting - 10:04:24 AM - September 8, 1992, 2	
Those attending, 2	
Agenda, 2	
General, 3	
Vision components, 3	
Discussions for approval and critique, 3	
dru feels there is a need to define who can set priorities on projects., 3	
How do the various teams work in concert with each other?, 3	
Objectives discussion, 3	
Agenda for Monday, September 21, 1992 - 10:00 am, 3	
Marketing & development competence team #1 meeting . . . . .	3
Date of meeting - 12:07:16 PM - September 8, 1992, 3	
Those attending, 4	
General, 4	
Education competence team #1 meeting. . . . .	4
Date of meeting - 2:09:29 PM - September 8, 1992, 4	
Those attending, 4	
General discussion, 5	
Neighborhood & housing team #1 meeting - canceled. . . . .	6

**III. Date of meetings - Tuesday, September 8, 1992**

**A. City of Flint University Park meeting notes**

**B. By Ralph J. Stephenson - Consultant**

**C. Date of meetings - Tuesday, September 8, 1992**

**D. Project administration competence team meeting #1 meeting**

**1. Date of meeting - 8:15:30 AM - September 8, 1992**

**2. Those attending**

- a) Susan Piper - Vice President - McLaren Regional Medical Center
- b) Rick Carter - Administrator for O. H. Hurley Medical Center
- c) Richard King - Project Director & Marketing & Development team leader
- d) Nancy Jurkiewicz - Project administration team leader
- e) Ralph J. Stephenson - Consultant

**3. Agenda**

- a) Provide overview of project
- b) Review goals of project
- c) Review project vision
- d) Review project objectives

**4. General**

- a) rki and nju provided some overview comments re project
- b) rjs gave those attending a set of notes containing
  - (1) Those involved
  - (2) Definitions
  - (3) Vision
  - (4) Goals
  - (5) Objectives
- c) nju explained the function of the competence team.
- d) rca - have you already identified personnel for the committees? nju and rki said still in formation.
- e) Mayor is to be involved at the Board level.
- f) nju asked about the structure of the project meetings
  - (1) rki said that he and rjs are resources
  - (2) rki mentioned the committee can meet as they desire.
- g) spi said the Project Administration Team can be most effective to plan their work after the other teams have met.
- h) spi said that funding is a crucial part of each action.
- i) rki agreed the funding and the priority of funding is critical
- j) The Project Administration team must take their direction from the work and decisions of the other teams. Should have other team input prior to the next meeting.
- k) Are the other teams aware of the work of the full set of teams?
  - l) It all starts from the vision and the goals.
- m) Has the Board of Governors approved the vision and the goals.
- n) Are we spinning our wheels. Not necessarily - the Board wants to hear the comments of the teams.
- o) Discussed the economic, political and planning dynamics of the total project. To date all are trying to concentrate on the mission.
- p) rca suggested the project administration team be placed above the line action groups to be a staff or assisting team to the Project Director.
- q) spi stressed that this program has be reality based!

- r) We must convince people that this program will work!
- s) Approach may be through the use of sub-projects within the mission, goals, vision and objectives.
- t) What are some of the issues this project should be dealing with?
- 5. **Review of goals**
  - a) Organizational Development and Internal Management Improvement
  - b) Entrepreneurial and Business Climate Enhancement
  - c) University & Knowledge Resource Enhancement
  - d) World-class Technology & Industrial Development
- 6. **Review of vision**
  - a) rki went through the physical developments of the program
  - b) The economic strength of the development is to be discussed in greater detail.
  - c) An important part of the development is to use both campuses of the University of Michigan - Flint and Ann Arbor.
  - d) Points #1 through #4 ok.
  - e) Point #5 should be revised to the following - "Help businesses by collaborating with the University of Michigan - through ..... etc."
  - f) Point #6 should be revised to the following - "Identify expansion opportunities for the Flint River University Campus ..... etc."
  - g) Point #7 - ok
  - h) Point #8 - ok
  - i) Point #9 - ok
  - j) Point #10 - ok
- 7. **Possible assignments from day's meetings**
  - a) Prepare list of items and equipment to be put in war room
    - (1) Good large scale map of Flint
    - (2) Good vertical aerial photo of Flint
    - (3) Location of all major facilities in the Flint Metropolitan area
    - (4) Copies of master plans for facilities in the University Park area
- E. **Planning competence team meeting #1 meeting**
  - 1. **Date of meeting - 10:04:24 AM - September 8, 1992**
  - 2. **Those attending**
    - a) Rick Carter - Administrator for O. H. Hurley Medical Center
    - b) Denise Heath - City of Flint
    - c) Jim Race - City of Flint
    - d) John Brown - Vice President for Academics for the Baker College system
    - e) Dorothy K. Russell - Vice Chancellor for Administration - University of Michigan - Flint
    - f) Richard King - Project Director & Marketing & Development team leader
    - g) Mark Davis - Education team leader - came into meeting at 11:20 am
    - h) Ralph J. Stephenson - Consultant
  - 3. **Agenda**
    - a) Provide overview of project
    - b) Review the mission of the project
    - c) Review the goals of the project
    - d) Review the vision generated from the goals
    - e) Review the objectives of each team relative to the project

**4. General**

- a) rki gave brief overview of project
- b) rki mentioned success of Riverview (Windmill) place
  - (1) Created market for the project
- c) rki stressed the importance of goals as desires without numbers.
- d) The vision statement results from the goal statements.
- e) dru asked if there is a representation of K through 12 interests on the Board of Governors?
- f) One of the important functions of the planning team is to gather information about the area occupants and their plans.
- g) Defined the CRS - Community Stabilization and Revitalization Project.
- h) Should stress in land use discussions that the work now is generic
- i) dru asked the team to consider extending the south boundary south of I-69. Saginaw Street is a critical spine of the City. dru would consider extending to the northern boundary of Burton. Would include the Great Lakes Technology Center.
  - (1) What are the plans for GM expansion in the areas south of I-69
  - (2) How many people are employed by Great Lakes Technical Center - 4000 people.
  - (3) Hurley Medical Center has a facility in the area.
  - (4) People from Grand Blanc come in on Saginaw

**5. Vision components**

- a) Item #6 should be revised to - "Provide land along the Flint River for programmatic expansion of the University of Michigan Flint campus."

**6. Discussions for approval and critique**

- a) Mission statement and definition
- b) Position definition should be revised to read - "To a condition that encourages economic diversification and provides the information needed by the people of the Flint market area so they can achieve the mission." This is under consideration.
- c) The word position should be removed from the mission definition.
- d) The mission should read - "The mission of the project is to make Flint a great city." (end of mission statement.)

**7. dru feels there is a need to define who can set priorities on projects.**

- a) The teams can recommend priorities, the Board of Governors will make them official.

**8. How do the various teams work in concert with each other?**

- a) The teams work to define what is to be done at the working level to achieve the mission within their knowledge and responsibility. Analogous to a single purpose plan - one produced with the main drive being to achieve the purpose of the originating group.
- b) Next the team efforts are reviewed, merged and shaped by the Project Director to reflect the intent of the project teams within the total concept.
- c) The teams re review the projects and their nature and come to a consensus as to what is to be presented to the Board of Governors for their ultimate decision about priorities and plans.

**9. Objectives discussion**

**10. Agenda for Monday, September 21, 1992 - 10:00 am**

- a) Discuss and approve the mission statement
- b) Discuss and adopt the project team objectives

**F. Marketing & development competence team #1 meeting**

**1. Date of meeting - 12:07:16 PM - September 8, 1992**

**2. Those attending**

- a) Joanne Sullenger - Vice Chancellor for Institutional Advancement - University of Michigan - Flint
- b) Ken Rice - Vice President for Development - Baker College & Director of Public Relations for the Baker College system
- c) Richard King - Project Director 7 Marketing & Development team leader
- d) Mark E. P. Parston - Vice President Planning and Business Development - McLaren Health Care Corporation
- e) Ralph J. Stephenson - Consultant

**3. General**

- a) Met at TGIF for lunch
- b) rki gave brief orientation of total project.
- c) mpa asked about committee make up & its relation to the mission statement of the project.
- d) DCED supports the University Park concept - the teams are supposed to test the premises and to bring it to life.
- e) Must have the occupant institutional input.
- f) What are the missions of the institutions that occupy the University Park.
- g) Where are the master plans?
  - (1) All have master plans
- h) Discussion topics
  - (1) Strategic plans
  - (2) Facilities plans
  - (3) What should fill the interstices between the major institutions
  - (4) The neighborhoods around the institutions must be made safe & attractive & economically productive.
  - (5) In patient treatment facilities of St. Joe hospital to be moved to Grand Blanc.
  - (6) Must find ways by which the faculty of the institutions can be attracted and retained.
  - (7) People don't want to live in Flint
  - (8) How do we enhance the area
  - (9) What kind of an area can be developed in University Park to attract the people to the institutions.
  - (10) Talked about territorial imperatives
  - (11) Flint has a long history of territorial protectionism
  - (12) The major concept that came out of this meeting was the fact that the areas between the major facilities must be made healthy developments. How can this be done?
  - (13) How do we make linkages mutually valuable?

**G. Education competence team #1 meeting**

**1. Date of meeting - 2:09:29 PM - September 8, 1992**

**2. Those attending**

- a) Mark Davis - Team leader - Education competence team
- b) Richard King - Project Director - University Park
- c) Dave Doherty - Vice President - GMI
- d) Victor Wong - Provost - University of Michigan - Flint
- e) Lenetta Coney - Mott Community College
- f) Rick Carter - Administrator for O. H. Hurley Medical Center

- g) Jeff Love - Baker College
- h) Ralph J. Stephenson - Consultant

3. General discussion

- a) rki presented brief review of the project and the principles driving it.
- b) Goals
  - (1) Group had no major revisions to make on goal statements
  - (2) Important to create demand for University Park space
- c) C4 development - a shortening of the production cycle.
- d) World-class industrial park
- e) Organization chart
- f) Vision components
  - (1) Need good planned middle income subdivision in the City
  - (2) A/C Rochester West development is to center around a redeveloped surplus building and vacant land.
  - (3) Carriage Town, Hurley East and West need infrastructure attention
  - (4) GMI expansion is a critical part of the western edge development
  - (5) U of M & CSR program to give University Park occupants access to the U of M facilities
  - (6) Expansion of U of M along the Flint River
- g) Mark Davis distributed 2nd draft of the team nature and objectives
  - (1) The education team  
Team members are primarily responsible for providing both K-12 education and higher educational services from within the University Park to a variety of constituencies both within and outside of the Flint University Park.
    - (a) vwo asked what the implications of the name University Park are? What is the focus of the University Park project.
- h) Discussion
  - (1) Might the name University Park produce an exclusionary feeling among others.
  - (2) General feeling if the educational institutions are involved it is good for the area.
  - (3) The name connotation must be looked at within the development process.
  - (4) Those organizations that might be interested in coming into Flint want to know what the quality of University Park is all about.
  - (5) ok - all seem to be satisfied with the name.
- i) Quality of service
- j) How to provide jobs that will help add value to the community and to the people in the community.
- k) dwh suggested we take out the General Motors name as specifically mentioned in the draft. Too much attention to the entity.
- l) mda transisted briefly from the educational role of the team to the planning role of the team.
- m) mda definitions of higher education services should be reviewed carefully.
- n) vwo asked about industrial training and retraining.
- o) The scope of the team's work extends far beyond facilities planning and land planning.
- p) The team members mentioned Triangle Park, The Boston Loop, etc.
- q) How does a community change?
- r) If you believe communities can change - you are right
- s) vwo feels there must be some coalescence
- t) Mentioned fiber optics.

- u) mda completed his presentation of the second draft for the education team.
- v) What facilities plans are available to be used for reference material.
- w) mda requested that each team member provide him with their institution's facilities plan.
  - (1) Strategic plans are 1 to 5 to 10 years out
  - (2) Much of the planning is to be done for the next 5 year period.
- x) Primary objectives of the education committee are to:
  - (1) Develop higher quality services to constituencies
  - (2) To provide more services and jobs (where realistic) from within the University Park to constituencies located both within and outside of the University Park, and
  - (3) To creatively increase cooperation between the various Park institutions.
- y) vwo mentioned there is a great correlation between education and the economic status of the community.
- z) What do we need and when?
  - (1) Planning reference material
  - (2) Will be placed in the war room at City Hall
- aa) mda would like to meet in the war room as soon as possible
  - (1) Next meeting will be on September 21, 1992
- ab) vwo said new plan will be revised and submitted for approval by Board.
- ac) Questions?
  - (1) The focus of the analysis is to be on what?
  - (2) What is the analysis of the data to be used for?
  - (3) What is the method to be used in analyzing the data?
  - (4) What programmatic planning is important to the UP project?
- ad) rca said their plan probably will not be available for at least 6 months.
- ae) Team must decide the direction they want to follow.
- af) rca feels k through 12 is a very important element of the total plan

**H. Neighborhood & housing team #1 meeting - canceled**



Date of meeting - Monday, September 21, 1992 . . . . .	1
City of Flint University Park meeting notes . . . . .	1
By Ralph J. Stephenson - Consultant . . . . .	1
Date of meeting - Monday, September 21, 1992 . . . . .	1
Project administration competence team meeting #2 meeting . . . . .	1
Date of meeting - 8:10:02 AM - September 21, 1992, 1	
Those attending, 1	
Team objectives, 1	
Agenda, 1	
General, 1	
Adjourned at 8:56:23 AM, 2	
Planning competence team meeting #2 meeting . . . . .	2
Date of meeting - 9:58:48 AM - September 21, 1992, 2	
Those attending, 2	
Team objectives, 2	
Agenda, 2	
General, 2	
Example of planning the planning, 3	
To take to the Board, 4	
Adjourned at 11:54:27 AM, 4	
Marketing & development competence team #2 meeting . . . . .	4
Date of meeting - 11:57:22 AM - September 21, 1992, 4	
Those attending, 4	
Team objectives, 4	
Agenda, 4	
Lunch in DAEF conference room, 4	
General, 4	
Laundry list, 5	
Concerns to be taken to the Board of Governors, 5	
Adjourned at 1:59:49 PM, 5	
Education competence team #2 meeting . . . . .	5
Date of meeting - 2:01:32 PM - September 21, 1992, 5	
Those attending, 5	
Team objectives, 6	
General, 6	
Thoughts that might be taken to the Board for discussion, 8	
Adjourned at about 3:25 PM - September 21, 1992, 8	
Neighborhood & housing team #2 meeting . . . . .	8
Date of meeting - 4:07:56 - PM September 21, 1992, 8	
Those attending, 8	
Team objectives, 8	
Agenda, 8	
General, 8	
Adjourned at 5:08:45 PM, 9	
Follow up notes . . . . .	9
Define new terms, 9	
To consider taking to the Board for discussion., 9	

**IV. Date of meeting - Monday, September 21, 1992**

**A. City of Flint University Park meeting notes**

**B. By Ralph J. Stephenson - Consultant**

**C. Date of meeting - Monday, September 21, 1992**

**D. Project administration competence team meeting #2 meeting**

**1. Date of meeting - 8:10:02 AM - September 21, 1992**

**2. Those attending**

- a) Susan Piper - Vice President - McLaren Regional Medical Center
- b) Rick Carter - Administrator for O. H. Hurley Medical Center
- c) Richard King - Project Director & Marketing & Development team leader
- d) Nancy Jurkiewicz - Project administration team leader
- e) Ralph J. Stephenson - Consultant

**3. Team objectives**

- a) The program objectives are the sum total of all the team objectives
- b) Ideas expressed by rca
  - (1) Need some kind of an overview of the issues and concerns that drive the project.
  - (2) Doesn't think we should review the team objectives with the Board. The objectives must come out of the Board meeting.
- c) Ideas expressed by s
- d) rki mentioned that the driving forces are outlined in Exhibit #1 dated 09/21/92.
- e) rki wants two things from the Board on October 2, 1992
  - (1) What does the Board think should be done to achieve the goals?
  - (2) What do the institutions think should be done to achieve the goals?
    - (a) From the institutions represented by the 18 members of the Board.
- f) Objectives given in Exhibit #2 - dated by rjs 09/21/92
  - (1) Develop and maintain project management structure
  - (2) Develop funding sources for critical development projects
  - (3) Prepare and manage developer rfp(s) process
  - (4) Review contracts
  - (5) Prepare operations plan

**4. Agenda**

- a) Determine work product of the project administration team
- b) Discuss team objectives

**5. General**

- a) Enterprise zones
  - (1) How we get the enterprise zone designation
  - (2) Must work within an area basically in a 10% of the total city size
  - (3) Planning team will be following the enterprise zone potential
- b) What are some of the work products
  - (1) Prepare grant applications
    - (a) Suppose Hurley and McLaren decide on a project within their area. Near a new tower. New project is an employee park.
    - (b) Suppose hospitals can only fund half of the park cost
    - (c) The pact committee would help find the funding.
- c) Joe Kushuba will be facilitating the Board meeting on October 2, 1992.
- d) Jack Martin might be a good facilitator.
- e) Purpose of board meeting could be to give the customers in the area to express their interests, concerns and ideas about how the area is to be improved.

- f) Must give the team members a chance to contribute something.
- g) Resources from Hurley might include
  - (1) Alice Lorenz - Director of School of Nursing
  - (2) Rob Jewell - Grant Writer
  - (3) Larry Daly - Assistant Director of Planning and Marketing Services
- h) Reviewed what the Board meeting will cover
- 6. **Adjourned at 8:56:23 AM**
- E. **Planning competence team meeting #2 meeting**
  - 1. **Date of meeting - 9:58:48 AM - September 21, 1992**
  - 2. **Those attending**
    - a) Larry Cywin - Board of Education - 313 760 1120
    - b) Douglas Varnum - Michigan Bell Telephone - 313 768 0123
    - c) John Brown - Vice President for Academics for the Baker College system - 313
    - d) Lee Gonzales - Genesee County Development
    - e) Dorothy K. Russell - Vice Chancellor for Administration - University of Michigan - Flint
    - f) Richard King - City of Flint - Project Director
    - g) Jim Race - City of Flint - 313 766 7355
    - h) Denise Heath - City of Flint - 313 766 7355
    - i) Ralph J. Stephenson - Consultant
  - 3. **Team objectives**
    - a) Establish database
    - b) Define and quantify critical development projects
    - c) Integrate institutional and neighborhood plans
    - d) Prepare overall master and vision plans
    - e) Develop infrastructure and transportation plan
    - f) Prepare enterprise zone application project plans
    - g) Define war room computer systems
  - 4. **Agenda**
    - a) Discuss rki memo material
    - b) Review planning processes to be used
  - 5. **General**
    - a) rki joined the meeting at 10:49:31 AM
    - b) rjs reviewed the current team objectives and the role of the committee in the program
      - (1) Introduced the possibility of rearranging the organizational structure of the program
    - c) jra reviewed the overall program map
      - (1) Used the colored map
        - (a) Yellow - residential
        - (b) Red - commercial
        - (c) Green - institutional
        - (d) Blue - industrial
      - (2) Discussed the various projects with the group
    - d) dru proposed including Great Lakes Technology Center in the program. Asked if we had discussed this with the other committees
    - e) lcy asked if the Northern Park project should be included in the program

- f) Enterprise zones - no larger than 10% of the city's area - area of city is 33.6 square miles.
    - (1) jra is going to review the enterprise zone regulations.
  - g) jru discussed the memo of September 18, 1992
    - (1) The mission and goals statement are the City's statement
    - (2) The mission and goals may be modified by the Board
    - (3) The assignments will be worked on by the teams.
  - h) dru asked what the firm of Hyatt and Palma are doing and how it fits into the COF UP program.
    - (1) Client is DDA.
    - (2) Could provide a reference point for future work.
    - (3) jra did not have full information on the work they are doing
    - (4) Will be submitted soon.
    - (5) dru was interviewed by the consultants
    - (6) lgo mentioned that if we do not necessarily agree with the findings of the Hyatt and Palma work we could state so.
    - (7) rki said the Hyatt and Palma work may only be a wish list.
- 6. Example of planning the planning**
- a) Oak Technology Park
    - (1) Why is it termed the Oak Technology Park?
    - (2) Why is the program named Flint University Park?
      - (a) Senator Donald Reigle and Mayor Woodrow Stanley gave it the name.
      - (b) City has expanded the project boundaries
    - (3) Laundry list of actions to move from point A to point B (at random)
      - (a) Select a suggested methodology of accomplishing the project
        - i) Economic studies
        - ii) Planners
        - iii) Designers - architects and engineers
        - iv) Constructors
      - (b) Define need and justification.
        - i) Economic
        - ii) Social
        - iii) Educational
        - iv) Physical
        - v) Infrastructure
        - vi) Political
        - vii) Others?
      - (c) Identify status of all projects in work within the program area
        - i) Probability of success to achieve completion
        - ii) Driving force behind project
        - iii) Characteristics of the projects
      - (d) Review existing & in work studies of or for related projects
      - (e) Define expected outcomes
      - (f) Define the beginning and ending points of the plan being prepared.
      - (g) Define the physical scope of the work to be planned.
      - (h) Identify resources required.
      - (i) Identify funding sources available
        - i) Government

- ii) Private
  - iii) Quasi public
  - iv) Foundations
  - v) Other?
  - (j) Identify impact of the project on other cof up projects
  - (k) Identify impact of the public area site improvements from and to the project
- 7. **To take to the Board**
  - a) Great Lakes Technology Center inclusion in the program
  - b) Northern Park inclusion in the program
  - c) Farmer's market inclusion in the program
- 8. **Adjourned at 11:54:27 AM**
- F. **Marketing & development competence team #2 meeting**
  - 1. **Date of meeting - 11:57:22 AM - September 21, 1992**
  - 2. **Those attending**
    - a) Dennis Brooks - Vice President - Michigan National Bank - 313 762 5580
    - b) Ken Rice - Vice President for Development - Baker College & Director of Public Relations for the Baker College system - 313 766 4045
    - c) Polly Piepenbrink - Vice President Marketing and Planning - St Joseph Health System - 313 762 8590
    - d) Fred Brown - Administrator of Employee Development - AC Rochester - 313 257 7554
    - e) Joanne Sullenger - Vice Chancellor for Institutional Advancement - University of Michigan - Flint - 313 762 3350
    - f) Mark E. P. Parston - Vice President Planning and Business Development - McLaren Health Care Corporation - 313 762 2447
    - g) Richard King - Project Director 7 Marketing & Development team leader - 313 233 7483
    - h) Ralph J. Stephenson - Consultant - 517 772 2537
  - 3. **Team objectives**
    - a) Implement critical development projects
    - b) Inventory existing land and development sites
    - c) Identify & retain economic and market research studies
    - d) Identify technology/university linkage & strategic alliance opportunities
    - e) Identify, budget, develop and market new development opportunities
    - f) Define critical development projects
  - 4. **Agenda**
    - a) Review operational guidelines
    - b) Orient team on overall project
    - c) Review current memo on project
    - d) Review happenings in previous two team meetings
  - 5. **Lunch in DAEF conference room**
  - 6. **General**
    - a) rki opened meeting with a general discussion
      - (1) Project started with Senator Riegle's plan to bring medical and institutional planning together in the program area.
      - (2) Handed out the memo and backup material dated September 18, 1992
      - (3) City's position - to do the program as a major development effort to improve Flint's economic, social and people structure
      - (4) Explained the components of the program
      - (5) Gave orientation to various program components.

- (6) Expect the Board to prioritize projects
- (7) At the October 2, 1992 meeting the Board will consider the overview of the program and the vision.
- (8) Statement of the vision
  - b) Team members asked if they are expected to actually do the work.
  - c) How do we look at related plans to see how they impact on the individual plans for each project. This is important to those serving on the teams.
  - d) The planning committee is the needed prior step to marketing and development.
  - e) All must look at the UP program to insure it is in concert with each institution's mission and planning.
  - f) City of Flint must take into account the regional aspects of the development.
  - g) The marketing and development team must know what empowerment they have.
  - h) In a summary statement - what does the marketing and development team feel should be our marketing plan should be.
  - i) How much shared information can we obtain and use?
  - j) We must determine and obtain what is available and is knowable.
  - k) dbr asked what we do with the information when we get it.
  - l) Can share the public information portion of the planning process.
  - m) Must work together to enhance the neighborhoods in the UP program
  - n) What generic items can be of benefit to all without compromising their proprietary interests.
  - o) Our job is to build an infrastructure that encourages effective development within the proprietary plans of each institution.
  - p) The vision must be built independent of the proprietary plans of the institution, and must be supportive of it.
- 7. **Laundry list**
  - a) Identify critical projects
  - b) Identify how to improve the development climate
  - c) What are the problems we face in the development process?
  - d) Identify the real projects
  - e) Set budgets on the process
  - f) Set priorities and how they are to be set.
- 8. **Concerns to be taken to the Board of Governors**
  - a) How are the efforts of the teams to be financed?
  - b) What policy should we adopt in the collection and use of proprietary information?
  - c) How do we insure the missions of UP and the missions of its inhabitants are in concert to the greatest possible degree without proprietary disclosures?
- 9. **Adjourned at 1:59:49 PM**
- G. **Education competence team #2 meeting**
  - 1. **Date of meeting - 2:01:32 PM - September 21, 1992**
  - 2. **Those attending**
    - a) Jeff Love - VP Academics - Baker College - 313 766 4108
    - b) Teri Irland - Commercial lender - Michigan National Bank - 313 762 5568
    - c) Dave Doherty - Vice President - GMI - 313 762 9869
    - d) Lennetta Coney - Mott Community College - 313 762 0269
    - e) Jacqueline Giles - Director of Placement & Career Development - Detroit College of Business - Flint - 313 239 1443 x104
    - f) William Donohue - Genesee Area Focus Corporation ? - 313 232 6420

- g) Mark Davis - Team leader - Education competence team - 313 238 7803
  - h) Richard King - Project Director - University Park - 313 233 7483
  - i) Victor Wong - Provost - University of Michigan - Flint - 313 762 3177
  - j) Lee Gonzales - Genesee County Development - 313 257 3020
  - k) Pamela Loving - Flint Board of Education & GMI - 313 762 9850
  - l) Ralph J. Stephenson - Consultant
  - m) John Selmon - Associate Dean - Detroit College of Business - Flint 313 239 1443 x146
3. **Team objectives**
- a) Define critical development projects
  - b) Inventory existing educational resources
  - c) Identify GM/university technology, research and human resource opportunities
  - d) Develop pilot Kg through 12 improvement plan
  - e) Develop new health care/economic development interface properties
  - f) Develop intellectual properties opportunity technology transfer plan
4. **General**
- a) mda and rki started the discussion
  - b) rki
    - (1) Reviewed the physical planning area
    - (2) Color coding explained
    - (3) Baker is not shown since it currently is outside the planning boundaries
    - (4) Reviewed the material in the updated program prospectus dated September 18, 1992
    - (5) Outlined the organizational structure of the teams and the Board
    - (6)
  - c) mda
    - (1) Reviewed team objectives
    - (2) What do we need to be doing and what are we doing?
  - d) Committee comments
    - (1) lco pointed out that we must identify and show the ultimate outcomes from the educational system.
      - (a) Work path and the higher education path
    - (2) jgi mentioned the need and desire to know what the work force is going to be like over the next few years.
      - (a) Detroit College of Business has many minority and many female students.
      - (b) All businesses have accounting and managerial needs
      - (c) Computer literacy is important to moving into jobs from the entry level to higher levels, perhaps as a manager.
      - (d) Are trying to prepare the student to move into higher positions and to continue their educations.
    - (3) wdo said they are interested in connecting the needs of the work place and the classroom material being taught.
      - (a) Wants to upgrade the skills of the existing work force
      - (b) Two work forces - existing and future
      - (c) Have 6 campuses in town.
      - (d) All colleges have major college potential
      - (e) All four colleges represented in UP - some have proprietary plans
      - (f) Does the U of M Flint have any blue sky concepts they might share with other institutions.

- (4) vwo reviewed U of M's general concerns and interests
  - (a) Mentioned anesthesia and nursing programs at Hurley and how they are of interest at U of M.
  - (b) Mott and U of M - interest in collaborating in a nursing education effort.
  - (c) Mentioned connections - same as linkages?
  - (d) Wants more interconnections and exchange of information with other educational institutions in the Flint area.
  - (e) U of M can cooperate with other institutions, particularly with GMI.
- (5) lgo interested in improving work force readiness
  - (a) All are talking about job training and retraining
  - (b) Collaboration is important now.
  - (c) Must work together to obtain access to government funds in the many areas of education.
  - (d) Dr. Reddin of CMU was on campus the other day.
    - i) Has a catalog of funding available
    - ii) Is interested in minority enrollment
- (6) plo dream is to have Flint become the education capital of Michigan
  - (a) Are looking at the physical plant of the system
  - (b) Would like to see a renovation project for Central High School proceed.
  - (c) Want to build 3 new schools across the city. One in each third of the City.
  - (d) Are studying the school planning process now.
  - (e) What are community schools - being defined
  - (f) Teach for America - new program recruiting people to teach.
    - i) Draws from a very diverse cross section
    - ii) Drawn from diverse disciplines
    - iii) Many will ultimately work in their fields.
  - (g) Need more linkages across student body lines - consortium
- (7) jlo of Baker - a career skills college
  - (a) Area of strength is in the health related fields.
  - (b) Medical records technology
  - (c) Physical therapy
  - (d) Do grant bachelor degrees
  - (e) Still have many students getting associate's degrees
  - (f) Few start out to get a bachelor's degree
  - (g) Have a comprehensive technical course offering
  - (h) Are teaching a Spanish language course this year
  - (i) jlo would like to see us as a college consortium getting involved in head start type programs.
  - (j)
- (8) tir - wants to attract people to our community
- (9) ddo - GMI
  - (a) 5% students are from Genesee County
  - (b) Are looking to get into the environmental evaluation and technology.
  - (c) Moving into the international market
  - (d) Are creating partnerships with colleges in other countries
  - (e) Looking at the broad picture - GMI must be involved to improve Flint
  - (f) Would like more qualified students applying from Genesee County
  - (g) Would like to have more jobs for their Genesee County students to go to.



- e) who asked what's next?
  - (1) mda said need to get into more detail on the issues.
- f) Concerns to be taken to the board.
- 5. **Thoughts that might be taken to the Board for discussion**
  - a) Fully understand the process of empowerment and site based management that is being used in Flint. This is a powerful feature that can attract development and economic improvements to the City of Flint.
    - (1) Site based management
      - Giving power to the parents and to the individual schools to make decisions that affect the future and the schools.
  - Managing at the operating and parent level.
  - b) What is the flow of benefits desired between the occupants of the UP and the UP itself as an entity.
- 6. **Adjourned at about 3:25 PM - September 21, 1992**
- H. **Neighborhood & housing team #2 meeting**
  - 1. **Date of meeting - 4:07:56 - PM September 21, 1992**
  - 2. **Those attending**
    - a) Beth McClendon - Michigan State Development Authority - 517 335 4473
    - b) Ronald Roland - Director of Flint NIPP - 313 766 7212
    - c) Dave Doherty - Vice President - GMI - 313 762 9869
    - d) Wayne Hatch - Flint CDC - National Bank of Detroit - Flint - 313 760 8253
    - e) Kathy Stoughton - Director of Department of Community Development & Neighborhood and housing team leader - 313 766 7436
    - f) Vicki Van Buren - Director of Mayor's office on neighborhoods - 313 766 7428
    - g) Martha Ailles - Director of Carriage Town Neighborhood Association - 313 767 3513
    - h) Richard King - Project Director & Marketing & Development team leader - 313 766 7426
    - i) Larry Cywin - Board of Education - 313 760 1120
    - j) Ralph J. Stephenson - Consultant - 517 772 2537
  - 3. **Team objectives**
    - a) Define critical development projects
    - b) Implement community input mechanism(s)
    - c) Develop neighborhood development plans for existing neighborhoods
    - d) Develop spot clearance & public improvement budgets for existing neighborhoods.
  - 4. **Agenda**
    - a) rki present orientation on UP.
    - b) Review team objectives
  - 5. **General**
    - a) rki gave brief orientation of the characteristics of the University Park program
      - (1) Discussed the color map
      - (2) Presented mission of the UP program
      - (3) Presented goals of the project
      - (4) Presented objectives of the committee
      - (5) kst asked about construction of facilities
      - (6) Presented vision draft #1 to team

- (7) kst & ddo asked if the map was a fait accompli (an accomplished fact)? - rki said no.
  - (a) We should be working on things that we can do something about
- (8) ddo said the neighborhood preservation and value enhancing area must be given some code enforcement action.
- (9) wha spoke of the need to add value to the areas being planned.
- (10) bmc mentioned about Detroit's Victoria Station
  - (a) On east side off Jefferson Avenue. Upgraded entire neighborhood.
  - (b) Lots of subsidies used
  - (c) Somebody must provide the subsidies
- b) Are we going along with the city's plan or do we develop a plan of action from the team
- c) What is a neighborhood?
- d) ddo described the work plan they are considering to be done by jjr.

**6. Adjourned at 5:08:45 PM**

**I. Follow up notes**

**1. Define new terms**

- a) Program
- b) Project
- c) Enterprise zone
- d) Site based management
  - Giving power to the parents and to the individual schools to make decisions that affect the future and the schools.

Managing at the operating and parent level.

**2. To consider taking to the Board for discussion.**

- a) Extension of program boundaries
  - (1) Great Lakes Technology Center inclusion in the program
  - (2) Northern Park inclusion in the program
  - (3) Farmer's market inclusion in the program
- b) How are the efforts of the teams to be financed?
- c) What policy should we adopt in the collection and use of proprietary information?
- d) How do we insure the missions of UP and the missions of its inhabitants are in concert to the greatest possible degree without proprietary disclosures?
- e) Fully understand the process of empowerment and site based management that is being used in Flint. This is a powerful feature that could attract development and economic improvements to the City of Flint.
  - (1) Site based management
    - Giving power to the parents and to the individual schools to make decisions that affect the future and the schools.

Managing at the operating and parent level.

- f) What is the flow of benefits desired between the occupants of the UP and the UP itself as an entity.
- g) Discuss the involvement of jjr group in a master plan for a major portion of the area (SOL area). Potential contributors to the master plan include Hurley, McLaren, GMI. and others.
  - (1) People have not talked to each other in the intervening period.

- (2) Within three months must give the SOL group an answer about the area planning.
- (3) SOL area extends from 5th on the north, river on the south, King on the east, Dupont on the west. Must be checked.

⑥

Date of meeting - Friday, October 2, 1992 - edited 10/26/92 . . . . .	1
City of Flint University Park meeting notes . . . . .	1
By Ralph J. Stephenson, Consultant . . . . .	1
Date of meeting - Friday, October 2, 1992 . . . . .	1
Summary of Board of Governor's meeting - University Park Program - City of Flint . . . . .	1
To: Richard King - Program Director. . . . .	1
From: Ralph J. Stephenson - Program Consultant. . . . .	1
Location - Sarvis Center. . . . .	1
Those attending - list to be checked for table locations . . . . .	1
Speaker table, 1	
Front left table, 1	
Front right table, 1	
Center table, 1	
Back left table, 1	
Back right table, 1	
Side table, 1	
Gary Clark, 1	
General notes . . . . .	1
Mayor Stanley introduced meeting and staff of University Park Program, 1	
Formal meeting, 2	
Debbie Cherry. . . . .	12

**V. Date of meeting - Friday, October 2, 1992 - edited 10/26/92**

- A. City of Flint University Park meeting notes**
- B. By Ralph J. Stephenson, Consultant**
- C. Date of meeting - Friday, October 2, 1992**
- D. Summary of Board of Governor's meeting - University Park Program - City of Flint**
- E. To: Richard King - Program Director**
- F. From: Ralph J. Stephenson - Program Consultant**
- G. Location - Sarvis Center**
- H. Those attending - list to be checked for table locations**
  - 1. Speaker table**
    - a) Joseph Kushuba
  - 2. Front left table**
    - a) Richard King
    - b) Nancy Jurkiewicz - Project administration team leader
    - c) Jim Race
    - d) Mark Davis
    - e) Kathy Stoughton
  - 3. Front right table**
    - a) Mayor Woodrow Stanley
    - b) Phil Dutcher
    - c) Jan Tannehill
  - 4. Center table**
    - a) Larry Christman
    - b) James Helmrich
    - c) Allen Arnold
    - d) Jimmy King
    - e) Thomas Schafer
  - 5. Back left table**
    - a) David Holtz
    - b) Deborah Cherry
  - 6. Back right table**
    - a) David Doherty
    - b) Mark Parston
    - c) Polly Piepenbrink
    - d) Ken Rice
    - e) David Thomas
    - f) Victor Wong
    - g) Gerald Smith
    - h) Paul Visser
    - i) Pam Loving
    - j) Inez Brown
  - 7. Side table**
    - a) Ralph J. Stephenson - Consultant
  - 8. Gary Clark**
- I. General notes**
  - 1. Mayor Stanley introduced meeting and staff of University Park Program**
    - a) Reviewed core competence teams and their functions
    - b) Stressed critical nature of this session

## 2. Formal meeting

### a) Early presentations and discussions

- (1) Mayor introduced Joseph Kushuba (jku) - workshop leader
- (2) jku defined purpose of meeting - see agenda
  - (a) To better understand some of the original program design concepts and expected results, for the Flint University Park Project (program).
  - (b) To develop a shared vision and supporting goals with the Board of Governor.
  - (c) To communicate some of the key responsibilities, timing objectives and next steps.
- (3) jku has drawn three conclusions
  - (a) Confusion exists with some of the board members regarding the scope and intent of the Flint UP program.
  - (b) The current vision for this project is quite broad and needs to be brought into a clearer focus.
  - (c) To this point in time community involvement with the vision of this project has been limited.
- (4) jku basis of conclusions - rjs edited 10/04/92  
These are not exact transcriptions of Mr. Kushuba's outline and some ideas may not be written exactly as he expressed them.

Where editorial guesses have been made they are shown in bold face. It would be appreciated if those reading these notes would call desired corrections to my attention.

Mr. Kushuba may have an overhead with the basis of the conclusions written as he expressed them.

- (a) Replicate some of silicon valley's strengths by utilizing a combination of the products of General Motors, our institutions of higher education, and our health service industry, to produce an environment more productive in terms of product development and economic diversification.
- (b) Build an infrastructure and **the project (?)** will come.
- (c) **Working toward a (?)** common destiny will result in some real tangible and physical developments that will create real opportunities for this community
- (d) **One objective is (?)** to see Flint become an urban laboratory for some of the new and better ideas and technology.
- (e) **We should strive toward (?)** a better utilization of colleges, universities, and medical centers as well as make **strong efforts in the (?)** development of student housing in downtown Flint.
- (f) **Must clearly define the (?)** proposed boundaries of the park
- (g) **Project should encourage (?)** sound residential opportunities and real economic development opportunities for this community by making certain that all the elements discussed in this meeting work in concert
- (h) The mission of the project is to position Flint to become a great city through its development as an urban center for entrepreneurial and manufacturing excellence
- (i) **The program (?)** should encourage economic diversification , alleviate conventional social ills, and produce information needed by the people of the

Flint market ares

- (j) For this project the goal or desired condition is to revitalize the central city  
**(ED NOTE - REVIEW THIS GOAL VERY CAREFULLY!)**
  - (k) **The program plan envisages a (?) comprehensive middle city, new town in/town/ and a city within a city**
  - (l) **The program plan envisages (?) major multi-use component project containing industrial, residential, commercial, recreational, and technology/based institutions**
  - (m) **The program should be designed to provide a (?) framework for physical, informational, and technological interface between and among the major economic development and knowledge/based institutions in our community.**
  - (n) **University Park should provide the (?) basis for the future development, innovation and enhancement for the information and technology infrastructure necessary for Flint to become world competitive.**
  - (o) **University Park should provide (?) an entrepreneurial infrastructure so Flint can get economic spinoff from the institutions that now exist in Flint.**
  - (p) **University Park should stimulate (?) city growth driven by combining entrepreneurial drive with university knowledge.**
- (5) jku reviewed exhibit #4 - Flint University Park Vision Components  
See the preliminary handout material for copies of these vision components. These are copied below for reference convenience.
- (a) Develop the Oak Park Sectors 1 & 2 - in the area east of Saginaw Street - into private, quality, multi-use industrial and technology-based parks, including a speculative industrial building. This component would also include residential developments, with a planned single family subdivision oriented for middle income groups.
  - (b) Cooperate and assist AC West with its preliminary plans to rehabilitate and demolish surplus property, create open spaces, and develop industrial facilities for multiple tenants.
  - (c) Revitalize and redevelop Carriage Town and the Hurley East and West neighborhoods through new construction infill, concentrated rehabilitation, and limited demolition.
  - (d) Provide for the south and eastward expansion of the GMI campus, utilizing excess GM property.
  - (e) Help businesses by empowering the University of Michigan - Flint - through the successful implementation of the Community Stabilization and Renewal Project (CSR) - to become a one - stop research and technology transfer center. The CSR Project would provide area businesses with full-access to the knowledge resources and expertise of the university's Flint and Ann Arbor campuses.
  - (f) Provide land along the Flint River for the expansion of U of M Flint campus. This land could be used for academic, housing, or related uses - such as athletic fields, outdoor recreation and intramural sports activities.
  - (g) Develop an affordable, planned single family subdivision and a planned industrial-commercial district in the Chippewa District, west of Saginaw Street.
  - (h) Link the neighborhoods and major economic and knowledge-based institutions through a new and renovated infrastructure system that will

- contain open space, pedestrian transportation, streetscapes, and telecommunications.
- (i) Develop neighborhood preservation activities and value enhancing rehabilitation programs to improve neighborhoods and retain middle class homeowners.
  - (j) Redevelop Autoworld into a University Park Town Center - consisting of office, retail, recreational, convention and meeting facilities, residential, or other economically viable uses.
- (6) jku definitions for this session
- (a) **Vision** - A clear, concise statement of the future scope of the project. Provides everyone with a sense of purpose and direction - what we want to be
  - (b) **Mission** - A clear concise statement of the current scope of the project. Provides everyone with a shared understanding of what we are and what we do.
  - (c) **Goals** - Goals describe the desirable conditions or areas of emphasis where there are multiple ways to satisfy the vision/mission. They answer the question "What must we do to achieve our mission?"
- (7) jku key words / concepts - operative words from the vision statements
- (a) Silicone valley or Stanford (economic model)
  - (b) New product development
  - (c) Economic diversification
  - (d) Infrastructure
  - (e) Common destiny
  - (f) Urban laboratory
  - (g) University Research Park
  - (h) Urban Center for entrepreneurial and manufacturing excellence
  - (i) Revitalized central city
  - (j) City within a city
  - (k) Major multi-use component project
  - (l) Framework for interface
  - (m) Basis for future development
  - (n) Student housing development
  - (o) Community opportunities
  - (p) Private integration with urban plans
  - (q) City growth
  - (r) Entrepreneurial infrastructure
  - (s)
- (8) jku definition of process
- (a) Each group is to record on a flip chart their answer to the following question (10 Min.)  
  
**Describe the most exciting picture that you could see for the Flint University Park program.**
  - (b) A sub-group spokesperson will report out the exciting picture description results to the large group. The facilitator will summarize the common key points on a separate chart (15 minutes)
  - (c) Each sub-group is to use this new list of common key points as well as the original city list (distributed earlier) to construct a vision statement candidate.



- They will report to the large group, once completed (10 minutes)
- (d) Test the group for the statement that comes the closest to capturing the desired state and fine tune the vision statement (25 minutes)

b) Reports of groups

- (1) Individual group answers to the instruction - **"Describe the most exciting picture that you could see for the Flint UP program."**

(a) Front left table

- i) Safe, decent, clean neighborhoods
- ii) Active al fresco (in the fresh air) downtown (pedestrian, cafes, programmed activities)
- iii) Research university
- iv) Growing economy
- v) Gentrify (?) the downtown
- vi) Streetscapes, landscape, human scale architecture
- vii) Pedestrian links, strolling
- viii) Retail development
- ix) New mid - income, planned sub
- x) Urban industrial parks
- xi) Public art
- xii) Public transit
- xiii) Vehicles & parking

(b) Front right table

- i) Retail shopping
- ii) Rehab neighborhoods
- iii) New (mixed middle) income housing
- iv) Vibrant downtown (city within city)
- v) Link cultural center with Downtown
- vi) More green space
- vii) Make Auto World a convention center
- viii) More student housing
- ix) Improved infrastructure
- x) Enhanced transportation system

(c) Center table

- i) Auburn hills (tech center) on the river
- ii) Safe place to work, walk, do business
- iii) Good neighborhoods - including all services
- iv) Services/activities to draw people outside of our geographic area.
  - (1) Restaurants
  - (2) Other attractions
  - (3) Student housing
  - (4) Retail
- v) Communications network

(d) Back right table

- i) Large university campus
  - (1) Educational, research center
  - (2) People buzzing around day and night
  - (3) People with purpose
  - (4) Multi-family upscale housing, affordable

- (5) Single family housing, affordable
- (6) Looks like a place you can be, not just go to
- (7) Recreational facilities/entertainment
- (8) Attracts outsiders, tourists
- (9) Property beautification
- (10) Educational capital of Michigan, K-12
- (11) Known for its partnerships/collaborations
- (12) Lots of green open spaces
- (13) Citizens have pride in diversity
- (14) Incorporate Cultural Centers/Activities
- (15) Good transportation, public
- (16) Laboratory for teaching/learning/research
- (e) Back left table
  - i) Boston (Key West) - note team drew picture of sun
    - (1) History and new
    - (2) Vital business + fun downtown
    - (3) All day and night
  - ii) Continuing successes tangible
  - iii) Housing + commercial togetherness - a
    - (1) city within a city
    - (2) strong sense of community
  - iv) Major world class facilities designed & shared by many orgs (organizations?) - stadium, convention center, college dorms, research, recreation, cultural/art bldgs
  - v) Should communicate innovation
    - (1) enterprise zone or entertainment
    - (2) ethic that guides is innovation / excitement / implement
  - vi) Eliminate negatives / stigma of "north of river"
  - vii) Put old / vacant buildings into use - don't just knock it all down (except Holiday Inn)
  - viii) This gp (group?) to facilitate, a shared vision the collaboration / orchestration of efforts
  - ix) Diversity of housing available - include student housing
    - x) We're already a hotbed of creativity, build on it - small grassroots activities as well as large institutional edifices
    - xi) Living / work space - especially lofts for artists
    - xii) Good, timely, ubiquitous public transportation
  - xiii) Assist businesses in innovative ways
    - (1) Fast track permitting
    - (2) Eliminate prkg (parking?) changes
    - (3) Retail viability
    - (4) Especially small businesses
    - (5) & get to like it was 30 years ago
- (2) Individual group vision statements
  - (a) Front left table
    - i) The Flint University Park program is  
A diverse ... healthy... world competitive... full-service ...involved ...  
exciting ... attractive ... community called Flint University Park.

- (b) Front right table
  - i) The Flint University Park program is:  
A planned integration of existing resources with innovative concepts in housing, retail, education , recreation , commercial, entertainment, transportation and infrastructure within the development area.
  - ii) Comments by group
    - (1) Have some great facilities available to build on
    - (2) Need student housing at GMI
    - (3) Could use medical office condominiums at Hurley Hospital
    - (4) Used this vision to form the base for the edited versions below.
- (c) Center table
  - i) We envision
    - (1) Who - collaborative effort of community leaders
    - (2) What - a place to be
    - (3) Where - Flint central area
    - (4) When - ?
    - (5) How - ?
  - ii) We envision an environment in the defined area of University Park where anyone can live, work & play
  - iii) The Flint University Park Program envisions  
A synergistic city core that includes strong, viable, family oriented neighborhoods, inclusive of manufacturing parks and supported by strong educational and research institutions integrated with the amenities of a cultural center, restaurants, retail, medical, government and business center.
- (d) Back right table  
The Flint University Park is a collaborative venture to create a place where people of diverse backgrounds and perspectives will learn, live, work, develop, play, share, shop

**A Place to Be!**

- (e) Back left table  
To create a revitalized, vibrant city where cooperative, collaborative efforts & an entrepreneurial & pioneering spirit exists between individuals, gov't, business, education, and research organizations to develop housing and shared public and private world class facilities for diverse people to live & work; where art, business & quality of life is cherished.
  - i) University Park is
    - (1) What we want it to be when we grow up
    - (2) A livable lab city - America's new research capital
    - (3) America's newest research city
    - (4) Grassroots urban revitalization effort based on coop(cooperation ?), collaboration
    - (5) Focused residential / commercial partnership
    - (6) Create a city where cooperative entrepreneurial spirit between business, education, etc.

- (7) To develop public & private which make Flint a place for people to live, work, & enjoy
- (8) Vibrant city within an city
- (9) Provides resources to be shared
- (10) Atmosphere including arts, business, residence
- (11) To foster spirit of cooperation & harmony
  - (a) Pride in community
  - (b) World class facilities
  - (c) Opportunity, both individual & business
  - (d) Comfort & convenience
- (12) A revitalized urban residential, education, & research community
- (13) Pioneers, innovation (?) + builds on partner & collab. efforts
- (3) Strengths threats, problems, opportunities - spot analysis
  - (a) Front left table
    - i) Strengths
      - (1) Major teaching hospitals
      - (2) Public / private leadership
      - (3) Higher education
      - (4) GM
    - ii) Threats
      - (1) Unrealistic outside expectations
      - (2) World and US economics
      - (3) Regional competition
    - iii) Problems
      - (1) Funding
      - (2) Internal expectations
      - (3) Inadequate market research
      - (4) BM
      - (5) City Council
        - (a) Mentioned need to bring the City Council into the UP project
    - iv) Opportunities
      - (1) Increased public and private funding
      - (2) GM/university research
      - (3) Economic spinoff from research
      - (4) C4 - computerization methods for industry application
        - (a) EDS - how to get these people involved?
  - (b) Front right table
    - i) Strengths
      - (1) Anchor assets
      - (2) Leadership
      - (3) Cultural Activity
      - (4) Government cooperation
      - (5) Financial resources
      - (6) Resilient people
    - ii) Threats
      - (1) Territorial disputes
      - (2) Competing neighborhoods
      - (3) Sustaining interest

- iii) Problems
  - (1) Funding
  - (2) Historic failures
  - (3) Development priorities
  - (4) Transportation
  - (5) Image
  - (6) Educational outcome
  - (7) Housing
- iv) Opportunities
  - (1) Jobs
  - (2) Growth - economic
  - (3) Population growth
  - (4) Develop a master plan
  - (5) Strengthen public and private relationships
  - (6) Improve image
  - (7) Transcend leadership changes
- (c) Center table
  - i) Strengths
    - (1) Committed leaders
    - (2) Vision
    - (3) General Motors
    - (4) Participating institutions
    - (5) Improved airport
    - (6) Higher education systems
    - (7) Health care (as employer)
    - (8) Medical services
    - (9) Mott Foundation
  - ii) Threats
    - (1) Neighborhood deterioration / zoning
    - (2) Self image
    - (3) Flint school school system image / perception
    - (4) Daily newspaper - negative information
    - (5) Racism
    - (6) Public safety
  - iii) Problems
    - (1) GM dependency
    - (2) Potential to impede existing programs
    - (3) Financial support / funding
    - (4) National image of Flint
    - (5) Auto World
    - (6) Labor / management relations
  - iv) Opportunities
    - (1) Electronic network
    - (2) Revenue
    - (3) New facilities / expanded facilities
    - (4) Attracting new business
    - (5) Inter institutional cooperation
    - (6) Restructure Flint schools

- (7) Daily newspaper - positive information
    - (8) Research center
  - (d) Back right table
    - i) Strengths
      - (1) Viable existing infrastructure
      - (2) River
      - (3) Available open space
      - (4) Shared decision making among leadership city/private
      - (5) Emerging public/private collaboration
      - (6) Some model neighborhoods
      - (7) Systemic changes in K-2
    - ii) Threats (external)
      - (1) Failed projects
      - (2) Negative image
      - (3) Health care issues
      - (4) Status of children
      - (5) Sustained leadership - absence of
      - (6) Challenge of race/class
    - iii) Problems (internal)
      - (1) Declining economic base
      - (2) Lack of shared vision
      - (3) Michael
      - (4) Negative image
      - (5) Status of children
      - (6) Development of sustained leadership
      - (7) Challenge with race/class
    - iv) Opportunities
      - (1) Auto World
      - (2) Michael
      - (3) Institutions with enlightened self-interest
      - (4) Youth and chronologically gifted (old people)
  - (e) Back left table - did not do this part of analysis
    - i) Strengths
    - ii) Threats
    - iii) Problems
    - iv) Opportunities
- c) jku summary
  - (1) Common vision elements - summarized by Joe Kushuba
    - (a) Safe/clean neighborhoods
    - (b) Research activity (Board of education - education center - tech center)
    - (c) Vibrant downtown/retail shopping
    - (d) Growing economy
    - (e) Green theme
    - (f) Retail development
    - (g) Urban park (industrial)
    - (h) Public improvements (parking, art)
    - (i) The place to be vs. go to
    - (j) Attractive

- (k) Educational capitol of Michigan
- (l) Partnerships
- (m) Pride & diversity
- (n) Improved housing (diversity
- (o) Auto world convention center
- (p) Infrastructure (physical -
- (q) Attractive to outsiders
- (r) Communication center
- (s) History - new
- (t) Recreation / entertainment
- (u) Experimentation/innovation
- (v) Sharing of physical assets
- (w) University learning/educational - undergraduate
- (x) Architectural theme/concept
- (2) jku summary vision statement derivation
  - (a) Which one of the vision statements presented seems to have potential?
  - (b) Selected front right as the basic vision statement (see previous table vision statements.)
  - (c) General comments by the Board on the vision statement
    - i) Strong statement made by back left table on keeping buildings that deserve to be kept.
    - ii) Mentioned the past attempts such as river front park.
    - iii) Is the vision flawed or is the process flawed?
    - iv) rki said the vision was not flawed and that the elements are in place but the scope might not have been as broad as it should have been.
    - v) Mayor said that Flint has a glorious history. The history should be used as a base upon which to plan the future of Flint.
    - vi) Have torn down much of the Flint community
    - vii) May have lost some of the links to the history of Flint.
    - viii) Should capitalize on the strengths of Flint's history
    - ix) If it doesn't make sense and it may not be supported by the future, and are not self sustaining - this is the definition of an unnatural feature.
    - x) How do we warm up the vision statements so they relate and make sense to the people who live in Flint?
    - xi) Editorial note - there seems to be a general lack of understanding about the nature of the citizens of Flint.
    - xii) Who is this statement for? The people of Flint, or the people in this room
    - xiii) Must touch an emotion somewhere!
    - xiv) The above comments are getting close to some core ideas
    - xv) Must consider the vision as consisting of two concepts
      - (1) What the government feels must be done
      - (2) What the public of Flint really wants
  - (d) Vision statements produced from meeting
    - i) Edited vision statement - draft 2
      - (1) Flint University Park program is:  
In people terms, where people of diverse backgrounds and perspectives will learn, live, work, develop, play, share & shop: in technical terms, a planned integration of existing resources with

collaborative innovative concepts in housing, retail, education ,  
recreation , commercial, entertainment, transportation and  
infrastructure within the development area

ii) Edited vision - draft 3

The Flint University Park is, in people terms, a place where people of  
diverse backgrounds and perspectives will learn, live, work, develop,  
play, shape, & shop; in technical terms, it's a planned integration and  
development of collaborative, innovative concepts in existing and new  
resources with (containing?) housing, education, research, recreation,  
cultural, commercial / industrial, health, entertainment, transportation,  
& retail (?) infrastructures within the development area.

*Economic viability* - foot note with no explanation.

d) Summary and conclusion

- (1) Ball has been passed to Richard King
- (2) Mayor announced that GM is reinvesting \$2 million in community
  - (a) Through a collaborative effort gained some plant use in manufacture of exhaust system components.
  - (b) Mentioned catalytic converter development as a job generator
- (3) Richard and staff to check back on next meeting.

e) Items to do, discuss and expand upon - added by rjs 10/04/92

- (1) A well assembled book of notes should be provided to all people working on the University Park program
- (2) The small private entrepreneurial sector is not represented on any of the teams, committees, or the Board. I recommend that they be included in all levels of the working groups.

J. Debbie Cherry



University Park Development - City of Flint, Michigan

Ralph J. Stephenson, P. E. , P. C.

Date of meeting - Monday, October 26, 1992 . . . . .	1
City of Flint University meeting notes. . . . .	1
By Ralph J. Stephenson - Consultant . . . . .	1
Date of meeting - Monday, October 26, 1992 . . . . .	1
DCED conference room . . . . .	1
Initial plan laundry list - at random . . . . .	1
End results desired, 1	
How do we get there? - the actions needed - listed at random, 1	

**VI. Date of meeting - Monday, October 26, 1992**

- A. City of Flint University meeting notes**
- B. By Ralph J. Stephenson - Consultant**
- C. Date of meeting - Monday, October 26, 1992**
- D. DCED conference room**
- E. Initial plan laundry list - at random**

**1. End results desired**

- a) An aggregate program plan of action
  - (1) Graphic
  - (2) Narrative
  - (3) Data list
- b) A rough estimate of total program costs - function/project matrix
  - (1) Components of the total program estimate
    - (a) Fees
    - (b) Design
    - (c) Planning
    - (d) Construction
    - (e) Overhead
    - (f) Management
  - (2) Other?
- c) Estimate of year #1 costs for program
- d) Initial plan (IOP) report package
  - (1) Plans of action
  - (2) Cost estimates
  - (3) Definitions of projects
  - (4) Organizational structure of the projects
  - (5) Organizational structure of the program as it may be revised
  - (6) Definition of where we go from here
    - (a) Could be shown on the function/project matrix
- e) The IOP package presented to Mayor Stanley for approval in fact
- f) The IOP package presented to Board of Governors for approval in fact
- g) The IOP package presented to Mott Foundation for approval in fact.
- h) The IOP package presented to Senator Riegle for submission to federal agencies.
- i) The IOP package submitted to federal agencies for review and funding.

**2. How do we get there? - the actions needed - listed at random**

- a) Prepare aggregate program plan of action
- b) Identify and set preliminary program boundaries
- c) Define technical resource needs of the individual projects
- d) Prepare definitive list of potential projects
- e) Prepare preliminary rough estimates of individual project costs
- f) Prepare preliminary rough estimates of program total costs
- g) Determine economic characteristics of market area
- h) Identify program area occupant's major future plan components within appropriate confidential boundaries.
  - (1) These are needed only to the degree needed for the city to properly plan infrastructure (PASI) work, and to maintain the integrity and quality of the total program.

- i) Establish master data base format for land inventory information - fields? (see Clark University studies)
  - (1) Assessments
  - (2) Current use
  - (3) Current value
  - (4) Location
  - (5) Ownership
  - (6) Tenure
  - (7) PASI (public area site improvements - also known as infrastructure) servicing
  - (8) Zoning
  - (9) Building footprint size
  - (10) Net building areas
  - (11) Gross building areas
  - (12) Pedestrian circulation corridors
  - (13) Vehicular circulation corridors
  - (14) Public transportation corridors
  - (15) Open space characteristics
    - (a) Topography
    - (b) Ground cover
    - (c) PASI in place
- j) Make windshield survey of all property within program area
- k) Prepare property condition inventory of program area
  - l) Prepare map plan base drawing
- m) Determine economic characteristics of program area
- n) Complete land inventory data base
- o) Relate projects to land inventory data
- p) Refine preliminary rough estimates of individual project costs
- q) Refine preliminary rough cost estimates of program total costs
- r) Determine economic characteristics of projects identified
- s) Define management resource needs of individual projects
- t) Set content of initial operations plan package
- u) Prepare initial operations plan (IOP) narrative
- v) Assemble initial operations plan package
- w) Make final check of initial operations plan
  - x) Duplicate initial operations plan
  - y) Submit initial operations plan to Mayor
  - z) Mayor review & approve initial operations plan
- aa) Make needed Mayor corrections to initial operations plan
- ab) Submit initial operations plan to Board of Governors
- ac) Board of Governors review & approve initial operations plan
- ad) Make needed Board of Governors' corrections to initial operations plan
- ae) Submit initial operations plan to Senator Riegler
- af) Submit initial operations plan to Mott Foundation
- ag) Senator Riegler review & accept initial operations plan
- ah) Mott Foundation review & accept initial operations plan
- ai) Make needed revisions as appropriate from Mott Foundation and Senator Riegler
- aj) Prepare, assemble, duplicate and provide initial operations plan to Senator Riegler
- ak) Senator Riegler submit initial operations plan to appropriate federal agencies

Date of meeting - Friday, October 30, 1992 - Board of Governors . . . . .	1
City of Flint University Park meeting notes . . . . .	1
By Ralph J. Stephenson, Consultant . . . . .	1
Date of meeting - 7:40:29 AM - October 30, 1992. . . . .	1
Summary of Board of Governor's meeting - University Park Program - City of Flint . . . . .	1
Location - Sarvis Center. . . . .	1
Those attending (about 18) . . . . .	1
Alan Arnold - mcc, 1	
Inez Brown, 1	
Rick Carter, 1	
Debbie Cherry, 1	
Larry Christman, 1	
Mark Davis, 1	
Dave Doherty, 1	
Jim Helmrich, 1	
Clinton Jones, 1	
Nancy J., 1	
Jim King, 1	
Richard King, 1	
Ed Kurtz, 1	
Mark Parsons, 1	
Jim Race, 1	
Gerald Smith, 1	
Mayor Stanley, 1	
Ralph J. Stephenson, 1	
Paul Visser, 1	
General notes . . . . .	1
Jim Race started meeting at about 7:40 AM, 1	
Define current boundaries of UP discussion, 1	
Purpose of meeting, 1	
Agenda, 1	
Consultant assessment, 1	
Definitions - see overhead for details, 1	
The result of rewriting the vision statements, 1	
Current goals, 2	
jku reviewed strengths, threats, problems and opportunities from minutes of previous, 2	
jku asked group to spend some time developing some goal statement., 2	
? asked about whether we are already failing to keep some of the key players interested?, 2	
? mentioned that GMI and U of M are major players in this project. We know they are, 2	
? responded that the regents have approved creation of a long range plan for U of M., 2	
? says same thing exists for the hospitals., 2	
? said when people feel they are served by an intelligent self interest they will begin to, 2	
Mayor pointed out that the City is working to the end of the development being fitted to, 2	
Dave ? discussed the plans for the area within the University Park plan. Have been, 2	
? shouldn't this be integrated into the overall UP planning., 2	
Must tie these plans together in a public sense to properly plan the total area - ? left, 2	
jku writing down additional concerns, 3	
Some mentioned competition - however the element of competition always exist., 3	

Mayor said this kind of discussion is the reason he felt the city itself is the point at, 3  
rki said there has been attention focussed on the physical characteristics of the program., 3  
? (lady) Knows what is going on but feels the committees must be kept informed., 3  
Paul said the Carriage Town project is certainly a critical anchor of importance., 3  
Mayor - what happens when another institution comes with an issue that they say is, 3  
? said that something must be set as priorities., 3  
Mark Parsons said the city's responsibility is to provide the infrastructure within which, 3  
Jim said that we are not necessarily addressing the people at this point., 3  
Do we not have to get the anchors out to build the infrastructure around a plan of, 3  
Major change of direction - Mark Davis brought out the planning that has been done to, 3  
Lady in green stood up and said she would like to talk about money. Should be included, 3  
Where are your anchors?, 3  
The anchor plans can be changed., 3  
rki said he didn't think that this was the original reason the Mayor formed this group., 3  
? said he disagreed - this is what the Mayor did want., 3  
Mayor said - the intent is to hear the individual plans, see how they fit in, and what the, 3  
Next steps., 3  
Jim Helmrich - Fully utilize electronic communication channels to tie the institutions, 4  
Ed Kurtz of Baker College, 4  
Individuals began to leave meeting at about 9:05 am., 4  
Meeting adjourned about 09:12 am . . . . .4  
Several city and county people discussed the meeting with jku to recap the content of the . . . . 4

**VI. Date of meeting - Friday, October 30, 1992 - Board of Governors**

- A. City of Flint University Park meeting notes**
- B. By Ralph J. Stephenson, Consultant**
- C. Date of meeting - 7:40:29 AM - October 30, 1992**
- D. Summary of Board of Governor's meeting - University Park Program - City of Flint**
- E. Location - Sarvis Center**
- F. Those attending (about 18)**
  - 1. Alan Arnold - mcc
  - 2. Inez Brown
  - 3. Rick Carter
  - 4. Debbie Cherry
  - 5. Larry Christman
  - 6. Mark Davis
  - 7. Dave Doherty
  - 8. Jim Helmrich
  - 9. Clinton Jones
  - 10. Nancy J.
  - 11. Jim King
  - 12. Richard King
  - 13. Ed Kurtz
  - 14. Mark Parsons
  - 15. Jim Race
  - 16. Gerald Smith
  - 17. Mayor Stanley
  - 18. Ralph J. Stephenson
  - 19. Paul Visser
- G. General notes**
  - 1. Jim Race started meeting at about 7:40 AM
  - 2. Define current boundaries of UP discussion
    - a) Considerable discussion of these
      - (1) Lady at south end in green made some suggestions.
      - (2) Other man wanted to open boundary discussions to the basics of how the lines were set.
  - 3. Purpose of meeting
    - a) See overhead
  - 4. Agenda
    - a) Introduction
    - b) Review basic background data
    - c) Finalize shared vision
    - d) Shared development objectives
  - 5. Consultant assessment
    - a) See overhead
  - 6. Definitions - see overhead for details
    - a) Vision
    - b) Mission
    - c) Goals
  - 7. The result of rewriting the vision statements

- a) rki read revised vision statement  
Flint University Park will integrate new and existing resources while introducing innovative and collaborative concepts in education, housing, retail, recreation, commercial, entertainment, transportation, and infrastructure development within the University Park Redevelopment District Boundaries. Flint University Park will exemplify excellence as a planned redevelopment district where people of diverse backgrounds and perspectives will live, learn, work, shop, and play.
  - b) Board said to go back to the previous vision statement.
  - c) ? asked what made this vision statement make Flint unique or different from other cities?
  - d) Perhaps the statement should say something about Flint.
  - e) jku suggested rki go back and redo the vision statement. Send it out and have the Board review and approve
  - f) ? suggested when the material is sent out the definitions should be included.
8. **Current goals**
- a) Organizational Development and Internal Management Improvement
    - (1) Implement and effective University Park project management and governance structure.
  - b) Entrepreneurial Business Climate Enhancement
    - (1) Create market demand for City of Flint residential, commercial, and industrial development.
    - (2) Create a business climate which supports increased innovation
  - c) University & Knowledge Resource Enhancement
  - d) World-class Technology & Industrial Development
9. jku reviewed strengths, threats, problems and opportunities from minutes of previous meeting.
- a) Note revision of flt problem #4.
10. jku asked group to spend some time developing some goal statement.
11. ? asked about whether we are already failing to keep some of the key players interested? Where are the rest of the people?
12. ? mentioned that GMI and U of M are major players in this project. We know they are working within a major planning program.
- a) How do we tie into the programs of action they are proposing.
13. ? responded that the regents have approved creation of a long range plan for U of M. How do the University Park plans fit with UP?
14. ? says same thing exists for the hospitals.
15. ? said when people feel they are served by an intelligent self interest they will begin to be interested.
16. Mayor pointed out that the City is working to the end of the development being fitted to the development plans of the individual entities.
- a) Ed note: should understand that the major operations of each entity can be knitted into the pasi plans for the City of Flint.
17. Dave ? discussed the plans for the area within the University Park plan. Have been working with the plan for several months.
18. ? shouldn't this be integrated into the overall UP planning.
19. Must tie these plans together in a public sense to properly plan the total area - ? left table.

20. jku writing down additional concerns
  - a) Individual business plans may be in conflict with overall university park proposals.
  - b) Not all represented at the meeting ...committees.
  - c) Need to identify anchors.
  - d) Review anchor plans.
  - e) Identify compatibility.
  - f) Flint development plan.
21. Some mentioned competition - however the element of competition always exist.
22. Mayor said this kind of discussion is the reason he felt the city itself is the point at which the major glue is applied to tie the plan elements together.
23. rki said there has been attention focussed on the physical characteristics of the program. The city of Flint must be concerned with the total context of the plan.
24. ? (lady) Knows what is going on but feels the committees must be kept informed.
25. Paul said the Carriage Town project is certainly a critical anchor of importance.
26. Mayor - what happens when another institution comes with an issue that they say is more important than the issue being addressed presently.
27. ? said that something must be set as priorities.
28. Mark Parsons said the city's responsibility is to provide the infrastructure within which the development process can proceed.
29. Jim said that we are not necessarily addressing the people at this point.
30. Do we not have to get the anchors out to build the infrastructure around a plan of operations.
31. Major change of direction - Mark Davis brought out the planning that has been done to date addresses many of the issues being discussed now.
  - a) Did not work out well and Board got confused about what the plan of action said.
  - b) Clint ? Went back to the needs of the program.
    - (1) This plan of action could be applicable to any project.
    - (2) Each CEO here has a great need to work specifically with the assets and resources they can utilize in the City of Flint.
    - (3) Doesn't have the time to attend the general kind of meetings
32. Lady in green stood up and said she would like to talk about money. Should be included in chart.
  - a) rki said this was considered.
  - b) Need first of all a sense of what the Board really sees as the projects that are of high priority.
33. Where are your anchors?
  - a) Dutcher and the others should walk up to the map and tell everyone what they want.
34. The anchor plans can be changed.
  - a) The group can argue to a compromise.
35. rki said he didn't think that this was the original reason the Mayor formed this group.
36. ? said he disagreed - this is what the Mayor did want.
37. Mayor said - the intent is to hear the individual plans, see how they fit in, and what the city can do to move toward the implementation of the plans.
38. Next steps.
  - a) Identify anchors.
  - b) Identify anchor's plans.
  - c) Can we identify the anchors and their plans.



- 39. **Jim Helmrich - Fully utilize electronic communication channels to tie the institutions together.**
- 40. **Ed Kurtz of Baker College**
- 41. **Individuals began to leave meeting at about 9:05 am.**
- H. **Meeting adjourned about 09:12 am**
- I. **Several city and county people discussed the meeting with jku to recap the content of the meeting. (nju, wst, mda, jku, rki, jra)**

8 b

University Park Development - City of Flint, Michigan

Ralph J. Stephenson, P. E. , P. C.

Date of meetings - Friday, October 30, 1992 . . . . .	1
City of Flint University Park meeting notes . . . . .	1
By Ralph J. Stephenson, Consultant . . . . .	1
Date of meeting - 9:43:47 AM - Friday, October 30, 1992 - <u>for internal use &amp; reference only - to</u> . . .	1
City of Flint University Park meeting notes, 1	
By Ralph J. Stephenson, Consultant, 1	
Those attending, 1	
General notes, 1	
Date of meeting - 1:40:15 PM - Friday, October 30, 1992 . . . . .	1
Those attending, 1	
Items to discuss, 1	

**VII. Date of meetings - Friday, October 30, 1992**

**A. City of Flint University Park meeting notes**

**B. By Ralph J. Stephenson, Consultant**

**C. Date of meeting - 9:43:47 AM - Friday, October 30, 1992 - for internal use & reference only - to be edited**

**1. City of Flint University Park meeting notes**

**2. By Ralph J. Stephenson, Consultant**

**3. Those attending**

a) Richard King

b) Ralph J. Stephenson

**4. General notes**

a) Points observed from Board meeting by rjs

(1) My perception is that the attendees moved, in the meeting, to a stance that the city could be a threat to their future planning. This was not true of all but seemed to be the feeling of an articulate few.

(2) The city, in my opinion, should act to plan, design, and build an infrastructure (pasi - public area site improvements) that will encourage implementation of short, medium and long range improvements by each institution in their respective territories.

(3) The territories occupied by the individual institutions must be determined by the competition, the market needs, and the abilities of the institutions to meet these needs. The city and other decision - collective groups can only work to help maximize the community contribution of the institution, and to protect the public health, welfare and safety. To do more makes the city a competitor and thus a threat to the legitimate plans of the institution.

Territory - The area for which a person is responsible, a sphere of action or interest, a domain. The geographic, economic, institutional, programmatic and other characteristics that are legitimately possessed by the holder of the territory.

Legitimate - Lawful, in accordance with accepted standards, reasonable, authentic, genuine.

(4) The University Park program team should take on as their basic job, the provision of a proper and effective working environment for the institutions to thrive within that area in a constructive, community oriented manner.

**D. Date of meeting - 1:40:15 PM - Friday, October 30, 1992**

**1. Those attending**

a) Richard King - Project Director

b) Ralph J. Stephenson - Consultant

c) Nancy Jurkiewicz - Project administration team leader

d) Alma - DCED secretary

**2. Items to discuss**

a) Immediate course of action

b) Role of the teams

c) Organization of project

d) Implementation of the early planning steps

e) Decisions to be set

Should be set for the time span between now & where a major approval point is set.

*University Park Development - City of Flint, Michigan*

*Ralph J. Stephenson, P. E. , P. C.*

- f) Set major approval points
  - (1) Activity 33 - Mayor approve

Date of meeting - Tuesday, November 24, 1992 . . . . .	1
City of Flint University Park meeting notes . . . . .	1
By Ralph J. Stephenson - Consultant . . . . .	1
Date of meeting - 1:45:37 PM - Tuesday, November 24, 1992 . . . . .	1
Those attending. . . . .	1
Richard King - Project Director, 1	
Ralph J. Stephenson - Consultant, 1	
Agenda . . . . .	1
Contract, 1	
Direction of University Park work, 1	
Overview direction of the total UP planning effort, 1	
Discuss presentation to Mott Foundation, 1	
Contract. . . . .	1
Outlined estimated hours to complete work on initial action plan, 1	
Work outline for COF University Park Initial Action Plan - rough draft only.. . . .	1
Date of work - Tuesday, November 24, 1992, 1	
General comments re plan macro view - comments at random, 1	
General observations about the procedures that might be adopted to achieve a, 1	
Decisions on project as of November 24, 1992 . . . . .	4
Status of Initial Operations Plan as of 11/24/92 (wd 486) . . . . .	4
004 - Identify & set preliminary program geographic boundaries., 4	
005 & 012 - Refine and screen potential projects in accordance with Board desires., 5	
007, 011, 016 & 020 - Identify University Park market area and its broad economic, 5	
002 - Identify within confidentiality bounds, the UP area occupants future growth plans., 5	

**IX. Date of meeting - Tuesday, November 24, 1992**

- A. City of Flint University Park meeting notes
- B. By Ralph J. Stephenson - Consultant
- C. Date of meeting - 1:45:37 PM - Tuesday, November 24, 1992
- D. Those attending
  - 1. Richard King - Project Director
  - 2. Ralph J. Stephenson - Consultant
- E. Agenda
  - 1. Contract
  - 2. Direction of University Park work
  - 3. Overview direction of the total UP planning effort
  - 4. Discuss presentation to Mott Foundation
- F. Contract
  - 1. Outlined estimated hours to complete work on initial action plan
- G. Work outline for COF University Park Initial Action Plan - rough draft only.
  - 1. Date of work - Tuesday, November 24, 1992
  - 2. General comments re plan macro view - comments at random
    - a) From the City of Flint's viewpoint the University Park project might be seen as an opportunity to constructively stimulate effective improvement in the private sector by providing a nurturing infrastructure within which to improve.
    - b) Thus the role of the City of Flint in University Park is to be creative, positive and proactive in providing, or helping to provide, functionally workable and creatively encouraging public area site improvements in the UP area.
    - c) The planning and visions within the private and quasi private property boundaries cannot be brought to fruition unless the bounding areas in the public areas are created with equally well planned, creative efforts by the management of the City of Flint.
    - d) The improvements the City management decides upon are of little use unless they stimulate the private areas they serve to become better than they are now.
    - e) Thus we have a chicken and egg situation in which each party, the private and quasi private property interests, and the city management interests are obliged to define *chicken*, and to define *egg*.
    - f) The program for University Park must be put on a basis where the City is not competing with those occupying the Park but is actively helping to make possible those occupant's plans that are legitimate.
    - g) The City must be careful to respect all confidences, and to work within the knowledge framework available without giving any local occupant a competitive edge over its comparable businesses, organizations, or institutions.
  - 3. General observations about the procedures that might be adopted to achieve a productive and effective chicken and egg balance between private and public sector improvement desires, responsibilities, authority and resources.
    - a) Taking the network model for the University Park Initial Action Plan as a paradigm from which to work as a base (see sheet iop1, issue #2, dated October 27, 1992)
      - (1) The end results of the work shown in the model include the following:
        - (a) A rough estimate of total costs
        - (b) An estimate of year #1 costs.
        - (c) An initial IOP report package.
        - (d) IOP package reviewed by Mayor Stanley.
        - (e) IOP package reviewed by the Board of Governors.

- (f) IOP package reviewed by the Mott Foundation.
- (g) IOP package presented to Senator Riegle.
- (h) IOP package sent to federal agencies for review and funding.
- (2) The activities in the network include the following base activities.
  - (a) IDENTIFY, WITHIN CONFIDENTIALITY BOUNDS, THE UP AREA OCCUPANT'S FUTURE GROWTH PLANS
  - (b) COMPLETE DEFINE UP AREA LAND INVENTORY DATA BASE FORMAT
  - (c) IDENTIFY & SET PRELIMINARY PROGRAM GEOGRAPHIC BOUNDARIES
  - (d) REFINE & SCREEN POTENTIAL PROJECTS IN ACCORDANCE WITH BOARD DESIRES
  - (e) MAKE LAND SURVEY OF UP PROGRAM AREA & BEGIN MASTER LAND INVENTORY INPUT BASED ON BD'S PROJ DESIRES
  - (f) IDENTIFY UP MARKET AREA AND ITS BROAD ECONOMIC CHARACTERISTICS
  - (g) DEFINE & IDENTIFY TECHNICAL RESOURCE NEEDS FOR INDIVIDUAL PROJECTS
  - (h) CONT(1) MAKE LAND SURVEY OF UP PROGRAM AREA & INPUT TO MASTER LAND INVENTORY
  - (i) FURTHER IDENTIFY ECONOMIC & DEMOGRAPHIC CHARACTERISTICS OF UP MARKET AREA
  - (j) PREPARE PROPERTY CONDITION BASE MAP FOR PROJECTS IDENTIFIED IN UNIVERSITY PARK
  - (k) PREPARE PRELIM ROUGH COST ESTIMATES OF INDIVIDUAL PROJECTS
  - (l) PREPARE PRELIMINARY LIST OF PROJECTS TO BE CONSIDERED IN UP PROGRAM
  - (m) PREPARE PRELIM ROUGH COST ESTIMATES OF ENTIRE UP PROGRAM
  - (n) PREPARE PRELIM ROUGH COST ESTIMATES OF ENTIRE UP PROGRAM
  - (o) PART PREP PRO FORMA ANALYSES & DETERMINE ECONOMIC CHARACTERISTICS OF INDIVIDUAL PROJECTS
  - (p) SET CONTENT & PART PREPARE INITIAL OPERATIONS PLAN PACKAGE
  - (q) ESTABLISH ECONOMIC OBJECTIVES OF INDIVIDUAL PROJECTS
  - (r) PREPARE INITIAL OPERATIONS PLAN PACKAGE MATERIALS - 5
  - (s) SUBSTANT COMP PREPARE INITIAL OPERATIONS PLAN PACKAGE MATERIALS
  - (t) ASSEMBLE INITIAL OPERATIONS PLAN PACKAGE
  - (u) ASSEMBLE INITIAL OPERATIONS PLAN PACKAGE DRAFT COPY
  - (v) FINAL CHECK & REVISE INITIAL OPERATIONS PLAN DRAFT COPY
  - (w) PRINT & SUBMIT INITIAL OPERATIONS PLAN TO MAYOR FOR ACCEPTANCE
  - (x) MAYOR REVIEW & APPROVE INITIAL OPERATIONS PLAN WITH COMMENTS
  - (y) MAKE NEEDED MAYOR REVISIONS TO INITIAL OPERATIONS PLAN & PRINT DOCUMENT

- (z) SUBMIT MAYOR APPVD INITIAL OPERATIONS PLAN TO BOARD OF GOVERNORS FOR REVIEW & APPROVAL
  - (aa) BOARD OF GOVERNORS REVIEW & APPROVE INITIAL OPERATIONS PLAN FOR SUBMISSION TO SENATOR RIEGLE
  - (ab) MAKE BOARD OF GOVERNORS SUGGESTED REVISIONS TO INITIAL OPERATIONS PLAN & PRINT DOCUMENT
  - (ac) SUBMIT BD OF GOV APPVD INITIAL OPERATIONS PLAN TO SENATOR RIEGLE FOR COMMENTS
  - (ad) SUBMIT BD OF GOV APPVD INITIAL OPERATIONS PLAN TO MOTT FOUNDATION FOR COMMENTS
  - (ae) MAKE SENATOR RIEGLE & MOTT FOUNDATION SUGGESTED REVISIONS & PRINT
  - (af) MAKE SUGGESTED REVISIONS, PRINT & SUBMIT INITIAL OPERATIONS PLAN TO SENATOR RIEGLE
  - (ag) AT THIS POINT SENATOR RIEGLE CAN SUBMIT INITIAL OPERATIONS PLAN TO APPROPRIATE FEDERAL AGENCIES
- b) The areas in which I might be most helpful in consulting with the DCED on this program through the submission of the iop to Senator Riegle are identified below by asterisks. Approximate consulting time requirements in hours are also given.
- (1) \* (10) - IDENTIFY, WITHIN CONFIDENTIALITY BOUNDS, THE UP AREA OCCUPANT'S FUTURE GROWTH PLANS
  - (2) \* (05) - COMPLETE DEFINE UP AREA LAND INVENTORY DATA BASE FORMAT
  - (3) IDENTIFY & SET PRELIMINARY PROGRAM GEOGRAPHIC BOUNDARIES
  - (4) \* (15) - REFINE & SCREEN POTENTIAL PROJECTS IN ACCORDANCE WITH BOARD DESIRES
  - (5) \* (10) - MAKE LAND SURVEY OF UP PROGRAM AREA & BEGIN MASTER LAND INVENTORY INPUT BASED ON BD'S PROJ DESIRES
  - (6) \* (10) - IDENTIFY UP MARKET AREA AND ITS BROAD ECONOMIC CHARACTERISTICS
  - (7) \* (05) - DEFINE & IDENTIFY TECHNICAL RESOURCE NEEDS FOR INDIVIDUAL PROJECTS
  - (8) \* (05) - CONT(1) MAKE LAND SURVEY OF UP PROGRAM AREA & INPUT TO MASTER LAND INVENTORY
  - (9) \* (05) - FURTHER IDENTIFY ECONOMIC & DEMOGRAPHIC CHARACTERISTICS OF UP MARKET AREA
  - (10) PREPARE PROPERTY CONDITION BASE MAP FOR PROJECTS IDENTIFIED IN UNIVERSITY PARK
  - (11) \* (08) - PREPARE PRELIM ROUGH COST ESTIMATES OF INDIVIDUAL PROJECTS
  - (12) \* (15) - PREPARE PRELIMINARY LIST OF PROJECTS TO BE CONSIDERED IN UP PROGRAM
  - (13) \* (06) - PREPARE PRELIM ROUGH COST ESTIMATES OF ENTIRE UP PROGRAM
  - (14) \* (05) - PREPARE PRO FORMA ANALYSES & DETERMINE ECONOMIC CHARACTERISTICS OF INDIVIDUAL PROJECTS
  - (15) \* (10) - SET CONTENT & PART PREPARE INITIAL OPERATIONS PLAN PACKAGE



- (16) \* (08) - ESTABLISH ECONOMIC OBJECTIVES OF INDIVIDUAL PROJECTS
- (17) \* (10) - PREPARE INITIAL OPERATIONS PLAN PACKAGE MATERIALS
- (18) \* (02) - SUBSTANT COMP PREPARE INITIAL OPERATIONS PLAN PACKAGE MATERIALS
- (19) \* (04) - ASSEMBLE INITIAL OPERATIONS PLAN PACKAGE
- (20) FINAL CHECK & REVISE INITIAL OPERATIONS PLAN DRAFT COPY
- (21) PRINT & SUBMIT INITIAL OPERATIONS PLAN TO MAYOR FOR ACCEPTANCE
- (22) MAYOR REVIEW & APPROVE INITIAL OPERATIONS PLAN WITH COMMENTS
- (23) \* (04) - MAKE NEEDED MAYOR REVISIONS TO INITIAL OPERATIONS PLAN & PRINT DOCUMENT
- (24) \* (08) - SUBMIT MAYOR APPVD INITIAL OPERATIONS PLAN TO BOARD OF GOVERNORS FOR REVIEW & APPROVAL
- (25) BOARD OF GOVERNORS REVIEW & APPROVE INITIAL OPERATIONS PLAN FOR SUBMISSION TO SENATOR RIEGLE
- (26) \* (04) - MAKE BOARD OF GOVERNORS SUGGESTED REVISIONS TO INITIAL OPERATIONS PLAN & PRINT DOCUMENT
- (27) SUBMIT BD OF GOV APPVD INITIAL OPERATIONS PLAN TO SENATOR RIEGLE FOR COMMENTS
- (28) SUBMIT BD OF GOV APPVD INITIAL OPERATIONS PLAN TO MOTT FOUNDATION FOR COMMENTS
- (29) \* (05) - MAKE SENATOR RIEGLE & MOTT FOUNDATION SUGGESTED REVISIONS & PRINT
- (30) MAKE SUGGESTED REVISIONS, PRINT & SUBMIT INITIAL OPERATIONS PLAN TO SENATOR RIEGLE
- (31) AT THIS POINT SENATOR RIEGLE CAN SUBMIT INITIAL OPERATIONS PLAN TO APPROPRIATE FEDERAL AGENCIES
- c) The Flint government agencies responsible for infrastructure planning must be knit together in a University Park program role to give the program the credibility it needs to gain the confidence of the land occupants. The following considerations are important.
  - (1) Public utilities must be made adequate for today, tomorrow and for the distant future, insofar as the City is able to insure such adequacy.
  - (2) The financing structure for both occupant and pasi improvements should be studied carefully by the City, and the authentic information gained by the City exchanged and used in conjunction with the information being gathered and put to work by the occupants.
  - (3) The City should concern itself with gathering competitive information regarding other regional trade areas so that the people in University Park and in the other related City of Flint areas can compete most effectively outside Flint. Competition within Flint demands that the City be even handed so far as its disbursement of information and data.

**H. Decisions on project as of November 24, 1992**

**I. Status of Initial Operations Plan as of 11/24/92 (wd 486)**

**1. 004 - Identify & set preliminary program geographic boundaries.**

- a) Have been set as shown on the Flint University Park - 1992 - as revised on 11/19/92.

2. **005 & 012 - Refine and screen potential projects in accordance with Board desires.**  
It should be noted that the projects established by the Board and the DCED are projects inside the occupant boundaries. I recommend that the DCED and the affected City departments now begin to set projects within the infrastructure or public area site improvement arena to correspond with the development needs of the projects defined below.
  - a) Oak Park South
  - b) Community Stabilization & Revitalizations
  - c) MaFarlan Place
  - d) A/C Rochester West
  - e) St. Joseph Hospital Site Redevelopment
  - f) Third Avenue/Carriage Town Redevelopment
  - g) Downtown Flint
3. **007, 011, 016 & 020 - Identify University Park market area and its broad economic characteristics. Includes a preliminary investigation of market demand and economic feasibility for each functional component of the University Park program: residential, industrial, retail/commercial, office and downtown.**
  - a) RKI has begun to outline the course of action needed to accomplish this activity.
  - b) I suggest we severely limit the current work on this meanwhile using all available information to generate a true preliminary look for summary purposes only. Don't commit too much potential too early.
    - (1) Reference material available for initial information
      - (a) U. S. Census tract data on population characteristics - Department of Commerce
      - (b) Evaluation of Development Potentials for Metropolitan Flint, Michigan - December, 1986
      - (c) U. S. Statistical Abstract
      - (d) RKI to prepare full list of references
4. **002 - Identify within confidentiality bounds, the UP area occupants future growth plans.**
  - a) Has not fully begun due to difficulties in collecting data
  - b) Occupants of UP area are somewhat reluctant to discuss their planning efforts for several reasons. The solicitation of information must be made with assurance given by the survey staff and the City management that it will be kept in confidence and will not be revealed unless specifically approved by the occupant.
  - c) A full explanation of how the information is to be used and what is needed to accomplish the City's work should be provided to each person from whom planning information is being solicited.
  - d) Inventory of planning information needed to properly plan the infrastructure and public area site improvement programs for the future.
    - (1) Functional expansion desired  
Needed to determine utility sizes, transportation accommodations, and other similar infrastructure demands.
      - (a) Product lines
      - (b) Services offered
      - (c) Market place appeal
      - (d) Other?
      - (e) If the occupants are reluctant and will not furnish specific use descriptions, ask them to develop internally, a description of the influent, effluent,

power, population and all other inputs to and outputs from their occupant system. This will then be used to plan the future services to be provided by the City.

- (2) Economic information
  - (a) Market demand for current and future products and services
  - (b) Market penetration now and expected in the future
  - (c) Services offered now and in the future
  - (d) Number of employees now and in the future
  - (e) Other
- (3) Map planning I projections
  - (a) Footprint size and shape
  - (b) Interrelations with the public areas
    - i) Easements
    - ii) Crossing - over or under
    - iii) Access
    - iv) Other

Ralph J. Stephenson, P. E., P. C.  
Consulting Engineer  
August 31, 1993

**Subject:** Monitoring Report #2  
**Project:** University Park Program  
City of Flint, Michigan  
**To:** Richard L. King, Jr.  
**rjs project:** 92:39  
**rjs disks:** 327, 347, and 376

**Dates and number of meetings, and monitorings:**

10 - Thursday, January 7, 1993 (wd 515)  
11 - Wednesday, February 17, 1993 (wd 544)  
12 - Thursday, April 15, 1993 (wd 585)  
13 - Friday, May 7, 1993 (wd 601)  
14 - Monday, July 5, 1993 working notes (wd 641)  
15 - Tuesday, July 6, 1993 (wd 641)  
16 - Friday, July 9, 1993 working notes (wd 644)  
17 - Wednesday, July 14, 1993 (wd 647)  
18 - Wednesday, August 18, 1993 (wd 672)

**Those attending meetings:**

See individual meeting notes.

**Planning and monitoring documents used in meetings:**

- Sheet SM1, issue #1, dated September 3, 1992 (wd 429) - Summary Plan of Work
- Sheet iop1, issue #2, dated October 27, 1992 (wd 424) - Initial Operations Plan of Work (IOP)
- Sheet #1, issue #4, dated July 8, 1993 (wd 643) - Work Plan Model
- Sheet #2, issue #4, dated July 6, 1993 (wd 641) - Master Plan Model
- Sheet #3, issue #4, dated July 6, 1993 (wd 641) - AC Rochester West Technology & Industrial Mall (AC) - Schematic Site Planning
- Sheet #4, issue #4, dated July 6, 1993 (wd 641) - AC Rochester West Technology & Industrial Mall (AC) - Bid Documents & Construction
- Sheet #5, issue #4, dated July 6, 1993 (wd 641) - University Technology Park (UTP) - Schematic Site Planning
- Sheet #6, issue #4, dated July 6, 1993 (wd 641) - University Technology Park - Bid Documents & Construction
- Sheet #7, issue #4, dated July 6, 1993 (wd 641) - University Park/Downtown Redevelopment (UP/DR) - Schematic Site Planning
- Sheet #8, issue #4, dated July 6, 1993 (wd 641) - University Park/Downtown Redevelopment - Bid Documents & Construction

**Summary:**

Ralph J. Stephenson, P. E., P. C.  
Consulting Engineer  
August 31, 1993

Attached to this monitoring is a set of meeting notes numbered 10 through 17. Some of these may have already been provided to various members of the project team. However they are included here to provide ease of reference.

The material is assembled by date of meeting into packets from the earliest on top to the latest on the bottom. Some of the notes have been slightly edited. However the main points from the originals have been maintained.

Below are supplemental comments that may allow better use of the material.

(10) Thursday, January 7, 1993 (wd 515)

Met with DCED staff and monitored status of the University Park Initial Operations Plan (IOP). Discussed progress on Oak Park South, McFarland Place, AC/Rochester West, Third Avenue Redevelopment, Downtown Facade and Upper Level Redevelopment, Community Stabilization and Revitalization, and The Applied Industrial Information Center.

Each of the DCED staff responsible or knowledgeable about the projects provided comments, and made, or accepted assignment.

(11) Wednesday, February 17, 1993 (wd 564)

Mr. King had developed a list of 5 goals, 14 sub elements, and 40 specific objectives. We met to review and refine these, and to develop a method of weighting each so as to assign work priorities in the coming months.

Weighting examples were developed using Goal #1, Objectives A to test the weighting model. Simulations were run on several test measurements to identify the relative importance of each objective.

The end results will be used to identify and recommend priority projects to the Board of Governors.

(12) Thursday, April 15, 1993 (wd 585)

The first part of this session was devoted to a presentation of the first work draft of the Work Plan by Mr. King to the Core Competence team members. General comments are contained in the meeting notes.

The second part of the session was a staff meeting with DCED to critique the Core Competence meeting in the morning, to discuss planning methodologies with Richard King, and to tour the site.

(13) Friday, May 7, 1993 (wd 601)

We began preparing a network logic model from a work plan laundry list of activities prepared by Mr. King. He had arrayed and dated the activities within major categories. Later in the day met with team leaders of the Core Competence teams. Mr. King presented the work plan laundry list. We gave special attention to the importance of adequate, accurate, objective market

*Ralph J. Stephenson, P. E., P. C.*  
Consulting Engineer  
August 31, 1993

studies.

Team members were encouraged to comment on the contents of the laundry list and to provide ideas on methods of funding, marketing, public relations, selling, and considering how to establish priorities for various elements of the University Park plan.

(14) Monday, July 5, 1993 (wd 641) and other - office work on University Park network models

This individual working session was devoted to determining planning starting point conditions and to translating the work plan list into unquantified network model logic plans. These plans were designed specifically for presentation to the University Park Board of Governors at their meeting on Wednesday, July 14, 1993 (wd 647).

In addition I prepared supplementary material to help define conditions necessary for starting each of the various project components.

(15) Tuesday, July 6, 1993 (wd 641)

Met with Mr. King in Flint to review in detail the material appropriate to present to the University Park Board of Governors at their meeting on Wednesday, July 14, 1993 (wd 647).

Major subjects considered in the meeting included:

- Network models prepared and needed.
- Laundry list for market studies.
- Planning starting point conditions.
- DCED decisions to be made.

(16) Friday, July 9, 1993 (wd 623) and other - office work on University Park

Concentrated on completing presentation material for the University Park Board of Governors meeting to be held Wednesday, July 14, 1993 (wd 647).

Defined the work in as much detail as the information available would allow, and set starting point conditions for each of the projects.

(17) Wednesday, July 14, 1993 (wd 647) - Board of Governor's meeting

The meeting was devoted to discussing information on planning progress to date, and to a University of Michigan PURA presentation of the demographic characteristics of the University Park area. Some of the material presented in the demographic discussion is reviewed in the meeting report. However the PURA report should be referred to since the summary does not include all the fine points made by Dr. Asquith of the University in her presentation.

Later in the day met with Mr. King and members of the DCED staff to review the morning Board meeting and to set a direction for future work of the University Park project team.

*Ralph J. Stephenson, P. E., P. C.*  
Consulting Engineer  
August 31, 1993

(18) Wednesday, August 18, 1993 (wd 672) - Core Competence Committee of the Whole meeting (no notes attached - were taken by DCED staff)

Discussions at this meeting centered on a detailed review of the current status of University Park, the future of the Core Competence Committees, and the interrelations between private planning and public planning efforts currently in work.

I presented the network models and other elements of the program that had been reviewed with the Board of Governors at their July 14, 1993 (wd 647) meeting.

Of great importance is that members of the project team agreed that the University Park project is in progress and will continue in some form over the coming months and years, irrespective of the degree of public sector involvement. The hope of the University Park program staff is that it will be a combined private and public sector effort that will benefit synergistically from the involvement of both groups. Some discussion revolved around the third, or volunteer, sector involvement in University Park.

At the close of the meeting it was generally agreed that a joint effort between all three sectors was critical to ongoing work. To accomplish this it is important to develop an action plan that takes into account several alternative scenarios, particularly in respect to the provision of resources by which the programs can be implemented. Mr. King and his staff are to consider these alternative scenarios over the next few weeks.

From the alternate scenarios they will develop a plan of current action that can be tailored to fit whatever is actually happening at the Federal and State levels of our government.

**General:**

This report and enclosures are being sent to Mr. Richard King only. Further distribution will be made by him as he considers appropriate.

I recommend we concentrate on developing alternative courses of action demanded by the availability, or lack of availability of Federal funding. Of the alternatives developed, I suggest we proceed in accordance with those that have the best potential for success within the planning efforts currently in work by the occupants of University Park. An intelligent and knowledgeable development of the alternatives and the accompanying required actions and tasks should provide the main focus of my work with Mr. King and his staff in the immediate future.

My next meeting with the DCED staff is on Tuesday, September 7, 1993 (wd 685) at the DCED office. I recommend we consider the following agenda items:

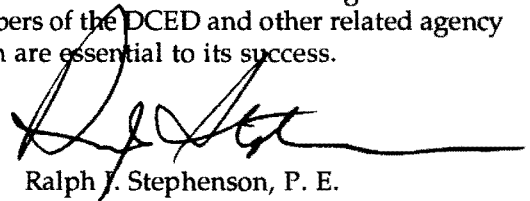
- 01.) Review the current status of private planning by JJR.
- 02.) Discuss how and when other City departments should be involved in planning efforts for public area site improvements.
- 03.) Prepare network models for immediate courses of action available to us over the next 6 to 12 months.
- 04.) Prepare plans for various methods of funding future work on the project. This is especially important to the commissioning of market studies as outlined in the work plan.

*Ralph J. Stephenson, P. E., P. C.*  
Consulting Engineer  
August 31, 1993

- 05.) Set the organization structure to be used for project work efforts over the next 12 months. This is a critical period and project efforts must not be allowed to lag in intensity irrespective of resource availability.
- 06.) Defined and carefully plan how the Board of Governors is to function relative to the project in the near future.
- 07.) Consider how dispute resolution methods might be used where disruptive differences of opinion surface. These could occur within or outside the City of Flint functional departments, the occupants of University Park, the consultants retained by the occupants, or the public and quasi public agencies external to the City of Flint.

There are several other actions that should be considered, and I also recommend that a large share of the meeting on September 7, 1993 be conducted with key members of the DCED and other related agency staffs present. The ideas and their application to this program are essential to its success.

enclosures:



Ralph J. Stephenson, P. E.



**X. 10 - Date of meeting - Thursday, January 7, 1993**

**A. City of Flint University Park meeting notes - #10**

**B. By Ralph J. Stephenson - Consultant**

**C. Date of meeting - 1:10:40 PM - Thursday, January 7, 1993**

**D. Those attending**

1. **Richard King - Project director**
2. **Jim Race - Planning team leader**
3. **Ed Custer - Housing manager**
4. **Howard Clark - Real estate**
5. **Ralph J. Stephenson - Consultant**

**E. Agenda**

**F. General notes**

**1. Content of University Park Initial Demonstration Package (IDP)**

**a) Oak Park South**

- (1) Schematic graphic actual & proposed land use plan. - Jim Race
  - (a) Info available
  - (b) To be drafted
- (2) General proposed land use description describing current and proposed zoning. - Jim Race & Ed Custer
- (3) List of properties involved in the development. - Howard Clark
  - (a) Rough information available.
- (4) Estimated acquisition costs of property to be purchased - Howard Clark
  - (a) Most property already acquired.
  - (b) Howard to prepare final submittal listing
- (5) Broad line item cost of all public area site improvements to be built for the the project. - Jim Race
  - (a) Some past cost data available from Oak Park Technology Park.
- (6) List of costs for preparation of acquired sites ready for improvement. - Jim Race & Ed Custer
  - (a) Potential abatement costs included in this item.

**b) McFarlan Place**

- (1) Schematic graphic proposed land use plan. - Jim Race
  - (a) To be done
- (2) General proposed land use description describing current and proposed zoning. - Jim Race & Ed Custer
- (3) List of properties involved in the development - Howard Clark
  - (a) Rough information available.
- (4) Estimated acquisition costs of property to be purchased. - Howard Clark
- (5) Broad line item cost of all public area site improvements to be built for the interest of the project. - Jim Race & Ed Custer.
  - (a) To be done from scratch
- (6) List of costs for preparation of acquired sites for improvement. - Jim Race & Ed Custer.
  - (a) Potential abatement costs are to be included in this item.

**c) AC/Rochester West**

- (1) Schematic graphic proposed & existing land use plan. - Jim Race & Richard King
  - (a) Existing plan of improvements to be acquired by Richard King.

- (b) May have to work with planning consultant for AC/West to get proposed land use information.
    - (2) General proposed land use description describing current and proposed zoning. - Jim Race & Ed Custer
    - (3) List of properties involved in the development - Howard Clark
      - (a) Rough information available.
    - (4) Estimated acquisition costs of property to be purchased. - Howard Clark & Richard King
      - (a) Richard King will discuss acquisition with GM.
    - (5) Broad line item cost of all public area site improvements to be built for the interest of the project. - Jim Race & Ed Custer.
    - (6) List of costs for preparation of acquired sites for improvement. - Jim Race & Ed Custer.
      - (a) Potential abatement costs should be included in this line item estimate.
  - d) Third Avenue and Upper Level Redevelopment
    - (1) Schematic graphic proposed land use plan. - Jim Race
      - (a) To be done by planning consultant in conjunction with DCED.
      - (b) Will be converted for submittal by Jim Race.
    - (2) General proposed land use description describing current and proposed zoning. - Jim Race & Ed Custer
    - (3) List of properties involved in the development - Howard Clark
      - (a) Community group has done a preliminary inventory.
      - (b) Must decide on spot acquisition.
    - (4) Estimated acquisition costs of property to be purchased. - Howard Clark
    - (5) Broad line item cost of all public area site improvements to be built for the interest of the project. - Jim Race & Ed Custer.
      - (a) To be done by JJR as a consultant and recast as needed by DCED.
    - (6) List of costs for preparation of acquired sites for improvement. - Jim Race & Ed Custer.
      - (a) Potential abatement costs are to be included in this item.
  - e) Downtown Facade and Upper Level Redevelopment - Richard King working with Phil Stair and Mark Davis
  - f) Community Stabilization and Revitalization - Nancy Jurkiewicz
  - g) World Class Center for Applied Industrial Information - Richard King
    - (1) Richard King will work with Clinton Jones and Dave Doherty to see what can be done to make a feasible project.
2. **Monitoring - Initial Operations Plan - as of 01/07/93 (wd 515)**
- a) See network model
  - b) Currently about 2 months behind
  - c) Yellow marks indicate what portions of the activity must be done to complete the initial demonstration package.
  - d) Must make Senator Riegel submittal by February 1, 1993
  - e) Must be assembling initial demonstration package by about January 19, 1993

**XI. 11 - Date of meeting - Wednesday, February 17, 1993**

**A. City of Flint University Park meeting notes - #11**

**B. By Ralph J. Stephenson - Consultant**

**C. Date of meeting - 1:58:09 PM - Wednesday, February 17, 1993**

**D. Those attending**

1. Richard King - Project director

2. Ralph J. Stephenson - Consultant

**E. Agenda**

**F. Goals & objectives - from description of Economic Development Elements of the University Park program goals - see documents published about February 17, 1993**

1. It was noted that we are now working with and evaluating 4 infrastructure elements, 5 strategy elements, 5 program goals, 14 goal elements, and 42 program goal objectives.

2. Program Goal Categories, Goals and Objectives

a) Goal I - Organizational Development, and Internal Management Improvement

(1) A. Improve internal and project management and governance structures.

(a) Objectives:

i) 1. Revise City of Flint Comprehensive Master Plan and economic development strategy.

ii) 2. Develop and equip a war room which should include a project planning, control, and database center.

iii) 3. Implement an effective internal project management and governance structure for major programs and projects.

iv) 4. Obtain and deploy staff development and training resources commensurate with the requirements necessary to implement the economic development strategy and master plan.

v) 5. Review local governmental procedures and requirements periodically and make them more efficient.

vi) 6. Establish a central contact point for industrial development inquiries.

(2) B. Develop the external strategic alliances and relationships required to effectively and efficiently implement the economic development strategy.

(a) Objectives:

i) 1. Establish appropriate relationships with GEAR (Genesee Economic Area Revitalization) and network all existing small business assistance services with GEAR to implement the City's economic development strategy.

ii) 2. Utilize Flint Community Development Corporation and the Metropolitan Chamber of commerce as reference centers for minority business development.

b) Goal II - Business Risk and Infrastructure Capital Acquisition

(1) A. Find, form, and make available new sources of infrastructure development and business risk capital.

(a) Objectives:

i) 1. Create a pool of high risk equity capital for high growth/high risk startups and business expansions

ii) 2. Find new sources of capital to finance development of the physical and economic development infrastructure required to make Flint more world competitive.

- iii) 3. Finance demonstration projects which demonstrate new, reproducible approaches and national models which concurrently provide insight on how to revitalize a declining urban area and produce tangible economic development result.
- iv) 4. Encourage local lending institutions and form lending institution alliances to finance business and industrial expansion.
- c) Goal III - Amenity-Intensive Business Environment Development
  - (1) A. Transform the Oak Business Center into a quality business development incubation facility and acquire increased technology capabilities.
    - (a) Objectives:
      - i) 1. Maintain acceptable occupancy and competitive amenity levels.
  - (2) B. Develop planned, world-class, amenity-intensive industrial and technology parks to attract new industries and house expanding existing industries.
    - (a) Objectives:
      - i) 1. Define districts which can support the development of planned, world-class, amenity-intensive industrial and technology parks and implement demonstration projects which demonstrate new, reproducible approaches for development of these parks which may include design standards and financial incentives, and national models which provide insight on how to revitalize a declining urban area, produce tangible economic development results and project the highest standards of architectural excellence consistent with market and financial feasibility.
      - ii) 2. Utilize GEAR. to direct marketing efforts towards targeted industries.
  - (3) C. Develop planned commercial business districts to attract new office and retail development and house expanding existing office and retail businesses.
    - (a) Objectives:
      - i) 1. Define target commercial districts and implement commercial demonstration projects which demonstrate new, reproducible approaches which may include design standards and financial incentives, and national models which provide insight on how to revitalize a declining urban area, produce tangible economic development results and project the highest standards of architectural excellence consistent with market and financial feasibility.
  - (4) D. Revitalize downtown Flint to attract new businesses and customers and meet the daily goods and service needs of business persons, downtown workers, and students.
    - (a) Objectives
      - i) 1. Support all efforts to preserve the remaining buildings which are structurally sound and economically viable.
      - ii) 2. Encourage the revitalization of vacant commercial buildings and the consolidation of mutually supportive commercial uses.
      - iii) 3. Plan public improvements, which will enhance the streetscape including street lighting, plantings, benches and signs.
      - iv) 4. Explore all opportunities for assistance from Federal and State programs, colleges and universities, private foundations and other municipalities.

- v) 5. Improve the variety of uses in downtown by increased multi-use development and housing opportunities.
- vi) 6. Advocate mixed use of buildings where appropriate.
- d) Goal IV - University & Knowledge Resource Enhancement
  - (1) A. Enhance and focus university resources on accelerating their role in economic development, technology transfer, and producing the work force of the future.
    - (a) Objectives:
      - i) 1. Form strategic alliances and joint venture with appropriate universities and knowledge resource sources as required to implement economic development strategy.
      - ii) 2. Develop demonstration projects which demonstrate new, reproducible approaches and national models which concurrently provide insight on how to revitalize a declining urban area and produce tangible economic development results.
      - iii) 3. Encourage the development of applied business technology programs.
  - (2) B. Develop a world-class center for applied industrial information, simultaneous engineering, and new product development.
    - (a) Objectives:
      - i) 1. Develop a plan and establish feasibility for the establishment of a world-class center for applied industrial information, simultaneous engineering, and new product development.
  - (3) C. Function as an urban laboratory for the development and implementation of new concepts and techniques for community technology transfer.
    - (a) Objectives:
      - i) 1. Develop demonstration projects which demonstrate new, reproducible approaches and national models which concurrently provide insight on how to revitalize a declining urban area and produce tangible economic development result.
- e) Goal V - Entrepreneurial and Business Climate Enhancement
  - (1) A. Create market demand for city of Flint residential, commercial, and industrial development.
    - (a) Objectives:
      - i) 1. Identify unmet commercial, industrial and service market demand and feasibility, which support the expansion of existing businesses and the development of new commercial, industrial and service businesses.
      - ii) 2. Encourage GEAR to develop a marketing plan and update a list of business new technology, high-growth and foreign investment opportunities.
      - iii) 3. Identify major local competitive advantage areas (economic magnets).
  - (2) B. Create a business climate which supports increased innovation, entrepreneurship, business expansion, and General Motors investment in Flint.
    - (a) Objectives:
      - i) 1. Support the rapid development of Bishop Airport as a means for promoting the economic development of our community.
      - ii) 2. Encourage continued Great Lakes Technology Centre development.
      - iii) 3. Help minority businesses to enter the local GM supplier market.

- iv) 4. Identify and promote local products which can be marketed outside the area.
- v) 5. Continue efforts to retain industrial facilities by offering financial development incentives that stimulate job creation and retention.
- vi) 6. Develop a better understanding of the automobile industry's needs and anticipate changes.
- vii) 7. Maintain ongoing communication with local GM officials during the planning and development process.
- viii) 8. Assist small businesses identify possible financing options.
- (3) C. Work to eliminate blight, middle-class flight, and disinvestment in downtown and low and moderate income areas by promoting commercial, industrial, residential, and neighborhood development which project the highest standards of architectural excellence consistent with market and financial feasibility.
  - (a) Objectives:
    - i) 1. Implement the University Park Program.
- (4) D. Encourage the development of designated industrial land and the reuse of existing industrial buildings.
  - (a) Objectives
    - i) 1. Maintain an inventory of vacant industrial property.
    - ii) 2. Periodically evaluate the need for industrial sites.
    - iii) 3. Implement with GEAR a marketing program to sell industrial sites.

3. Examples of weighting to be used in achieving Goal #1 through #5 (example below is Goal #1.

a) Objective I. A. 1 - **Revise City of Flint Comprehensive Master Plan and economic development strategy**

By what factors shall we determine the importance of this objective in achieving our total City of Flint economic development plan & the COF University Park mission within the infrastructure, the strategy and the organizational parameters within which we must work? A factor weight of 01 denotes that achieving the objective will contribute nothing significant to fulfilling the item defined by the factor. 10 denotes that achieving the objective will be extremely significant in fulfilling the item defined by the factor.

- (1) To what degree do we have talent available in house to achieve the objective? - 09
- (2) To what degree is it important that funding will be available to achieve the objective? - 07
- (3) To what degree is it necessary to achieve a specific time frame within which to complete the project? - 02
- (4) To what degree will achieving the objective improve University Park management and governance structures? - 06
- (5) How effective will it be in attracting investment capital? - 04
- (6) To what degree will it favorably impact on the business climate of University Park? - 07
- (7) To what degree will it favorably impact on the entrepreneurial climate in University Park? - 07
- (8) To what degree will it contribute to servicing prospects thinking of locating in the area? - 09

- (9) To what degree will it help improve the ability to manage the total Flint economic development program? - 06
- (10) Total = 57 out of a possible 90 = 67%
- b) I.A.2 - Objective - **Develop and equip a war room which should include a project planning, control, and database center.**
  - (1) To what degree do we have talent available in house to achieve the objective? - 05
  - (2) To what degree is it important that funding will be available to achieve the objective? - 10
  - (3) To what degree will achieving the objective improve University Park management and governance structures? - 08
  - (4) How effective will it be in attracting investment capital? - 03
  - (5) To what degree will it favorably impact on the business climate of University Park? - 05
  - (6) To what degree will it favorably impact on the entrepreneurial climate in University Park? - 03
  - (7) To what degree will it contribute to servicing prospects thinking of locating in the area? - 06
  - (8) To what degree will it help improve the ability to manage the total Flint economic development program - 07
  - (9) Total = ? out of a possible 80 = ?%
- c) I.A.3 - Objective - **Implement an effective internal project management and governance structure for major programs and projects. (to be redefined or eliminated)**
  - (1) To what degree do we have talent available in house to achieve the objective? -
  - (2) To what degree is it important that funding will be available to achieve the objective? -
  - (3) To what degree will achieving the objective improve University Park management and governance structures? -
  - (4) How effective will it be in attracting investment capital? -
  - (5) To what degree will it favorably impact on the business climate of University Park? -
  - (6) To what degree will it favorably impact on the entrepreneurial climate in University Park? -
  - (7) To what degree will it contribute to servicing prospects thinking of locating in the area? -
  - (8) To what degree will it help improve the ability to manage the total Flint economic development program? -
  - (9) Total = ? out of a possible 80 = ?%
- d) I.A.4 - Objective - **Obtain and deploy staff development and training resources commensurate with the requirements necessary to implement the economic development strategy and master plan.**
  - (1) To what degree do we have talent available in house to achieve the objective? - 03
  - (2) To what degree is it important that funding will be available to achieve the objective? - 10
  - (3) To what degree will achieving the objective improve University Park management and governance structures? - 08
  - (4) How effective will it be in attracting investment capital? - 03

- (5) To what degree will it favorably impact on the business climate of University Park? - 05
  - (6) To what degree will it favorably impact on the entrepreneurial climate in University Park? - 03
  - (7) To what degree will it contribute to servicing prospects thinking of locating in the area? - 06
  - (8) To what degree will it help improve the ability to manage the total Flint economic development program? - 06
  - (9) Total = ? out of a possible 80 = ?%
- e) I.A.5 - Objective - Review local governmental procedures and requirements periodically and make them more efficient.
- (1) To what degree do we have talent available in house to achieve the objective? - 05
  - (2) To what degree is it important that funding will be available to achieve the objective? - 10
  - (3) To what degree will achieving the objective improve University Park management and governance structures? - 08
  - (4) How effective will it be in attracting investment capital? - 03
  - (5) To what degree will it favorably impact on the business climate of University Park? - 05
  - (6) To what degree will it favorably impact on the entrepreneurial climate in University Park? - 03
  - (7) To what degree will it contribute to servicing prospects thinking of locating in the area? - 06
  - (8) To what degree will it help improve the ability to manage the total Flint economic development program? - 06
  - (9) Total = ? out of a possible 80 = ?%
- f) I.A.6 - Objective - Establish a central contact point for industrial development inquiries.
- (1) To what degree do we have talent available in house to achieve the objective? - 09
  - (2) To what degree is it important that funding will be available to achieve the objective? - 07
  - (3) To what degree will achieving the objective improve University Park management and governance structures? - 06
  - (4) How effective will it be in attracting investment capital? - 04
  - (5) To what degree will it favorably impact on the business climate of University Park? - 07
  - (6) To what degree will it favorably impact on the entrepreneurial climate in University Park? - 07
  - (7) To what degree will it contribute to servicing prospects thinking of locating in the area? - 09
  - (8) To what degree will it help improve the ability to manage the total Flint economic development program? - 06
  - (9) Total = ? out of a possible 80 =



**XII. 12 - Date of meeting - Thursday, April 15, 1993**

**A. City of Flint University Park meeting notes - #12**

**B. By Ralph J. Stephenson - Consultant**

**C. Notes from Core Competence team member meeting**

**1. Place of meeting - Sarvis Center, Flint, Michigan**

**2. Date of meeting - Thursday, April 15, 1993**

a) Started at 8:38 AM

b) Ended at 09:15 AM

**3. Those attending**

a) John Austin - Flint Round Table

b) John Brown - Baker College

c) Rick Carter - Assistant Vice President Organizational Development & Public Affairs

d) Greg Dobis - McLaren Hospital

e) Dave Doherty - GMI

f) Lee Gonzales - Genesee County Board Office

g) Richard King - DCED

h) Polly Piepenbund - Genesys Health Service

i) Susan Piper - McLaren Hospital

j) Paul Stair - Flint DDA

k) George Tanner - Third Avenue Community Association

l) Jim Thomas

m) Ken Rice - Baker College

n) Ron Roland - Flint NIPP

o) Kathy Stoughton - City of Flint

p) Bobby Wells - Flint Community Development Corporation

q) Ralph J. Stephenson - Consultant

**4. General notes**

a) Richard King presented first work plan draft.

b) Core Competence team member feedback on first draft work plan to be reviewed at April 21, 1993 Core Competence meetings.

c) Originally all planning was to be in house

d) Now must change strategy

e) Will do 6 things

(1) Will concurrently work on master plan for entire UP project

(2) Will start the first year projects

(3) Do detailed planning concurrently

(4) Want to have a work plan to present to Board in July, 1993

(5) Master plan to be done by December, 1993

(6) Want to have several demonstration plans.

f) Reviewed plan overview

(1) Phase 1 of University Technology Park

(a) What impact does private financing and assets have on the University Park projects?

g) Next 6 months of work

(1) Ron Roland asked how we are coordinating our efforts with other projects in or near the park.

(a) Must put some houses in one of the areas ?

(2) Next meeting of Core Competence teams to be on April 21, 1993.

- (3) First step is to prepare and refine work plan.
- (4) Planning consultant needed.
  - (a) Will do master plan for entire area
  - (b) Will do some detailed planning for some projects
- (5) Richard King will need some help in preparing request for proposals.
  - (a) What will the selection process be like?
  - (b) Those submitting top 4 proposals will be interviewed
- (6) Could we leverage some of the dollars put into the 4th Avenue planning? - Probably not.
- (7) New planning firms will work with this Core Competence group to do some of the demonstration project work.
- h) Miscellaneous items of discussion
  - (1) McFarland Place is second year work
  - (2) McLaren to be considered (this year?)
  - (3) St. Joseph possible (this year?)
  - (4) I am to help prepare the work plan for the project
  - (5) (DCED?) needs help with marketing work
    - (a) John Austin mentioned in conjunction with industrial land uses.
    - (b) Karl B. W. Shama of Department of Commerce discussed looking at economic development early to avoid mistakes that later will be costly.
  - (6) Richard King used his date listing to discuss the time table for the work
    - (a) Administration
    - (b) Planning
    - (c) Marketing
    - (d) Residential
    - (e) Industrial
    - (f) Office
    - (g) Entertainment
      - i) Kathy Stoughton mentioned entertainment study done by Mott several years ago.
    - (h) Retail
    - (i) Atwood Stadium reuse
      - i) Should review this matter in depth.
  - (7) Ralph Stephenson mentioned we should consider doing a existing business survey to see what those doing business in Flint at present would like to see happen in the University Park area.
  - (8) Presentations will be made on April 21,1993 on some of the projects.
  - (9) Dave Dougherty said he is encouraged by the progress that has been made.
  - (10) Kathy Stoughton said we can move on irrespective of Federal funding.
  - (11) Karl said he is impressed by what is being done.
  - (12) How does the educational plan interconnect with this program?
- D. Notes from staff meeting with DCED members
  - 1. Place of meeting - DCED conference room - City Hall (a)
  - 2. Date of meeting - 11:11:19 AM - Thursday, April 15, 1993
  - 3. Agenda
    - a) Review notes from morning meeting
    - b) Drill Richard King in network modeling
    - c) Review MicroSoft Project modeling system

- d) Review work plan for one year ahead
- e) ✓Inspect University Park project site
- f) ✓Meet with Mark Davis & discuss content of mornings meeting
- 4. **Those at meeting**
  - a) Richard King
  - b) Mark Davis
  - c) Ralph J. Stephenson - Consultant
- 5. **General notes**
  - a) Mark Davis
    - (1) Marketing studies - what are the scope of these?
  - b) RFP's to be considered
    - (1) Planning
      - (a) Master project plan for entire UP project
      - (b) Schematic facility planning for phase 1 UP priority projects
        - i) Ready for start of specific arch/engr schematic studies
          - (1) AC Rochester West Industrial and Technology Mall
          - (2) University Technology Park
          - (3) Third Avenue Redevelopment
        - ii) Currently in DCED study stage
          - (1) Carriage Town Demonstration Projects - ready for schematics in 2 months
  - c) Handout material referred to in meetings
    - (1) 000 - Elements of the Line of Action
    - (2) 081 - Line of action
    - (3) 321 - Development Cycle Actions & Organization
    - (4) 336 - Development phases
    - (5) 344 - Development template
    - (6) 350 - Costs committed vs money spent
    - (7) IT1 - Iterative Costing Sequence
  - d) Selection process should be fully defined to and approved by UP Committee as a Whole
  - e) Should get Mott entertainment market study for review
- 6. **Definitions**
  - a) Operation work plans of action - management guides to implementation  
Sequence of actions to be followed to achieve specific goals & objectives for the University Park program.
    - (1) One year work plan
      - (a) For entire project
    - (2) Two year work plan
      - (a) For entire project
    - (3) Special work plans (for components of total project work plan)
      - (a) AC Rochester West Industrial and Technology Mall
      - (b) Phase 1 - University Technology Park
      - (c) Carriage Town Demonstration Projects
      - (d) Third Avenue Redevelopment (infrastructure)
  - b) Master land use project plan - program, marketing and map plans  
The graphic and narrative plan describing and showing the physical elements of the total University Park development

- (1) Land planning
  - (a) Master land use plan for entire project
- c) Projects design & construction work plans - start when a specific design or construction consultant is retained
  - The planning and scheduling of the work needed to design and construct the project.
  - (1) Schematic facility planning for phase 1 UP priority projects
    - (a) Ready for start of specific arch/engr schematic studies
      - i) AC Rochester West Industrial and Technology Mall
      - ii) Phase 1 - University Technology Park
      - iii) Third Avenue Redevelopment
    - (b) Currently in DCED study stage
      - i) Carriage Towne Demonstration Projects - ready for schematics in 2 months
- d) Board presentation of operations work plan of action
  - (1) To be presented to Board in July, 1993
  - (2) Will be built around an operational plan for the next two years
    - (a) July 1993 to June, 1995
- e) Board presentation of master project land use plan
  - (1) To be presented to Board in December, 1993
  - (2) Will be prepared by consultant doing the master project plan

**XIII. 13 - Date of meeting - Friday, May 7, 1993**

**A. City of Flint University Park DCED staff and Core Competence team leader meeting notes - #13**

**B. By Ralph J. Stephenson - Consultant**

**C. For internal study and review use only!**

**D. Date of meeting - 8:32:38 AM - Friday, May 7, 1993**

**E. Location of meetings - DCED office in City Hall**

**F. Staff meeting**

**1. Those attending**

a) Richard King - DCED

b) Ralph J. Stephenson - Consultant

**2. Meeting notes**

a) Richard King and I started to diagram the work plan from laundry list of items with series numbers corresponding to the Core Competence team names

(1) 100 series - Administration

(2) 200 series - Planning

(3) 300 series - Marketing

(4) 400 series - Education

(5) 500 series - Housing and neighborhood development

**G. Team leader's meeting**

**1. Those attending**

a) Mark Davis - Education team leader

b) Nancy Jurkiewicz - DCED & project administration team leader

c) Richard King - DCED & Project Director & Marketing & development team leader

d) Kathryn G. Stoughton - DCD Director & Neighborhood & housing team leader

e) Mark Davis - Education team leader

f) Howard - DCED real estate

g) Jim Race - Planning team leader

h) Ralph J. Stephenson - Consultant

**2. Agenda for team leader's meeting**

a) Discuss work plan

b) Sign off on work plan, issue #1, dated 5/7/93

c) Set agenda for Tuesday's core competence meeting

d) Begin preparation of operations plan

(1) Must be done by July 2, 1993

**3. Meeting notes**

a) Richard King discussed the work plan

(1) Said it was a complete list of all the things he has to do

(2) Have some budget problems relative to consultants

(3) Need \$400,000 to complete the marketing studies

(4) Studies needing money

(a) 205.04 - Infrastructure urban engineering

(b) 302.01 - Residential Demand market studies

(c) 302.02 - Industrial Demand market studies

(d) 302.03 - Office Demand market studies

(e) 302.04 - Retail Demand Entertainment Market - including Atwood Stadium Reuse Study

- b) Mark Davis mentioned bankers concern about request for proposals meeting the bank's needs.
- c) Terry Erlund and nju having a problem with understanding what the rfp's geographic boundaries are.
- d) Each of the team members will get copies of the rfp's
- e) Richard King said that we probably need more time on the rfp's
- f) July 15, 1993 is the planned starting date for major work to begin on University Park.
- g) Can we advertise on a verbal commitment to provide the money?
- h) Mark Davis wants the bank people (Bill Piper) to provide support and give the group feed back. Will take a week or two.
- i) Richard King said he will work closely with the Mott Foundations
- j) Richard King said they will do a master plan for the entire project and detailed plans for individual plans.
- k) JJR may win the competition for the entire plan
- l) Mark Davis mentioned the separate processes of the various sub areas are in work by JJR already
- m) Mark Davis said we must present a unified picture to the fund providers
- n) Richard King said reconciliation must come from the commission
- o) Some discussion on the methodology that must be used by the City and that used by the area planners and JJR.
- p) Note: stress with rki that this is a check list and that we need to complete the master plan for 1st year (205.01 through 205.08) for planning, architectural, and engineering studies discussed in general.
- q) Need funding for these current work areas.
  - (1) Urban planning
    - (a) Master plan for the entire University Park District
      - i) We should assign our consultant the task of collecting data on all the planning efforts and concepts being considered by the present occupants of University Park and to catalogue them, evaluate them in the context of the City's goals, objectives, and plans, and then to make recommendations as to how the City and the occupants can improve the probability of success for the individual projects within the University Park by the combined efforts of both the City and the occupants.
  - (2) Urban engineering
    - (a) Infrastructure work in the public areas
      - i) We should assign our consultant the tasks of ?
  - (3) Urban market analysis
    - (a) Market analyses for ?
- r) Future areas of funding need
  - (1) Marketing
    - (a) University Park
    - (b) Project specific
  - (2) Selling
    - (a) University Park
    - (b) Project specific
  - (3) Public relations
    - (a) University Park

- (b) Project specific
- s) When do we address the matters of marketing, selling, public relations?
- t) What are the funding classifications
  - (1) Public grants
    - (a) Federal
      - i) Block grants
      - ii) HUD - U of M (University of Michigan) - CSR (Community Stabilization & Revitaliation Project)
      - iii) EDA grants
        - (1) Update OEDP (Overall Economic Development Plan - GEAR)
    - (b) State
    - (c) County
    - (d) City
  - (2) Foundations
    - (a) Community
    - (b) Private
      - i) Mott Foundation
  - (3) Private grants
    - (a) Corporate
    - (b) Individuals
- u) Funding sources to components of the UP project
- v) Can do planning work on Carriage Town in house - remove from list?
  - (1) Will need the money elsewhere.
- w) Can take St. Joe off list until better firmed up.
- x) Remove projects from the list that may require funding at the expense of some of the higher priority projects.
- y) Set priority on the projects. (did below at meeting)
  - (1) 205.01 - UP Technology & Industrial Mall Construction
  - (2) 205.02 - University Technology Park
  - (3) 205.04 - UP Public Improvements
  - (4) 205.07 - St. Joseph Site - conceptual studies only
- z) Mark Davis mentioned that Jan Tannehill would be interested in some of what is being done. (?)
- aa) Had some vigorous discussions about how much the University Park program should dictate planning features of the various
- ab) Started UP plan by deciding to collect the various programs from the occupants of the University Park Plan
- ac) We should assign our consultant the task of collecting data on all the planning efforts and concepts being considered by the occupants of University Park and to catalogue them, evaluate them in the context of the City's goals, objectives, and plans, and then to make recommendations as to how the City and the occupants can improve the probability of success for the individual projects within the University Park by the combined efforts of both.
- ad) Boundaries of University Park are under review from the boundaries shown on the current plan
  - (1) Extend from Mary Street and M. L. King Ave to Hamilton Ave and M. L. King Ave.

- (2) Include the School for the Deaf site at the south - in part
- (3) Extend north boundary to Welch Boulevard between Grand Traverse to DuPont
- ae) Could provide in rfp's for the marketing effort an invitation for joint ventures of different disciplines - Kathy Stoughton.
- af) University Park is building on what Flint really is - Kathy Stoughton



**XIV. 14 - Date of work - Monday, July 5, 1993 and other**

- A. City of Flint University Park notes - #14**
- B. By Ralph J. Stephenson - Consultant**
- C. Date of meeting - 11:12:15 AM - Monday, July 5, 1993**
- D. Laundry lists for University Park Component network models - to be presented at University Park Board of Governors meeting on Wednesday, July 14, 1993 (wd 626).**
  - 1. Schematic site plan preparation for University Park Comprehensive Plan**
    - a) Projects included**
      - (1) AC Rochester West Technology & Industrial Mall
      - (2) University Technology Park
      - (3) University Park
      - (4) Downtown Redevelopment
    - b) Planning starting point conditions**
      - (1) These questions should have been considered and mostly or completely answered about the project work to be commissioned.
        - (a) What?**
          - i) What is the project mission? - The most important result to be achieved by this project being successfully completed.
          - ii) What are our project goals? - Unquantified targets
          - iii) What are our project objectives? - Quantified goals
          - iv) What Is the scope of the activity to be contracted for ?
          - v) What is the standard of performance to be used to measured the work progress and quality as it is accomplished and upon its completion?
          - vi) What is needed to start work on preparation of the planning work?
          - vii) What is the time span to be covered in commissioning the plan
        - (b) Where?**
          - i) Where will the planning work and supplementary activities take place?
        - (c) When?**
          - i) When do we want to start the planning work to be commissioned?
          - ii) When can we start the work to be commissioned?
          - iii) When is the commissioned work supposed to be completed?
          - iv) When will the commissioned work be completed?
        - (d) How?**
          - i) How much is to be spent on the commissioned work?
          - ii) How do we know when the commissioned work is done?
          - iii) How do we know if the commissioned work has been accomplished well?
          - iv) How do we make a successful transition and pass the planning baton to the next implementation group?
        - (e) Who?**
          - i) Who's responsible?
          - ii) Who's in charge for each participant?
          - iii) Who's doing the work?
          - iv) Who's liable?
          - v) Who's the ultimate decision maker (UDM) for each participant? - The individual able to make a final binding decision in any commissioned related matter.

- vi) Who gets the baton next?
- (2) Funding for schematic site plans assured and available.
- (3) Short list of planning consultants prepared to allow final interviews and selection.
- (4) Decision made on agencies responsible for site planning on various projects.
- (5) Scope of work defined for each project site plan study.
- (6) Interfacing of University Park Board of Governors, Core Competence Committees and responsible agencies defined in detail
- c) Master laundry list of project activities for schematic site plan preparation.
  - (1) 01. • DETERMINE MARKET CHARACTERISTICS OF SITE AND PROPOSED FACILITIES
    - (a) Market available to be served.
    - (b) Market historically served by site facilities.
    - (c) Potential future market to be served.
  - (2) 02. • PREPARE ALTA SURVEY OF SITE
  - (3) 03. • PREPARE TOPOGRAPHIC SURVEY OF SITE
  - (4) 04. • PREPARE DETAILED TABULATION OF EXISTING LAND AND BUILDING USES ON SITE
  - (5) 05. • DETERMINE REMEDIATION WORK THAT MIGHT HAVE TO BE DONE ON SITE AND IN BUILDINGS FOR PROPOSED USES
  - (6) 06. • DETERMINE EARLY LEASING POTENTIAL OF PROPOSED FACILITIES AND DISCUSS WITH POTENTIAL TENANTS
  - (7) 07. • PREPARE SITE INFORMATION MANUAL FOR SELECTED CONSULTANT'S USE - should contain material best obtained, assembled and distributed by the public agencies involved.
  - (8) 08. • DETERMINE OWNERSHIP CHARACTERISTICS OF PROPOSED SITE AND BUILDING FACILITIES - Who is to own and to have charge. (see list of questions and answers in A, 1, b above.)
  - (9) 09. • CONDUCT INTERVIEWS WITH FINALISTS ON SHORT LIST
  - (10) 10. • SELECT FIRM DESIRED TO DO THE WORK
  - (11) 11. • SET MILESTONE PROJECT MEETINGS AND IDENTIFY DESIRED AGENDA FOR EACH
  - (12) 12. • HAVE FINAL INTERVIEW WITH SELECTED FIRM AND NEGOTIATE SCOPE OF WORK AND PROFESSIONAL FEES
  - (13) 13. • ISSUE AUTHORIZATION -TO-PROCEED TO SELECTED PLANNING FIRM
  - (14) 14. • VALIDATE EXISTING LAND AND FACILITY USES
  - (15) 15. • SELECT AND TABULATE POTENTIAL LAND USES AND AREA ALLOCATIONS
    - (a) Refer to UP master plan work and cross reference.
  - (16) 16. • PREPARE SCHEMATIC DIAGRAMS OF EXISTING TRANSPORTATION ROUTES & FACILITIES WITHIN AND SERVING THE SITE
    - (a) Private passenger auto
    - (b) Private service traffic
    - (c) Public transportation
    - (d) Auto parking
    - (e) Service traffic parking
    - (f) Railroad traffic

- (g) Water traffic
- (h) Other
- (17) 17. • VALIDATE AND UPDATE EARLY PRO FORMA AND PROJECTIONS.
- (18) 18. • DEFINE TIME PHASING OF PROJECT
- (19) 19. • DEFINE PROJECT DESIGN GOALS, OBJECTIVES, STANDARDS
- (20) 20 •WRITE PROGRAM SCOPE OF WORK FOR PUBLIC AND PRIVATE SITE WORK TO BE DONE ON SITE -
- (21) 21. • PREPARE PRELIMINARY PROPOSED LAND USE PLAN SCHEMATICS
- (22) 22. • DEFINE SCOPE OF WORK FOR EACH TIME PHASE
- (23) 23. • PERIODICALLY RECHECK AND UPDATE CASH FLOW PROJECT
- (24) 24. • SOLICIT AND SELECT POTENTIAL SITE DEVELOPERS AS REQUIRED
- (25) 25. • CONTINUE LOCATING, DEFINING AND SOLICITING FUNDING FOR PROJECT IMPLEMENTATION
- (26) 26. • SET PRO FORMA COST ALLOCATIONS FOR SITE WORK
- (27) 27. • ADJUST SCHEMATIC SITE PLAN LAND USES AND TIME PHASING TO FUNDING AVAILABILITY
- (28) 28. • ADJUST SCHEMATIC SITE PLAN LAND USES AND TIME PHASING TO MARKET CONDITIONS AND OPPORTUNITIES
- (29) 29. • PREPARE SCHEMATIC SITE PLAN PRELIMINARY COST ESTIMATES & MATCH FUNDING AND MARKET POTENTIAL
- (30) 30. • PREPARE EARLY LEASING AND OFFERING DESCRIPTIVE MATERIALS AND DISTRIBUTE
- (31) 31. • PERIODICALLY REVIEW SCHEMATIC SITE PLANS WITH OTHER OCCUPANTS OF UNIVERSITY PARK
- (32) 32. • UNIVERSITY PARK BOARD OF GOVERNORS PERIODICALLY REVIEW SCHEMATIC SITE PLANNING CONTENT AND PROGRESS
- (33) 33. • PART, CONT(1), CONT(2), COMPLETE PREPARE SCHEMATIC SITE PLANS
- (34) 34. • PART, CONT(1), CONT(2), COMPLETE SCHEMATIC SITE PLANS AND SUBMIT FOR COMMENT AND APPROVAL
- (35) 35. • REVIEW, COMMENT AND APPROVE PART, CONT(1), CONT(2) AND COMPLETE SCHEMATIC SITE PLANS

**E. To do list for meeting with Richard King on Tuesday, July 6, 1993**

- 1. Define various stages of planning work and what is included.**

**XV. 15 - Date of meeting - Tuesday, July 6, 1993**

**A. City of Flint University Park meeting notes - #15**

**B. By Ralph J. Stephenson - Consultant**

**C. Date of meeting - 8:45:33 AM - Tuesday, July 6, 1993**

**D. Location of meeting - DCED offices, Flint, Michigan**

**E. Those attending**

1. Richard King

2. Ralph J. Stephenson - Consultant

**F. Agenda**

1. Review end product of day's work

a) Network models

b) Reports

c) Other

2. Go over AIA document phases of work with RKI

3. Decide on breakdown of specific categories of projects

**G. Network models needed for**

1. Major plan components of the University Comprehensive Plan

a) Master plan for University Park

b) Schematic site plans for

(1) AC Rochester West Technology & Industrial Mall

(2) University Technology Park

(3) University Park & Downtown Redevelopment PASI work

c) Market studies for University Park

(1) Residential

(2) Retail & Entertainment

(3) Office

(4) Industrial

2. AC Rochester West Industrial & Technology Mall

a) Bid documents for building & site work

b) Summary construction plan

3. University Technology Park

a) Bid documents for PASI work

b) Summary construction plan

4. University Park & Downtown Redevelopment

a) Bid documents for PASI work

b) Summary construction plan

**H. Laundry list for market studies - not completed**

1. Residential

a) Define Flint geographic market area

b) Define surrounding market area competing with Flint

c) Determine types, growth & decline of employment sectors in market area

d) Part prepare general socio

**I. Planning starting point conditions**

1. Primary group - most important

a) Funding for schematic site plans assured and available.

b) When can we start the work to be commissioned?

2. Secondary group - reasonably important

a) Decision made on agencies responsible for site planning on various projects.

- b) Who's the ultimate decision maker (UDM) for each participant? - The individual able to make a final binding decision in any commissioned related matter.
- 3. **Tertiary group - no hurry to answer**
  - a) Short list of planning consultants prepared to allow final interviews and selection.
  - b) Interfacing of University Park Board of Governors, Core Competence Committees and responsible agencies defined in detail
  - c) Who gets the baton next?
- 4. **DCED to decide**
  - a) Scope of work defined for each project site plan study.
  - b) What are our project objectives? - Quantified goals
  - c) What Is the scope of the activity to be contracted for ?
  - d) What is the standard of performance to be used to measured the work progress and quality as it is accomplished and upon its completion?
  - e) What is needed to start work on preparation of the planning work?
  - f) What is the time span to be covered in commissioning the plan
  - g) Where will the planning work and supplementary activities take place?
  - h) When is the commissioned work supposed to be completed?
  - i) When will the commissioned work be completed?
  - j) How much is to be spent on the commissioned work?
  - k) How do we know when the commissioned work is done?
  - l) How do we know if the commissioned work has been accomplished well?
  - m) How do we make a successful transition and pass the planning baton to the next implementation group?
  - n) Who's in charge for each participant?
  - o) Who's doing the work?
  - p) Who's liable?
- 5. **Decided already**
  - a) When do we want to start the planning work to be commissioned? - October 1, 1993
  - b) What is the project mission? - The most important result to be achieved by this project being successfully completed.
  - c) What are our project goals? - Unquantified targets
  - d) Who's responsible? - DCED
- 6. **These questions should have been considered and mostly or completely answered about the project work to be commissioned.**
  - a) What?
  - b) Where?
  - c) When?
  - d) How?
  - e) Who?

**XVI. 16 - Date of work - Friday, July 9, 1993 and other**

**A. City of Flint University Park notes - #16**

**B. By Ralph J. Stephenson - Consultant**

**C. Date of work - 1:10:23 PM - Friday, July 9, 1993**

**D. Transparencies for Board of Governors meeting on Wednesday, July 14, 1993**

**1. Projects included in initial summary planning**

a) University Park Master Planning - Sheet #02

b) AC Rochester Technology & Industrial Mall (AC)

Conversion of an existing AC Rochester West warehouse into a leasable technology and industrial mall facility.

(1) Schematic Site Planning - Sheet #03

(2) Bid Documents & Construction - Sheet #04

c) University Technology Park (UTP)

Construction of public area site improvements to support development of a technology park containing residential, office, & light industrial facilities for lease of sale

(1) Schematic Site Planning - Sheet #05

(2) Bid Documents & Construction - Sheet #06

d) University Park / Downtown Redevelopment

Construction of public area site improvements to support development and leasing of:

- The Third & Fifth Avenue corridors adjoining GMI and McLaren.

- The downtown areas between Saginaw, Harrison, City Hall, and Fifth Avenue.

- The McLaren Western Gateway.

(1) Schematic Site Planning - Sheet #07

(2) Bid Documents & Construction - Sheet #08

**2. Starting point conditions for planning work.**

a) Funding assured and available.

b) Short list of planning consultants prepared to allow final interviews and selection.

c) The project mission defined - The most important result to be achieved by this project being successfully completed.

d) Scope of work fully defined for each project component

e) The project goals & objectives defined - Derived from the mission statements.

f) Agencies responsible for planning various projects fully identified.

g) All needed information available from the client to those doing the work

h) When do we want to start the planning work to be commissioned?

i) When can we start the work to be commissioned?

j) When is the commissioned work supposed to be completed?

k) When will the commissioned work be completed?

l) These questions should have been considered and mostly or completely answered about the project work to be commissioned.

m) How much is to be spent on the commissioned work?

n) How do we make a successfully pass the planning baton to the next implementation group?

o) Who's responsible for the work?

p) Who's in charge of the work for each participant?

q) Who's doing the work?

- r) Who's liable?
- s) Who's the ultimate decision maker (UDM) for each participant? - The individual able to make a final binding decision in any commissioned related matter.
- t) Who gets the baton next?

**XVII. 17 - Date of meeting - Wednesday, July 14, 1993 - Bd of Governor's meeting**

**A. City of Flint University Park meeting notes - #17**

**B. By Ralph J. Stephenson - Consultant**

**C. Date of meeting - 07:35 AM - Wednesday, July 14, 1993 - Bd of Governor's meeting**

**D. Board of Governor's meeting**

**1. Those attending**

- a) George Albrecht - AC Rochester
- b) Wayne Hatch - NBD
- c) Deb Cheney - Genesee County
- d) Rick Carter - Hurley Medical Center
- e) James Race - City of Flint
- f) Jimmy King - Consumers Power Company
- g) Mark Harris - Genesys Health System
- h) Dave Doherty - GMI
- i) Doug Theodoroff - Congressman Kildee's office
- j) Frank Preston - GM - CLCD
- k) Gerald Smith - Senator Levin's office
- l) Mark Davis - GEAR
- m) Mayor Stanley - City of Flint
- n) Alice Hart - Director PURA - University of Michigan Flint
- o) Nancy Jurkiewicz - City of Flint
- p) Richard King - City of Flint
- q) Joanne Asquith - City of Flint
- r) Clinton Jones - Chancellor University of Michigan Flint
- s) Ralph J. Stephenson - Consultant

**2. General**

- a) Only appeared to be about 4 people from the actual Board of Governors.
- b) Flint may be appointed as an empowerment group if the idea flies at the federal level.

**3. Mayor started meeting about 7:35 am**

- a) All introduced themselves
- b) Mayor brought the group up to date on the current status of the project
- c) Generally introduced subjects of mornings meeting

**4. RJS made presentation of network models for early projects**

**5. U of M presentation - PURA - by Dr. JoAnn Asquith & Alice Hart**

- a) Dr. Jo Ann Asquith leaving today for the University of Minnesota - St Cloud campus
- b) Approximately 13,956 employees in University Park'
- c) Noted that Hurley wasn't included in listing of facilities
- d) It is the intent to provide this material for presentation to other intested parties.
- e) Dominant industries
  - (1) Large size industries
  - (2) Medium size industries
    - (a) Miscellaneous retail
    - (b) Real estate
    - (c) Health services
    - (d) Educational services
  - (3) Small industries
    - (a) Wholesale trade - durable goods



- (b) Eating and drinking places
- (c) Miscellaneous reatil
- (d) Real estate
- (e) Business services
- (f) Health services
- (g) Legal services
- (h) Social services
- (i) Membership organizations
- (j) Engineering and accounting & management services
- f) Presented figures & discussed
  - (1) Income
  - (2) Educational attainment
    - (a) How do we make the lower level of educational attainment move upward to more successful lives. (will discuss later)
  - (3) Occupational makeup
  - (4) Household characteristics
  - (5) Minority occupancy
  - (6) Median household value
  - (7) Occupancy status
    - (a) Vacancy rate = 12%
  - (8) Recommendations from study
    - (a) Create commercial concentration area
    - (b) Target training for area residents
    - (c) Develop housing for workers in University Park
    - (d) Attract business service and social service agencies to area
    - (e) Establish small business association.
    - (f) Need to encourage participation of small businesses
    - (g) Must work with the smaller businesses
  - (9) Stressed hiring and training of UP residents
  - (10) Single males makeup seemed significant to the Dr. Asquith
- g) Trend studies do exist
  - (1) Demographic studies of Genessee County
- h) Is the University doing any work with the 3000 group?
  - i) Mayor requested input within 30 days or by August 14, 1993 or work will proceed as outlined in the booklet.

**E. Meeting with Richard King**

**1. Agenda for Wednesday, July 14, 1993 - 1:30 PM - Staff meeting**

- a) Review networks and determine translations wanted.
  - (1) Listing of activities by
    - (a) Project
    - (b) Resource
- b) Give specific material to which the Board of Governors should respond.
  - (1) Narrative operations plan
  - (2) Network models - sheets 2 through 8
- c) Review organizational structure for the City of Flint to use in further work on University Park - specifically in accomplishing the program of action outlined in the network models.
- d) Narrow focus to immediate 1 to 2 year operational objectives for Board review.

- e) Explore resources available to help move project ahead.
  - f) How do we get to box 2015 based on the assumption that no current funding is committed to the project?
  - g) Review rfp's for market studies.
  - h) Establish specific job description for Board of Governors
- F. Meeting with DCED staff**
- 1. Nancy J.
  - 2. Richard K.

## Board of Governors meeting - Wednesday, July 14, 1993

### *Projects included in initial summary planning:*

- **01. University Park Master Planning - Sheet #02**

(Full master planning for entire University Park area with emphasis on market potential and public area site improvements.)

- **02. AC Rochester Technology & Industrial Mall (AC)**

(Conversion of an existing AC Rochester West warehouse into a leasable technology and industrial mall facility for lease.)

- Schematic Site Planning - Sheet #03
- Bid Documents & Construction - Sheet #04

- **03. University Technology Park (UTP)**

(Construction of public area site improvements to support development of a technology park containing residential, office, & light industrial facilities for lease or sale.)

- Schematic Site Planning - Sheet #05
- Bid Documents & Construction - Sheet #06

- **04. University Park / Downtown Redevelopment**

(Construction of public area site improvements to support development and leasing of three major sectors of the total project area.

- Third & Fifth Avenue corridors adjoining GMI and McLaren.
- Downtown areas between Saginaw, Harrison, City Hall, and Fifth Avenue.
- McLaren Western Gateway.)
- Schematic Site Planning - Sheet #07
- Bid Documents & Construction - Sheet #08

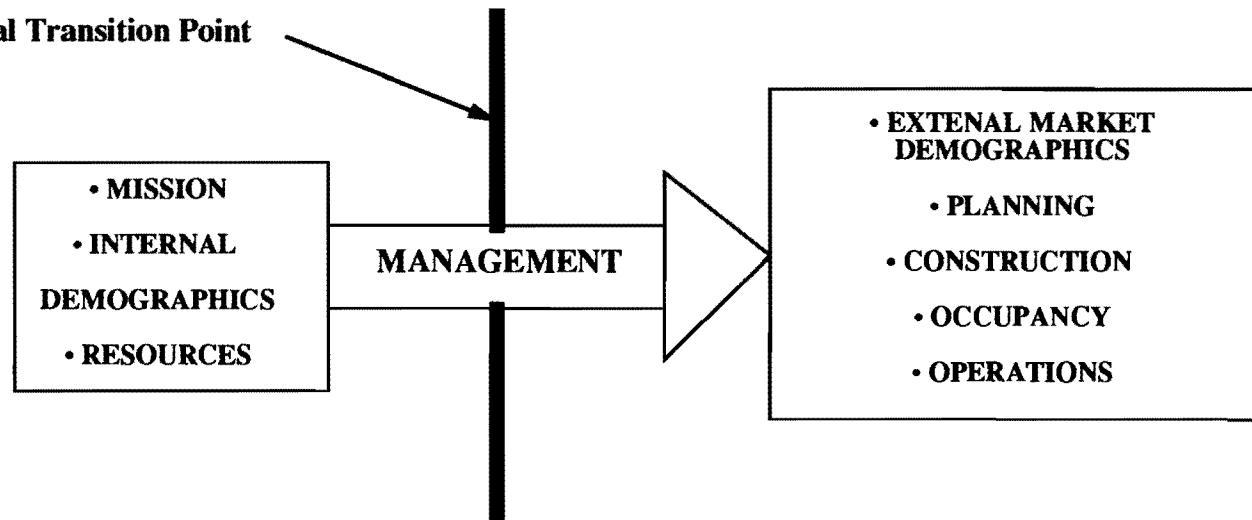
Board of Governors meeting - Wednesday, July 14, 1993

*Some starting point conditions & questions to be answered for planning, design, & construction work to begin and/or finish. Listed at random.*

- Project mission defined - The most important result to be achieved by this project being successfully completed.
- Project goals & objectives defined from the mission statements.
- Scope of work fully defined for each project component.
- Site control in work or in hand.
- Agencies responsible for various projects & each section of work fully identified.
- Funding determined, assured and available for the work to be done.
- Needed remediation work identified and in work or complete.
- All needed information available to those doing the work.
- Desired start date set for the planning work to be commissioned
- Desired end date set for the commissioned work to be completed?
- Who's responsible identified for each section of the work?
- Who's in charge identified for each section of the work for each party?
- Who's actually going to do the work identified for each section?
- Who's liable for the work product identified for each section?
- Who's the ultimate decision maker (UDM) for each participant for each section of the work? - The individual able to make a final binding decision in any commissioned related matter.
- Who gets the management, planning, design, & construction baton for each step and for each section of the work?

## ***WHERE ARE WE NOW?***

**Critical Transition Point**



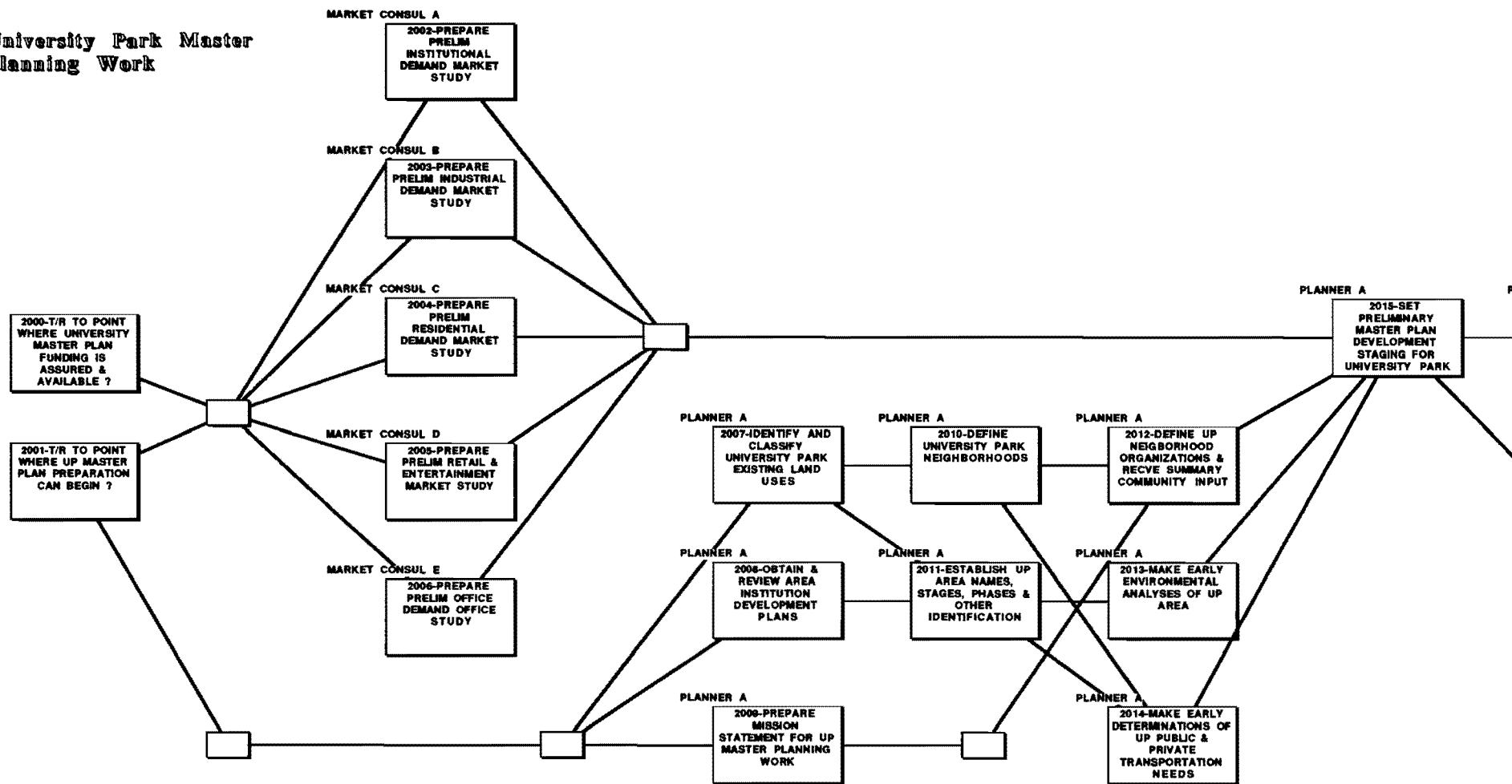
## **University Park Master Planning - Flint, Michigan**

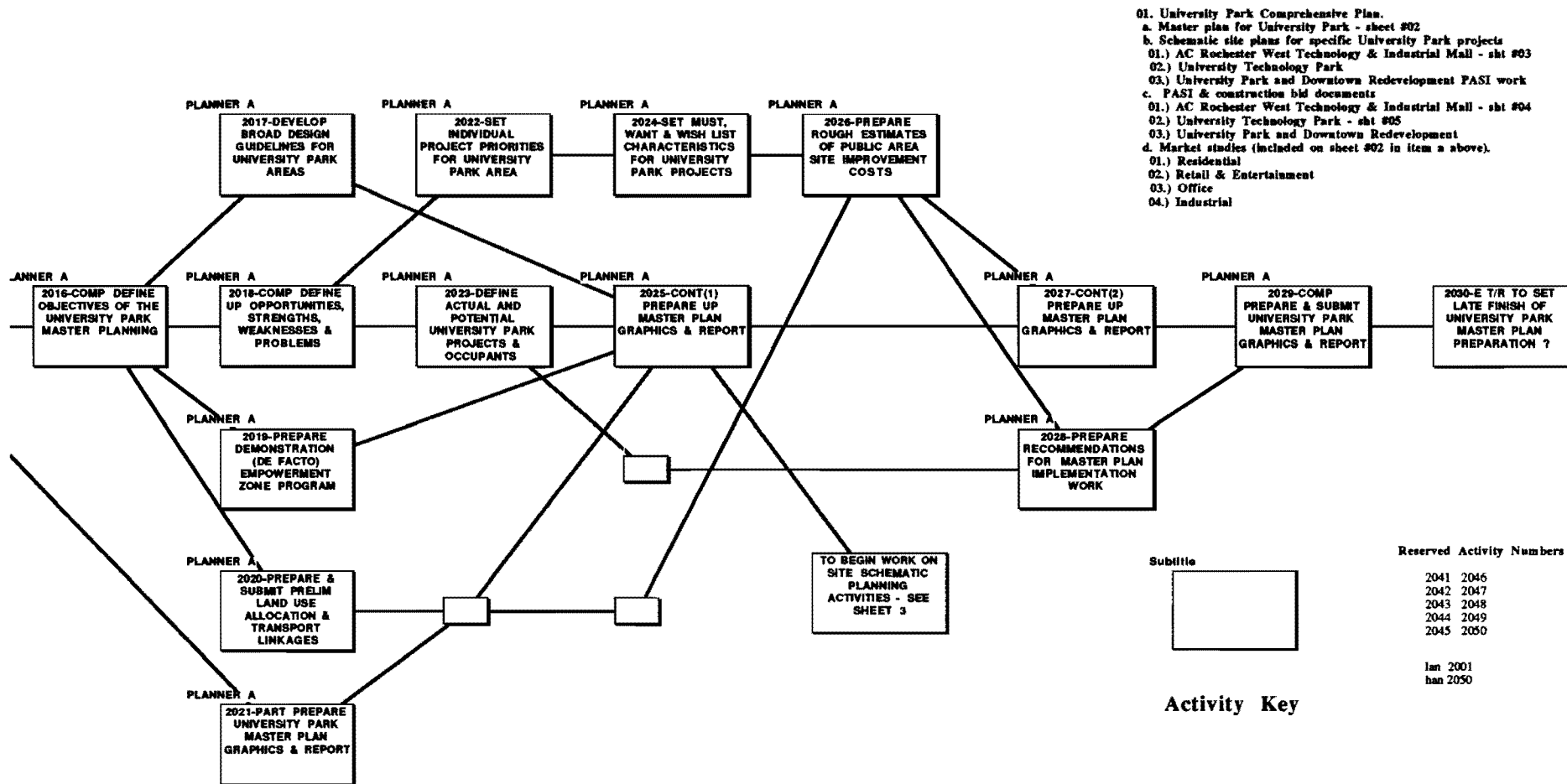
**Richard King - Project Manager**

Issue #01 - July 10, 1993  
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Ralph J. Stephenson, P. E.  
Consultant  
323 Hiawatha Drive  
Mt. Pleasant, Michigan 48858  
ph 517 772 2537

# University Park Master Planning Work





Reserved Activity Numbers

2041	2046
2042	2047
2043	2048
2044	2049
2045	2050

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Jan 2050

**University Park Master  
Plan Work**

Issue #1 - May 14, 1993  
Issue #2 - May 17, 1993  
Issue #3 - June 29, 1993  
Issue #4 - July 6, 1993  
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**NETWORK MODEL FOR  
FLINT UNIVERSITY PARK  
Flint, Michigan**

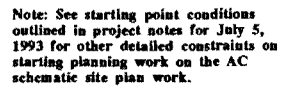
**Richard King - Project Director**

Ralph J. Stephenson, P. E., P. C.  
Consultant  
323 Hiawatha Drive  
Mt. Pleasant, Michigan 48858  
ph 517 772 2537

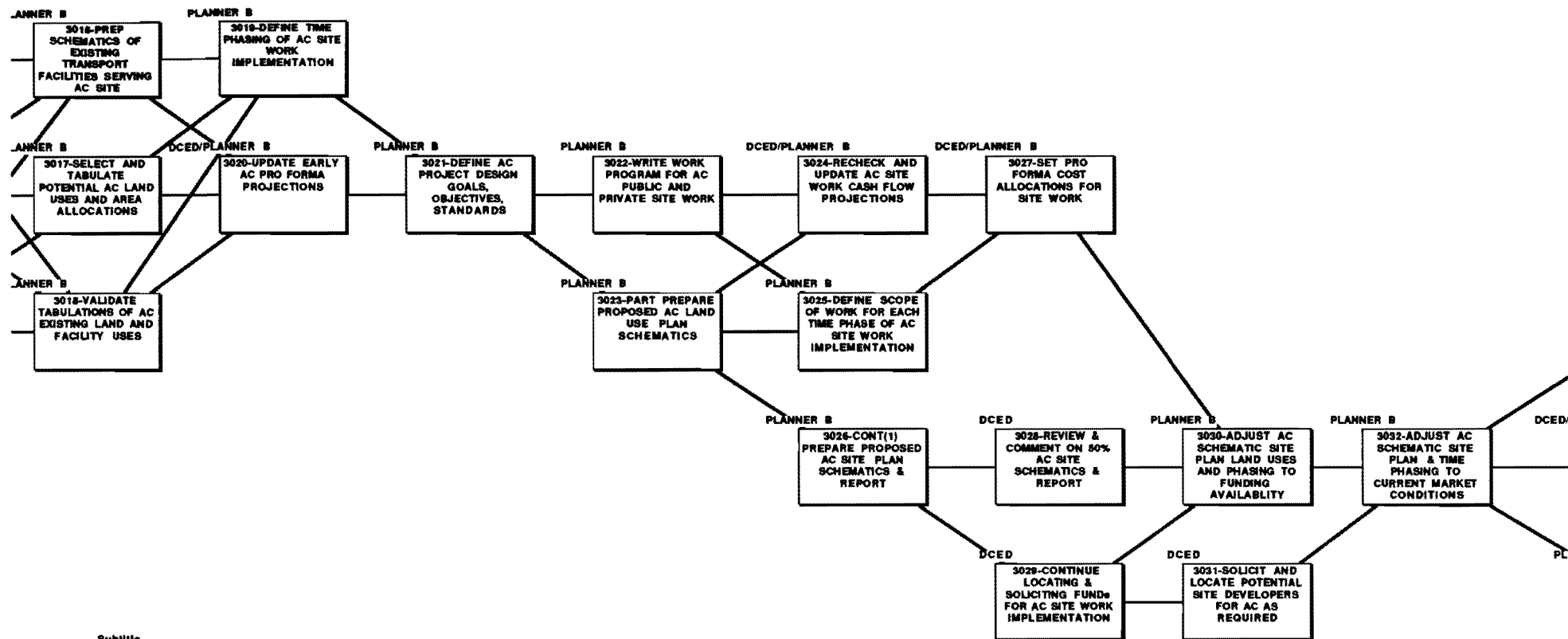
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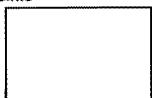
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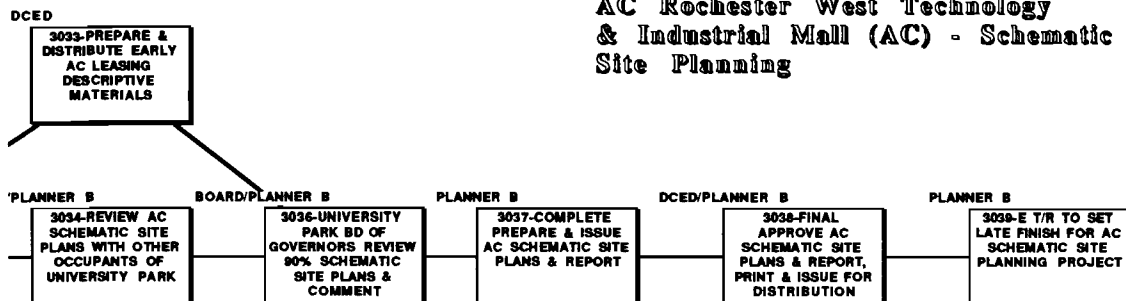
- 01. University Park Comprehensive Plan.
  - a. Master plan for University Park - sheet #02
  - b. Schematic site plans for specific University Park projects
    - 01.) AC Rochester West Technology & Industrial Mall - sht #03
    - 02.) University Technology Park
  - 03.) University Park and Downtown Redevelopment PASI work
    - c. PASI & construction bid documents
      - 01.) AC Rochester West Technology & Industrial Mall - sht #04
      - 02.) University Technology Park - sht #05
    - 03.) University Park and Downtown Redevelopment
  - d. Market studies (included on sheet #02 in item a above).
    - 01.) Residential
    - 02.) Retail & Entertainment
    - 03.) Office
    - 04.) Industrial



Subtitle



# AC Rochester West Technology & Industrial Mall (AC) - Schematic Site Planning



ANMER B

3035-PREPARE AC SCHEMATIC SITE PLAN PRELIM COST ESTIMATES & MATCH FUNDING & MARKET POTENTIAL

## Reserved Activity Numbers

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3045	3050

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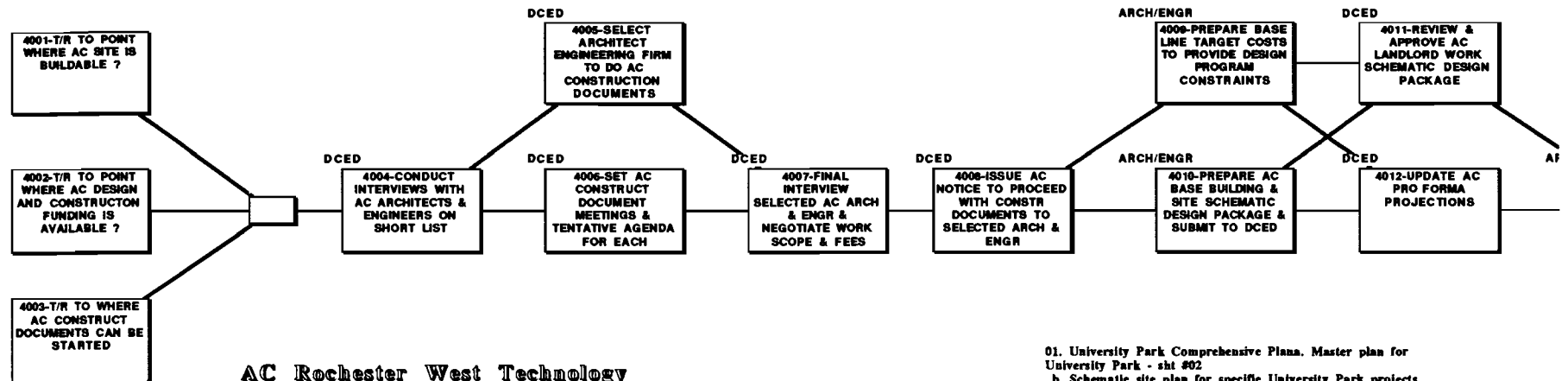
Issue #1 - May 14, 1993  
Issue #2 - May 17, 1993  
Issue #3 - July 5, 1993  
Issue #4 - July 6, 1993  
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## NETWORK MODEL FOR FLINT UNIVERSITY PARK Flint, Michigan

Richard King - Project Director

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ph 517 772 2537

Sheet  
#3



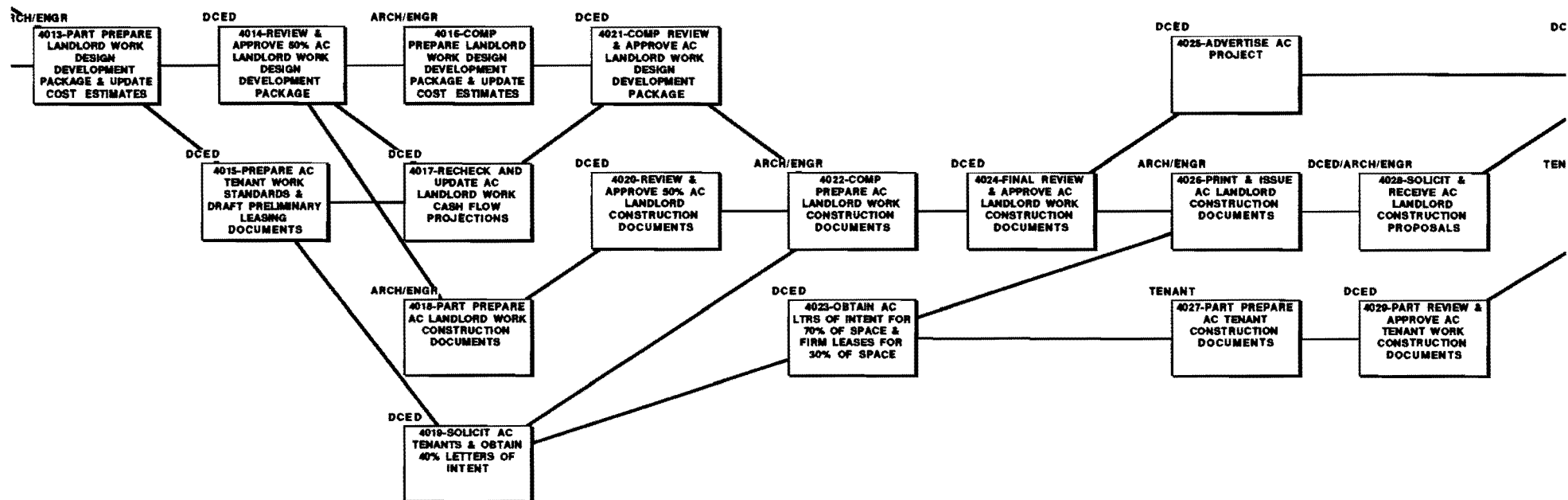
## AC Rochester West Technology & Industrial Mall (AC) - Bid Documents & Construction

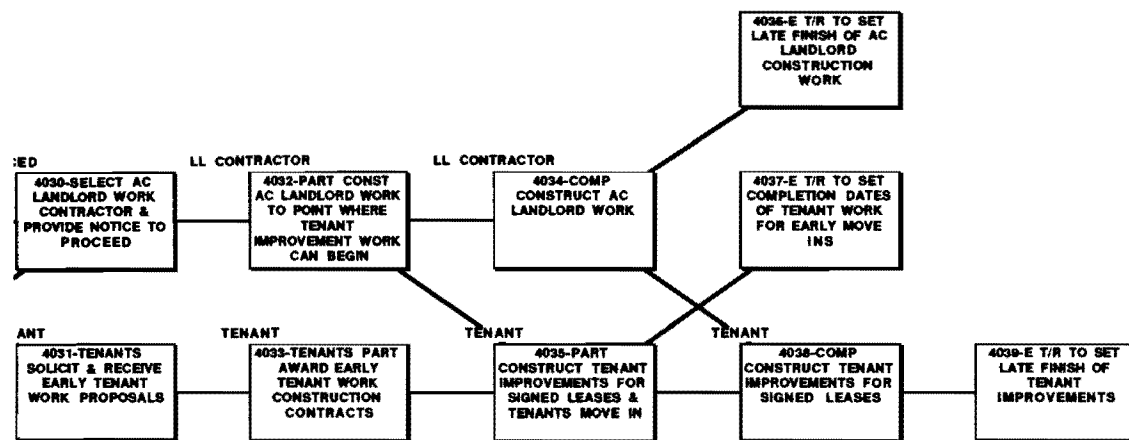
- LANDLORD WORK CONSTRUCTION DOCUMENT PREPARATION & CONSTRUCTION
- TENANT WORK CONSTRUCTION DOCUMENT PREPARATION & CONSTRUCTION

01. University Park Comprehensive Plans. Master plan for University Park - sht #02
- b. Schematic site plan for specific University Park projects
- AC Rochester West Technology & Industrial Mall - sht #03
  - University Technology Park
  - University Park and Downtown Redevelopment
- c. Bid documents for PASI
- AC Rochester West Technology & Industrial Mall - sht #04
  - University Technology Park - sht #05
  - University Park and Downtown Redevelopment
- d. Market studies (shown on sheet #02)
- University Park Residential
  - Retail & Entertainment
  - Office
  - Industrial Land Use

Subtitle







# AC Rochester West Technology & Industrial Mall (AC) - Bid Documents & Construction

## NETWORK MODEL FOR FLINT UNIVERSITY PARK Flint, Michigan

Richard King - Project Director

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Consultant  
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ph 517 772 2537

Sheet  
#4

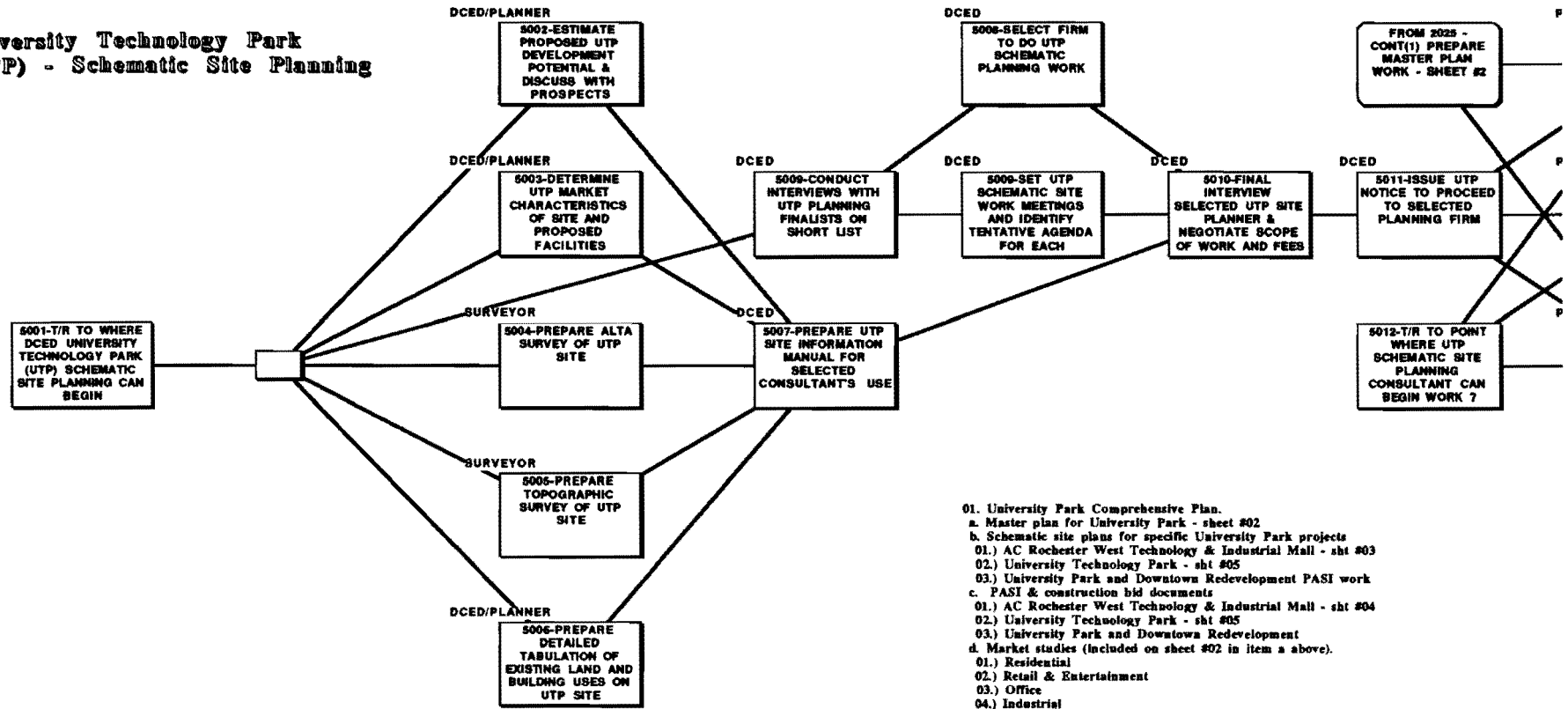
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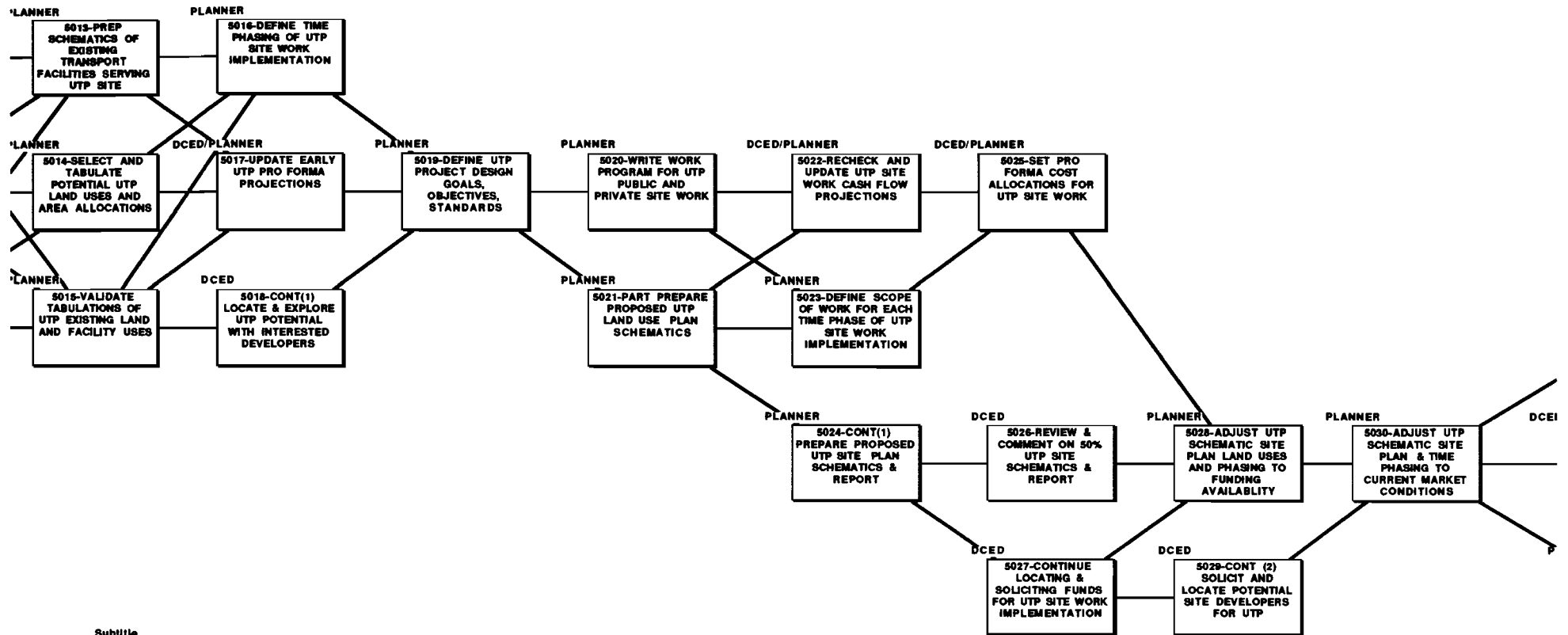
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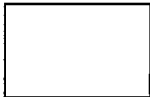
Issue #1 - May 14, 1993  
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Issue #3 - July 5, 1993  
Issue #4 - July 6, 1993  
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# University Technology Park (UTP) - Schematic Site Planning

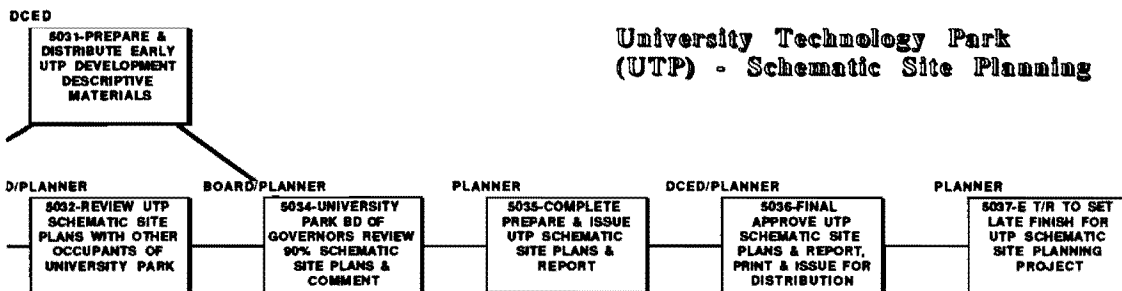




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5033-PREPARE UTP SCHEMATIC SITE PLAN PRELIM COST ESTIMATES & MATCH FUNDING & MARKET POTENTIAL

Reserved Activity Numbers

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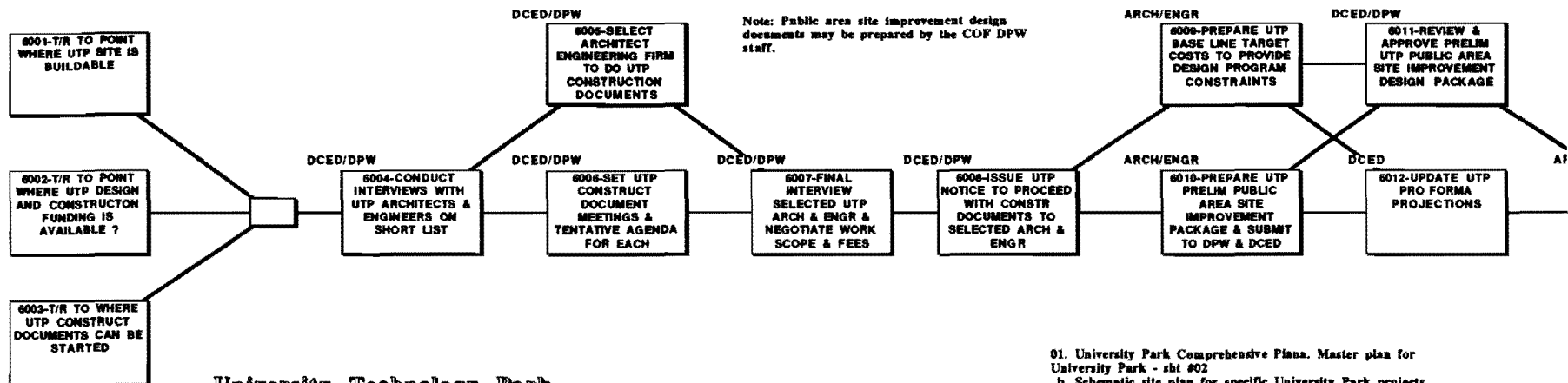
Issue #1 - May 14, 1993  
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Issue #3 - July 5, 1993  
Issue #4 - July 6, 1993  
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## NETWORK MODEL FOR FLINT UNIVERSITY PARK Flint, Michigan

Richard King - Project Director

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Sheet  
#5



Note: Public area site improvement design documents may be prepared by the COF DPW staff.

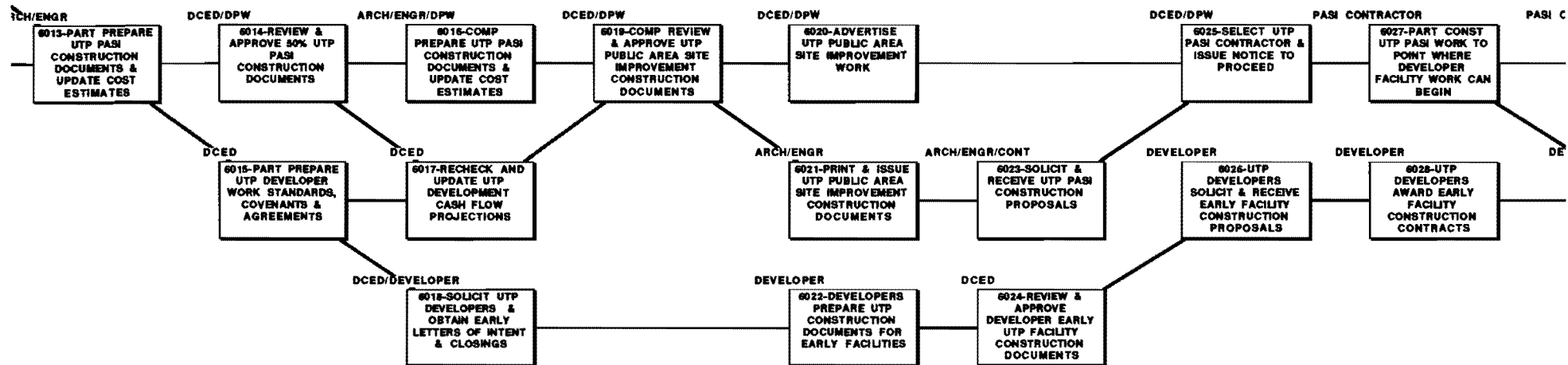
### University Technology Park - Bid Documents & Construction

• PUBLIC AREA SITE IMPROVEMENTS (PASI)  
CONSTRUCTION DOCUMENT PREPARATION &  
CONSTRUCTION

- 01. University Park Comprehensive Plans. Master plan for University Park - sht #02
- b. Schematic site plan for specific University Park projects
  - AC Rochester West Technology & Industrial Mall - sht #03
  - University Technology Park - sht #05
  - University Park and Downtown Redevelopment
- c. Bid documents & construction
  - AC Rochester West Technology & Industrial Mall - sht #04
  - University Technology Park - sht #06
  - University Park and Downtown Redevelopment
- d. Market studies (shown on sheet #02)
  - University Park Residential
  - Retail & Entertainment
  - Office
  - Industrial Land Use

Subtitle



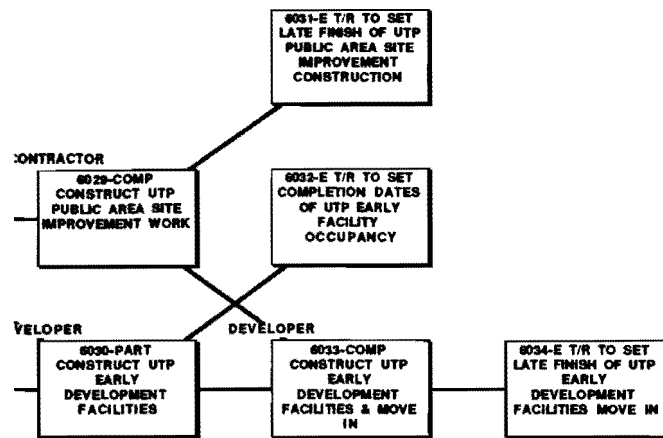


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## University Technology Park - Bid Documents & Construction

### NETWORK MODEL FOR FLINT UNIVERSITY PARK Flint, Michigan

Richard King - Project Director

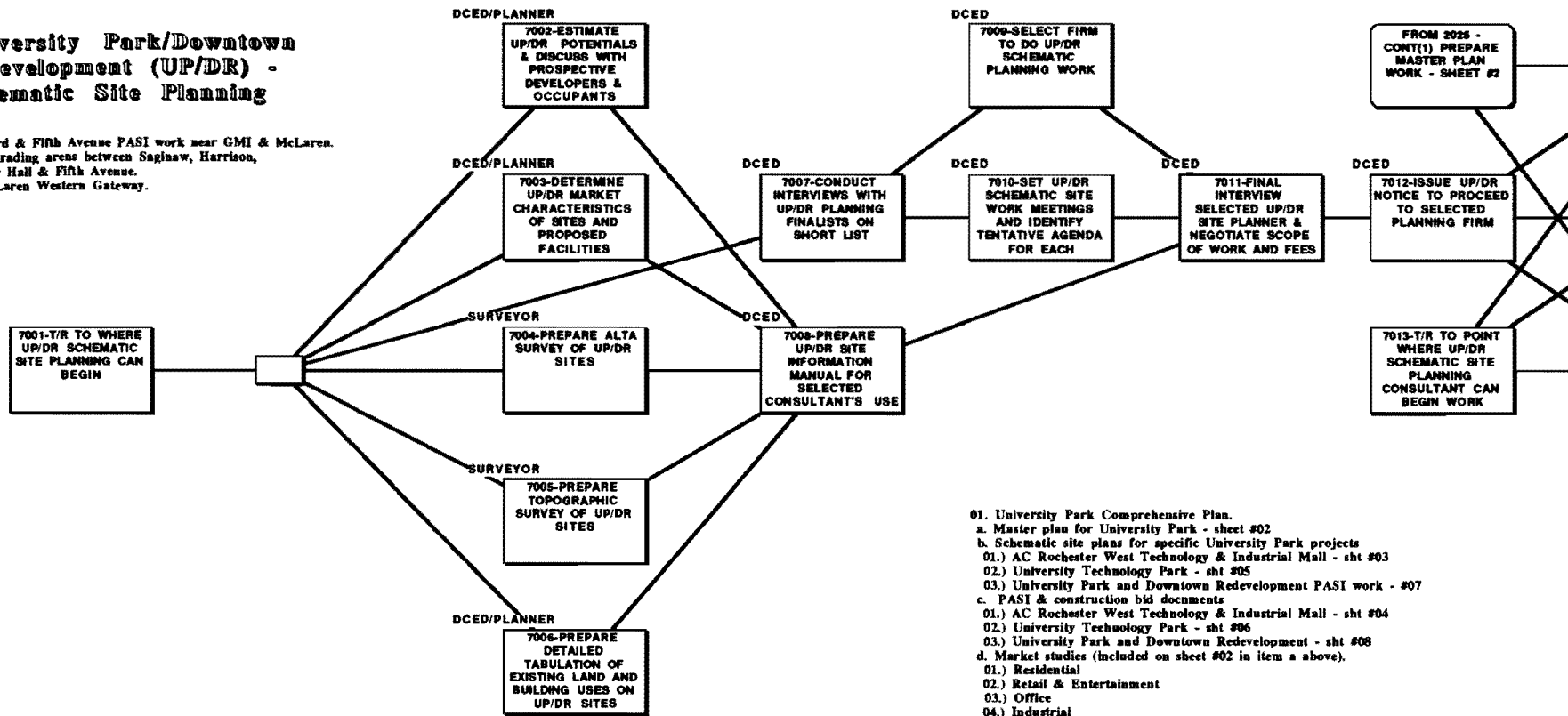
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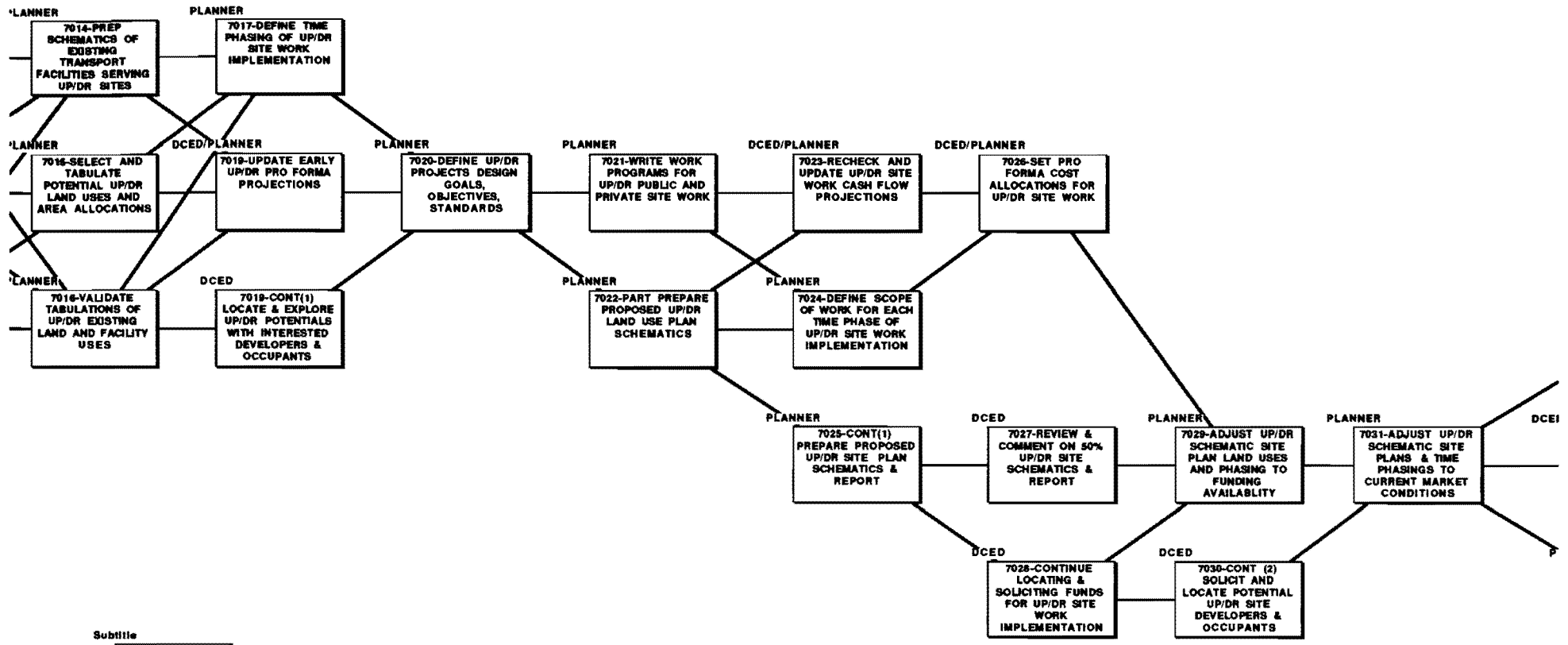
Ralph J. Stephenson, P. E., P. C.  
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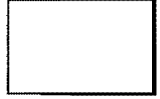
# University Park/Downtown Redevelopment (UP/DR) - Schematic Site Planning

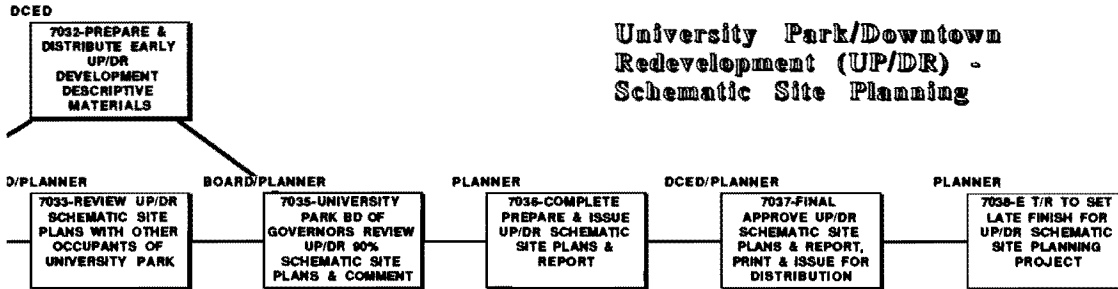
- Third & Fifth Avenue FASI work near GMI & McLaren.
- Upgrading areas between Saginaw, Harrison, City Hall & Fifth Avenue.
- McLaren Western Gateway.





Subtitle





## **NETWORK MODEL FOR FLINT UNIVERSITY PARK Flint, Michigan**

**Richard King - Project Director**

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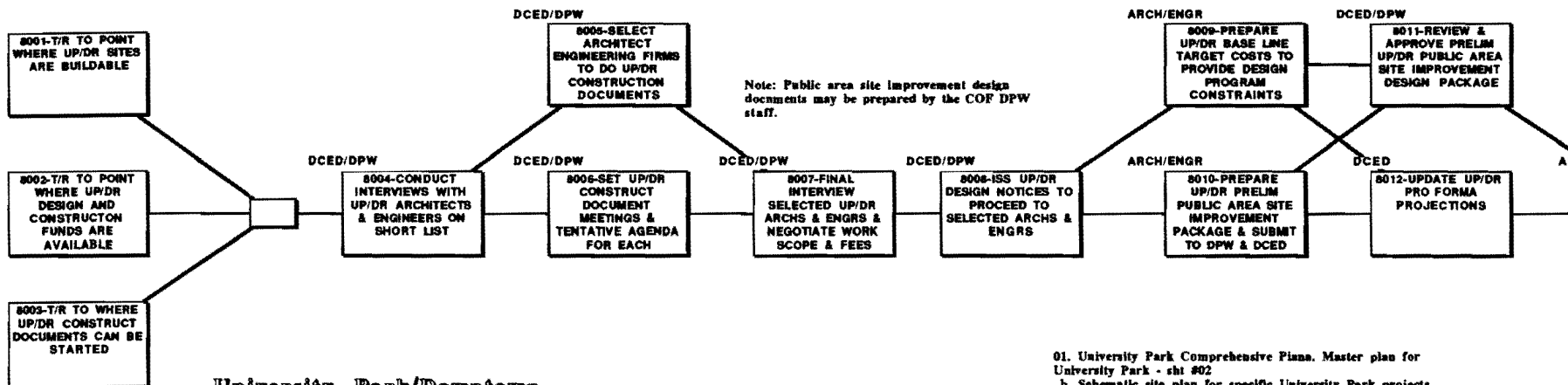
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**Reserved Activity Numbers**

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### University Park/Downtown Redevelopment - Bid Documents & Construction

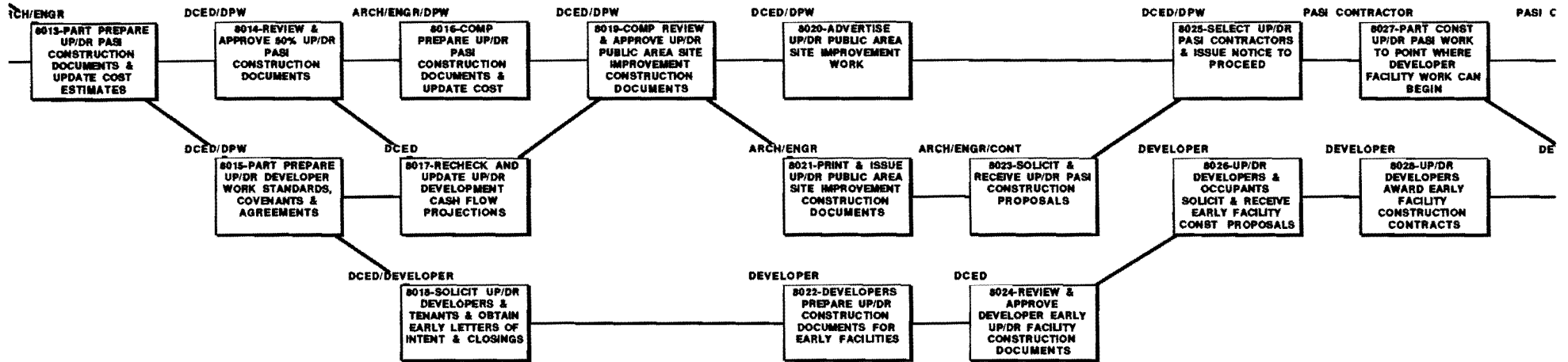
- Third & Fifth Avenue PASI work near GMI & McLaren.
- Upgrading areas between Saginaw, Harrison, City Hall & Fifth Avenue.
- McLaren Western Gateway.

01. University Park Comprehensive Plans. Master plan for University Park - sht #02
- b. Schematic site plan for specific University Park projects
- AC Rochester West Technology & Industrial Mall - sht #03
  - University Technology Park - sht #05
  - University Park and Downtown Redevelopment - sht #07
- c. Bid documents & construction
- AC Rochester West Technology & Industrial Mall - sht #04
  - University Technology Park - sht #06
  - University Park and Downtown Redevelopment - sht #08
- d. Market studies (shown on sheet #02)
- University Park Residential
  - Retail & Entertainment
  - Office
  - Industrial Land Use

Subtitle





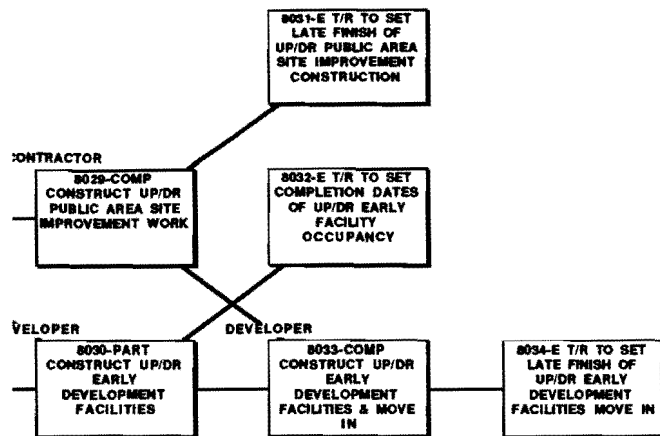


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**University Park/Downtown  
Redevelopment - Bid  
Documents & Construction**

**NETWORK MODEL FOR  
FLINT UNIVERSITY PARK  
Flint, Michigan**

**Richard King - Project Director**

issue #1 - May 14, 1993  
issue #2 - May 17, 1993  
issue #3 - July 5, 1993  
issue #4 - July 6, 1993  
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**Sheet  
#8**

	activity	sub title
1	1000: Comp prep operations plan for Bd comments & submit to Board for discussion at July 14, 1993 mtg - 15	work plan - sht 1
2	1002: Board review Consultant selection & operations plan for Board Meeting on July 14, 1993 - 1	work plan - sht 1
3	1003: Bd of Governors meet & appv consultant selection, operations plan, & proj boundaries - 1	work plan - sht 1
4	1101: Refine Work Plan & submit to Core Competence Teams for review & comment - 19	work plan - sht 1
5	1102: Part Prepare Consultants RFP's - 26	work plan - sht 1
6	1103.01: Define Selection Process & Recommend Selection Committees - 13	work plan - sht 1
7	1103.02: Complete prepare & distribute Consultant's RFP - 2	work plan - sht 1
8	1103.03: Publish Advertisement for Proposals - 1	work plan - sht 1
9	1103.04: Receive Proposals from Interested Consultants - 22	work plan - sht 1
10	1103.05: Evaluate Consultant's proposals & prepare short list of finalists - 2	work plan - sht 1
11	1103.06: Interview Finalist Consultants - 5	work plan - sht 1
12	1103.07: Selection Committee Recommend Marketing & Planning Consultants - 3	work plan - sht 1
13	1104: Prepare & Submit Final Marketing & Planning Consultant Selection to Board - 1	work plan - sht 1
14	1105: Prep & submit grant applications & pre funding request to Mott Found for Marketing & Planng Consultants - 8	work plan - sht 1
15	1107: Complete Prepare & Submit Work Plan to Board - 10	work plan - sht 1
16	1110: Core Competence Teams Review & Comment on Work Plan - 10	work plan - sht 1
17	1111: Mott Found review & approve marketing & planning consultant grant application & give verbal approval to program - 33	work plan - sht 1
18	1112: Board review & comment on Work Plan - 5	work plan - sht 1
19	1113: Mott Foundation Make funds available to pay for marketing & planning consultant services - 66	work plan - sht 1
20	1120: Core competence teams review & comment on Consultant's RFP's - 5	work plan - sht 1
21	1201: Develop Methodology and Scope of Services for Planning Consultant - 5	work plan - sht 1
22	1204: Adjust overall conceptual site plan - 37	work plan - sht 1
23	1205.01: Prepare schematic plans of UP Technology & Industrial Mall - 26	work plan - sht 1
24	1205.02: Prepare schematic plans of Year I- University Technology Park - 26	work plan - sht 1
25	1205.04: Prepare schematic plans of year 1- UP public area site Improvements - 26	work plan - sht 1
26	1205.06: Prepare schematic plans - McFarlan Place (public area site improvements) - 26	work plan - sht 1
27	1205.08: Prepare schematic plans for downtown - 26	work plan - sht 1
28	1206.01: Adjust schematic plans of UP Technology & Industrial Mall to market opportunities - 33	work plan - sht 1
29	1206.02 Adjust schematic plans of Year I- University Technology Park - 33	work plan - sht 1
30	1207: Prepare schematic open space plans - 33	work plan - sht 1
31	1208: Prepare overall University Park schematic site plan - 25	work plan - sht 1

	activity	sub title
3 2	1209: Develop design objective, standards, and criteria - 25	work plan - sht 1
3 3	1210: Estimate site preparation cost for each development parcel - 38	work plan - sht 1
3 4	1211: Prepare preliminary public area site improvement plans - 44	work plan - sht 1
3 5	1212: Estimate site preparation costs - 50	work plan - sht 1
3 6	1213: Estimate public area site improvement costs - 25	work plan - sht 1
3 7	1214: Conduct appropriate environmental testing - 31	work plan - sht 1
3 8	1215: Estimate environmental costs for Phase I priority dev. projects -	work plan - sht 1
3 9	1216: Prepare construction bid documents for public area site improvements - 40	work plan - sht 1
4 0	1218: Complete overall University Park master plan - 10 ?	work plan - sht 1
4 1	1302.01: Complete Phase I - residential demand study - 56	work plan - sht 1
4 2	1302.02: Complete phase I - industrial demand market study - 56	work plan - sht 1
4 3	1302.03: Complete Phase I - office demand market study - 56	work plan - sht 1
4 4	1302.04: Complete retail and entertainment market incl. Atwood Stadium reuse study - 56	work plan - sht 1
4 5	1303: Determine preliminary site development phasing - 19	work plan - sht 1
4 6	1304: Outline marketing advantages of phasing - 15	work plan - sht 1
4 7	1305: Develop preliminary Phase I Priority Projects Development Program - 15	work plan - sht 1
4 8	1306: Estimate Market Value Ranges of Priority Public & Private Property - 15	work plan - sht 1
4 9	1307: Prepare solicitation strategies and incentives - 15	work plan - sht 1
5 0	1308.01: Complete residential demand market study - 42	work plan - sht 1
5 1	1308.02: Complete industrial demand market study - 42	work plan - sht 1
5 2	1308.03: Complete office demand market study - 42	work plan - sht 1
5 3	1308.04: Complete retail and entertainment market incl. Atwood Stadium reuse study - 42	work plan - sht 1
5 4	1309: Complete University Park redevelopment recommendations - 30	work plan - sht 1
5 5	1310: Review findings with Board of Governors - 3	work plan - sht 1
5 6	1313: Identify external financing needs - 54	work plan - sht 1
5 7	1315: Prepare marketing policy and program - 16	work plan - sht 1
5 8	1318: Prepare priority project prospecti as appropriate - 16	work plan - sht 1
5 9	1508: Review and approve final residential study draft - 3	work plan - sht 1
6 0	1509: Review and approve final residential study - 111	work plan - sht 1
6 1	1510: Identify locally implementable activities from the residential market - 21	work plan - sht 1
6 2	1511: Define possible new construction areas within neighborhoods - 21	work plan - sht 1

	activity	sub title
6 3	1512: Review and Approve Schematic Plans - 40	work plan - sht 1
6 4	2002-PREPARE PRELIM INSTITUTIONAL DEMAND MARKET STUDY	UP master plan - sht 2
6 5	2003-PREPARE PRELIM INDUSTRIAL DEMAND MARKET STUDY	UP master plan - sht 2
6 6	2004-PREPARE PRELIM RESIDENTIAL DEMAND MARKET STUDY	UP master plan - sht 2
6 7	2005-PREPARE PRELIM RETAIL & ENTERTAINMENT MARKET STUDY	UP master plan - sht 2
6 8	2006-PREPARE PRELIM OFFICE DEMAND OFFICE STUDY	UP master plan - sht 2
6 9	2007-IDENTIFY AND CLASSIFY UNIVERSITY PARK EXISTING LAND USES	UP master plan - sht 2
7 0	2008-OBTAIN & REVIEW AREA INSTITUTION DEVELOPMENT PLANS	UP master plan - sht 2
7 1	2009-PREPARE MISSION STATEMENT FOR UP MASTER PLANNING WORK	UP master plan - sht 2
7 2	2010-DEFINE UNIVERSITY PARK NEIGHBORHOODS	UP master plan - sht 2
7 3	2011-ESTABLISH UP AREA NAMES, STAGES, PHASES & OTHER IDENTIFICATION	UP master plan - sht 2
7 4	2012-DEFINE UP NEIGHBORHOOD ORGANIZATIONS & RECVE SUMMARY COMMUNITY INPUT	UP master plan - sht 2
7 5	2013-MAKE EARLY ENVIRONMENTAL ANALYSES OF UP AREA	UP master plan - sht 2
7 6	2014-MAKE EARLY DETERMINATIONS OF UP PUBLIC & PRIVATE TRANSPORTATION NEEDS	UP master plan - sht 2
7 7	2015-SET PRELIMINARY MASTER PLAN DEVELOPMENT STAGING FOR UNIVERSITY PARK	UP master plan - sht 2
7 8	2016-COMP DEFINE OBJECTIVES OF THE UNIVERSITY PARK MASTER PLANNING	UP master plan - sht 2
7 9	2017-DEVELOP BROAD DESIGN GUIDELINES FOR UNIVERSITY PARK AREAS	UP master plan - sht 2
8 0	2018-COMP DEFINE UP OPPORTUNITIES, STRENGTHS, WEAKNESSES & PROBLEMS	UP master plan - sht 2
8 1	2019-PREPARE DEMONSTRATION (DE FACTO) EMPOWERMENT ZONE PROGRAM	UP master plan - sht 2
8 2	2020-PREPARE & SUBMIT PRELIM LAND USE ALLOCATION & TRANSPORT LINKAGES	UP master plan - sht 2
8 3	2021-PART PREPARE UNIVERSITY PARK MASTER PLAN GRAPHICS & REPORT	UP master plan - sht 2
8 4	2022-SET INDIVIDUAL PROJECT PRIORITIES FOR UNIVERSITY PARK AREA	UP master plan - sht 2
8 5	2023-DEFINE ACTUAL AND POTENTIAL UNIVERSITY PARK PROJECTS & OCCUPANTS	UP master plan - sht 2
8 6	2024-SET MUST, WANT & WISH LIST CHARACTERISTICS FOR UNIVERSITY PARK PROJECTS	UP master plan - sht 2
8 7	2025-CONT(1) PREPARE UP MASTER PLAN GRAPHICS & REPORT	UP master plan - sht 2
8 8	2026-PREPARE ROUGH ESTIMATES OF PUBLIC AREA SITE IMPROVEMENT COSTS	UP master plan - sht 2
8 9	2027-CONT(2) PREPARE UP MASTER PLAN GRAPHICS & REPORT	UP master plan - sht 2
9 0	2028-PREPARE RECOMMENDATIONS FOR MASTER PLAN IMPLEMENTATION WORK	UP master plan - sht 2
9 1	2029-COMP PREPARE & SUBMIT UNIVERSITY PARK MASTER PLAN GRAPHICS & REPORT	UP master plan - sht 2
9 2	3004-ESTIMATE PROPOSED AC FACILITIES LEASING POTENTIAL & DISCUSS WITH PROSPECTS	UP AC rochester schmatic site planning - sht 3
9 3	3005-DETERMINE AC MARKET CHARACTERISTICS OF SITE AND PROPOSED FACILITIES	UP AC rochester schmatic site planning - sht 3

	activity	sub title
9 4	3006-PREPARE ALTA SURVEY OF AC SITE	UP AC rochester schmatic site planning - sht 3
9 5	3007-PREPARE TOPOGRAPHIC SURVEY OF AC SITE	UP AC rochester schmatic site planning - sht 3
9 6	3008-PREPARE DETAILED TABULATION OF EXISTING LAND AND BUILDING USES ON AC SITE	UP AC rochester schmatic site planning - sht 3
9 7	3009-CONDUCT INTERVIEWS WITH AC PLANNING FINALISTS ON SHORT LIST	UP AC rochester schmatic site planning - sht 3
9 8	3010-PREPARE AC SITE INFORMATION MANUAL FOR SELECTED CONSULTANT'S USE	UP AC rochester schmatic site planning - sht 3
9 9	3011-SELECT FIRM TO DO AC SCHEMATIC PLANNING WORK	UP AC rochester schmatic site planning - sht 3
1 0 0	3012-SET AC SCHEMATIC SITE WORK MEETINGS AND IDENTIFY TENTATIVE AGENDA FOR EACH	UP AC rochester schmatic site planning - sht 3
1 0 1	3013-FINAL INTERVIEW SELECTED AC SITE PLANNER & NEGOTIATE SCOPE OF WORK AND FEES	UP AC rochester schmatic site planning - sht 3
1 0 2	3014-ISSUE AC NOTICE TO PROCEED TO SELECTED PLANNING FIRM	UP AC rochester schmatic site planning - sht 3
1 0 3	3016-PREP SCHEMATICS OF EXISTING TRANSPORT FACILITIES SERVING AC SITE	UP AC rochester schmatic site planning - sht 3
1 0 4	3017-SELECT AND TABULATE POTENTIAL AC LAND USES AND AREA ALLOCATIONS	UP AC rochester schmatic site planning - sht 3
1 0 5	3018-VALIDATE TABULATIONS OF AC EXISTING LAND AND FACILITY USES	UP AC rochester schmatic site planning - sht 3
1 0 6	3019-DEFINE TIME PHASING OF AC SITE WORK IMPLEMENTATION	UP AC rochester schmatic site planning - sht 3
1 0 7	3020-UPDATE EARLY AC PRO FORMA PROJECTIONS	UP AC rochester schmatic site planning - sht 3
1 0 8	3021-DEFINE AC PROJECT DESIGN GOALS, OBJECTIVES, STANDARDS	UP AC rochester schmatic site planning - sht 3
1 0 9	3022-WRITE WORK PROGRAM FOR AC PUBLIC AND PRIVATE SITE WORK	UP AC rochester schmatic site planning - sht 3
1 1 0	3023-PART PREPARE PROPOSED AC LAND USE PLAN SCHEMATICS	UP AC rochester schmatic site planning - sht 3
1 1 1	3024-RECHECK AND UPDATE AC SITE WORK CASH FLOW PROJECTIONS	UP AC rochester schmatic site planning - sht 3
1 1 2	3025-DEFINE SCOPE OF WORK FOR EACH TIME PHASE OF AC SITE WORK IMPLEMENTATION	UP AC rochester schmatic site planning - sht 3
1 1 3	3026-CONT(1) PREPARE PROPOSED AC SITE PLAN SCHEMATICS & REPORT	UP AC rochester schmatic site planning - sht 3
1 1 4	3027-SET PRO FORMA COST ALLOCATIONS FOR SITE WORK	UP AC rochester schmatic site planning - sht 3
1 1 5	3028-REVIEW & COMMENT ON 50% AC SITE SCHEMATICS & REPORT	UP AC rochester schmatic site planning - sht 3
1 1 6	3029-CONTINUE LOCATING & SOLICITING FUNDS FOR AC SITE WORK IMPLEMENTATION	UP AC rochester schmatic site planning - sht 3
1 1 7	3030-ADJUST AC SCHEMATIC SITE PLAN LAND USES AND PHASING TO FUNDING AVAILABILITY	UP AC rochester schmatic site planning - sht 3
1 1 8	3031-SOLICIT AND LOCATE POTENTIAL SITE DEVELOPERS FOR AC AS REQUIRED	UP AC rochester schmatic site planning - sht 3
1 1 9	3032-ADJUST AC SCHEMATIC SITE PLAN & TIME PHASING TO CURRENT MARKET CONDITIONS	UP AC rochester schmatic site planning - sht 3
1 2 0	3033-PREPARE & DISTRIBUTE EARLY AC LEASING DESCRIPTIVE MATERIALS	UP AC rochester schmatic site planning - sht 3
1 2 1	3034-REVIEW AC SCHEMATIC SITE PLANS WITH OTHER OCCUPANTS OF UNIVERSITY PARK	UP AC rochester schmatic site planning - sht 3
1 2 2	3035-PREPARE AC SCHEMATIC SITE PLAN PRELIM COST ESTIMATES & MATCH FUNDING & MARKET POTENTIAL	UP AC rochester schmatic site planning - sht 3
1 2 3	3036-UNIVERSITY PARK BD OF GOVERNORS REVIEW 90% SCHEMATIC SITE PLANS & COMMENT	UP AC rochester schmatic site planning - sht 3
1 2 4	3037-COMPLETE PREPARE & ISSUE AC SCHEMATIC SITE PLANS & REPORT	UP AC rochester schmatic site planning - sht 3

	activity	sub title
1 2 5	3038-FINAL APPROVE AC SCHEMATIC SITE PLANS & REPORT, PRINT & ISSUE FOR DISTRIBUTION	UP AC rochester schmatic site planning - sht 3
1 2 6	4004-CONDUCT INTERVIEWS WITH AC ARCHITECTS & ENGINEERS ON SHORT LIST	UP AC rochester bid documents & const - sht 4
1 2 7	4005-SELECT ARCHITECT ENGINEERING FIRM TO DO AC CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4
1 2 8	4006-SET AC CONSTRUCT DOCUMENT MEETINGS & TENTATIVE AGENDA FOR EACH	UP AC rochester bid documents & const - sht 4
1 2 9	4007-FINAL INTERVIEW SELECTED AC ARCH & ENGR & NEGOTIATE WORK SCOPE & FEES	UP AC rochester bid documents & const - sht 4
1 3 0	4008-ISSUE AC NOTICE TO PROCEED WITH CONSTR DOCUMENTS TO SELECTED ARCH & ENGR	UP AC rochester bid documents & const - sht 4
1 3 1	4009-PREPARE BASE LINE TARGET COSTS TO PROVIDE DESIGN PROGRAM CONSTRAINTS	UP AC rochester bid documents & const - sht 4
1 3 2	4010-PREPARE AC BASE BUILDING & SITE SCHEMATIC DESIGN PACKAGE & SUBMIT TO DCED	UP AC rochester bid documents & const - sht 4
1 3 3	4011-REVIEW & APPROVE AC LANDLORD WORK SCHEMATIC DESIGN PACKAGE	UP AC rochester bid documents & const - sht 4
1 3 4	4012-UPDATE AC PRO FORMA PROJECTIONS	UP AC rochester bid documents & const - sht 4
1 3 5	4013-PART PREPARE LANDLORD WORK DESIGN DEVELOPMENT PACKAGE & UPDATE COST ESTIMATES	UP AC rochester bid documents & const - sht 4
1 3 6	4014-REVIEW & APPROVE 50% AC LANDLORD WORK DESIGN DEVELOPMENT PACKAGE	UP AC rochester bid documents & const - sht 4
1 3 7	4015-PREPARE AC TENANT WORK STANDARDS & DRAFT PRELIMINARY LEASING DOCUMENTS	UP AC rochester bid documents & const - sht 4
1 3 8	4016-COMP PREPARE LANDLORD WORK DESIGN DEVELOPMENT PACKAGE & UPDATE COST ESTIMATES	UP AC rochester bid documents & const - sht 4
1 3 9	4017-RECHECK AND UPDATE AC LANDLORD WORK CASH FLOW PROJECTIONS	UP AC rochester bid documents & const - sht 4
1 4 0	4018-PART PREPARE AC LANDLORD WORK CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4
1 4 1	4019-SOLICIT AC TENANTS & OBTAIN 40% LETTERS OF INTENT	UP AC rochester bid documents & const - sht 4
1 4 2	4020-REVIEW & APPROVE 50% AC LANDLORD CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4
1 4 3	4021-COMP REVIEW & APPROVE AC LANDLORD WORK DESIGN DEVELOPMENT PACKAGE	UP AC rochester bid documents & const - sht 4
1 4 4	4022-COMP PREPARE AC LANDLORD WORK CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4
1 4 5	4023-OBTAIN AC LTRS OF INTENT FOR 70% OF SPACE & FIRM LEASES FOR 30% OF SPACE	UP AC rochester bid documents & const - sht 4
1 4 6	4024-FINAL REVIEW & APPROVE AC LANDLORD WORK CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4
1 4 7	4025-ADVERTISE AC PROJECT	UP AC rochester bid documents & const - sht 4
1 4 8	4026-PRINT & ISSUE AC LANDLORD CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4
1 4 9	4027-PART PREPARE AC TENANT CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4
1 5 0	4028-SOLICIT & RECEIVE AC LANDLORD CONSTRUCTION PROPOSALS	UP AC rochester bid documents & const - sht 4
1 5 1	4029-PART REVIEW & APPROVE AC TENANT WORK CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4
1 5 2	4030-SELECT AC LANDLORD WORK CONTRACTOR & PROVIDE NOTICE TO PROCEED	UP AC rochester bid documents & const - sht 4
1 5 3	4031-TENANTS SOLICIT & RECEIVE EARLY TENANT WORK PROPOSALS	UP AC rochester bid documents & const - sht 4
1 5 4	4032-PART CONST AC LANDLORD WORK TO POINT WHERE TENANT IMPROVEMENT WORK CAN BEGIN	UP AC rochester bid documents & const - sht 4
1 5 5	4033-TENANTS PART AWARD EARLY TENANT WORK CONSTRUCTION CONTRACTS	UP AC rochester bid documents & const - sht 4

	activity	sub title
156	4034-COMP CONSTRUCT AC LANDLORD WORK	UP AC rochester bid documents & const - sht 4
157	4035-PART CONSTRUCT TENANT IMPROVEMENTS FOR SIGNED LEASES & TENANTS MOVE IN	UP AC rochester bid documents & const - sht 4
158	4038-COMP CONSTRUCT TENANT IMPROVEMENTS FOR SIGNED LEASES	UP AC rochester bid documents & const - sht 4
159	5002-ESTIMATE PROPOSED UTP DEVELOPMENT POTENTIAL & DISCUSS WITH PROSPECTS	UP tech park schematic site plnng - sht 5
160	5003-DETERMINE UTP MARKET CHARACTERISTICS OF SITE AND PROPOSED FACILITIES	UP tech park schematic site plnng - sht 5
161	5004-PREPARE ALTA SURVEY OF UTP SITE	UP tech park schematic site plnng - sht 5
162	5005-PREPARE TOPOGRAPHIC SURVEY OF UTP SITE	UP tech park schematic site plnng - sht 5
163	5006-PREPARE DETAILED TABULATION OF EXISTING LAND AND BUILDING USES ON UTP SITE	UP tech park schematic site plnng - sht 5
164	5007-PREPARE UTP SITE INFORMATION MANUAL FOR SELECTED CONSULTANT'S USE	UP tech park schematic site plnng - sht 5
165	5008-SELECT FIRM TO DO UTP SCHEMATIC PLANNING WORK	UP tech park schematic site plnng - sht 5
166	5009-CONDUCT INTERVIEWS WITH UTP PLANNING FINALISTS ON SHORT LIST	UP tech park schematic site plnng - sht 5
167	5009-SET UTP SCHEMATIC SITE WORK MEETINGS AND IDENTIFY TENTATIVE AGENDA FOR EACH	UP tech park schematic site plnng - sht 5
168	5010-FINAL INTERVIEW SELECTED UTP SITE PLANNER & NEGOTIATE SCOPE OF WORK AND FEES	UP tech park schematic site plnng - sht 5
169	5011-ISSUE UTP NOTICE TO PROCEED TO SELECTED PLANNING FIRM	UP tech park schematic site plnng - sht 5
170	5013-PREP SCHEMATICS OF EXISTING TRANSPORT FACILITIES SERVING UTP SITE	UP tech park schematic site plnng - sht 5
171	5014-SELECT AND TABULATE POTENTIAL UTP LAND USES AND AREA ALLOCATIONS	UP tech park schematic site plnng - sht 5
172	5015-VALIDATE TABULATIONS OF UTP EXISTING LAND AND FACILITY USES	UP tech park schematic site plnng - sht 5
173	5016-DEFINE TIME PHASING OF UTP SITE WORK IMPLEMENTATION	UP tech park schematic site plnng - sht 5
174	5017-UPDATE EARLY UTP PRO FORMA PROJECTIONS	UP tech park schematic site plnng - sht 5
175	5018-CONT(1) LOCATE & EXPLORE UTP POTENTIAL WITH INTERESTED DEVELOPERS	UP tech park schematic site plnng - sht 5
176	5019-DEFINE UTP PROJECT DESIGN GOALS, OBJECTIVES, STANDARDS	UP tech park schematic site plnng - sht 5
177	5020-WRITE WORK PROGRAM FOR UTP PUBLIC AND PRIVATE SITE WORK	UP tech park schematic site plnng - sht 5
178	5021-PART PREPARE PROPOSED UTP LAND USE PLAN SCHEMATICS	UP tech park schematic site plnng - sht 5
179	5022-RECHECK AND UPDATE UTP SITE WORK CASH FLOW PROJECTIONS	UP tech park schematic site plnng - sht 5
180	5023-DEFINE SCOPE OF WORK FOR EACH TIME PHASE OF UTP SITE WORK IMPLEMENTATION	UP tech park schematic site plnng - sht 5
181	5024-CONT(1) PREPARE PROPOSED UTP SITE PLAN SCHEMATICS & REPORT	UP tech park schematic site plnng - sht 5
182	5025-SET PRO FORMA COST ALLOCATIONS FOR UTP SITE WORK	UP tech park schematic site plnng - sht 5
183	5026-REVIEW & COMMENT ON 50% UTP SITE SCHEMATICS & REPORT	UP tech park schematic site plnng - sht 5
184	5027-CONTINUE LOCATING & SOLICITING FUNDS FOR UTP SITE WORK IMPLEMENTATION	UP tech park schematic site plnng - sht 5
185	5028-ADJUST UTP SCHEMATIC SITE PLAN LAND USES AND PHASING TO FUNDING AVAILABILITY	UP tech park schematic site plnng - sht 5
186	5029-CONT (2) SOLICIT AND LOCATE POTENTIAL SITE DEVELOPERS FOR UTP	UP tech park schematic site plnng - sht 5



	activity	sub title
187	5030-ADJUST UTP SCHEMATIC SITE PLAN & TIME PHASING TO CURRENT MARKET CONDITIONS	UP tech park schematic site plnng - sht 5
188	5031-PREPARE & DISTRIBUTE EARLY UTP DEVELOPMENT DESCRIPTIVE MATERIALS	UP tech park schematic site plnng - sht 5
189	5032-REVIEW UTP SCHEMATIC SITE PLANS WITH OTHER OCCUPANTS OF UNIVERSITY PARK	UP tech park schematic site plnng - sht 5
190	5033-PREPARE UTP SCHEMATIC SITE PLAN PRELIM COST ESTIMATES & MATCH FUNDING & MARKET POTENTIAL	UP tech park schematic site plnng - sht 5
191	5034-UNIVERSITY PARK BD OF GOVERNORS REVIEW 90% SCHEMATIC SITE PLANS & COMMENT	UP tech park schematic site plnng - sht 5
192	5035-COMPLETE PREPARE & ISSUE UTP SCHEMATIC SITE PLANS & REPORT	UP tech park schematic site plnng - sht 5
193	5036-FINAL APPROVE UTP SCHEMATIC SITE PLANS & REPORT, PRINT & ISSUE FOR DISTRIBUTION	UP tech park schematic site plnng - sht 5
194	6004-CONDUCT INTERVIEWS WITH UTP ARCHITECTS & ENGINEERS ON SHORT LIST	UP tech park bid documents & const - sht 6
195	6005-SELECT ARCHITECT ENGINEERING FIRM TO DO UTP CONSTRUCTION DOCUMENTS	UP tech park bid documents & const - sht 6
196	6006-SET UTP CONSTRUCT DOCUMENT MEETINGS & TENTATIVE AGENDA FOR EACH	UP tech park bid documents & const - sht 6
197	6007-FINAL INTERVIEW SELECTED UTP ARCH & ENGR & NEGOTIATE WORK SCOPE & FEES	UP tech park bid documents & const - sht 6
198	6008-ISSUE UTP NOTICE TO PROCEED WITH CONSTR DOCUMENTS TO SELECTED ARCH & ENGR	UP tech park bid documents & const - sht 6
199	6009-PREPARE UTP BASE LINE TARGET COSTS TO PROVIDE DESIGN PROGRAM CONSTRAINTS	UP tech park bid documents & const - sht 6
200	6010-PREPARE UTP PRELIM PUBLIC AREA SITE IMPROVEMENT PACKAGE & SUBMIT TO DPW & DCED	UP tech park bid documents & const - sht 6
201	6011-REVIEW & APPROVE PRELIM UTP PUBLIC AREA SITE IMPROVEMENT DESIGN PACKAGE	UP tech park bid documents & const - sht 6
202	6012-UPDATE UTP PRO FORMA PROJECTIONS	UP tech park bid documents & const - sht 6
203	6013-PART PREPARE UTP PASI CONSTRUCTION DOCUMENTS & UPDATE COST ESTIMATES	UP tech park bid documents & const - sht 6
204	6014-REVIEW & APPROVE 50% UTP PASI CONSTRUCTION DOCUMENTS	UP tech park bid documents & const - sht 6
205	6015-PART PREPARE UTP DEVELOPER WORK STANDARDS, COVENANTS & AGREEMENTS	UP tech park bid documents & const - sht 6
206	6016-COMP PREPARE UTP PASI CONSTRUCTION DOCUMENTS & UPDATE COST ESTIMATES	UP tech park bid documents & const - sht 6
207	6017-RECHECK AND UPDATE UTP DEVELOPMENT CASH FLOW PROJECTIONS	UP tech park bid documents & const - sht 6
208	6018-SOLICIT UTP DEVELOPERS & OBTAIN EARLY LETTERS OF INTENT & CLOSINGS	UP tech park bid documents & const - sht 6
209	6019-COMP REVIEW & APPROVE UTP PUBLIC AREA SITE IMPROVEMENT CONSTRUCTION DOCUMENTS	UP tech park bid documents & const - sht 6
210	6020-ADVERTISE UTP PUBLIC AREA SITE IMPROVEMENT WORK	UP tech park bid documents & const - sht 6
211	6021-PRINT & ISSUE UTP PUBLIC AREA SITE IMPROVEMENT CONSTRUCTION DOCUMENTS	UP tech park bid documents & const - sht 6
212	6022-DEVELOPERS PREPARE UTP CONSTRUCTION DOCUMENTS FOR EARLY FACILITIES	UP tech park bid documents & const - sht 6
213	6023-SOLICIT & RECEIVE UTP PASI CONSTRUCTION PROPOSALS	UP tech park bid documents & const - sht 6
214	6024-REVIEW & APPROVE DEVELOPER EARLY UTP FACILITY CONSTRUCTION DOCUMENTS	UP tech park bid documents & const - sht 6
215	6025-SELECT UTP PASI CONTRACTOR & ISSUE NOTICE TO PROCEED	UP tech park bid documents & const - sht 6
216	6026-UTP DEVELOPERS SOLICIT & RECEIVE EARLY FACILITY CONSTRUCTION PROPOSALS	UP tech park bid documents & const - sht 6
217	6027-PART CONST UTP PASI WORK TO POINT WHERE DEVELOPER FACILITY WORK CAN BEGIN	UP tech park bid documents & const - sht 6

	activity	sub title
218	6028-UTP DEVELOPERS AWARD EARLY FACILITY CONSTRUCTION CONTRACTS	UP tech park bid documents & const - sht 6
219	6029-COMP CONSTRUCT UTP PUBLIC AREA SITE IMPROVEMENT WORK	UP tech park bid documents & const - sht 6
220	6030-PART CONSTRUCT UTP EARLY DEVELOPMENT FACILITIES	UP tech park bid documents & const - sht 6
221	6033-COMP CONSTRUCT UTP EARLY DEVELOPMENT FACILITIES & MOVE IN	UP tech park bid documents & const - sht 6
222	7002-ESTIMATE UP/DR POTENTIALS & DISCUSS WITH PROSPECTIVE DEVELOPERS & OCCUPANTS	UP downtown redevelopment site plnng - sht 7
223	7003-DETERMINE UP/DR MARKET CHARACTERISTICS OF SITES AND PROPOSED FACILITIES	UP downtown redevelopment site plnng - sht 7
224	7004-PREPARE ALTA SURVEY OF UP/DR SITES	UP downtown redevelopment site plnng - sht 7
225	7005-PREPARE TOPOGRAPHIC SURVEY OF UP/DR SITES	UP downtown redevelopment site plnng - sht 7
226	7006-PREPARE DETAILED TABULATION OF EXISTING LAND AND BUILDING USES ON UP/DR SITES	UP downtown redevelopment site plnng - sht 7
227	7007-CONDUCT INTERVIEWS WITH UP/DR PLANNING FINALISTS ON SHORT LIST	UP downtown redevelopment site plnng - sht 7
228	7008-PREPARE UP/DR SITE INFORMATION MANUAL FOR SELECTED CONSULTANT'S USE	UP downtown redevelopment site plnng - sht 7
229	7009-SELECT FIRM TO DO UP/DR SCHEMATIC PLANNING WORK	UP downtown redevelopment site plnng - sht 7
230	7010-SET UP/DR SCHEMATIC SITE WORK MEETINGS AND IDENTIFY TENTATIVE AGENDA FOR EACH	UP downtown redevelopment site plnng - sht 7
231	7011-FINAL INTERVIEW SELECTED UP/DR SITE PLANNER & NEGOTIATE SCOPE OF WORK AND FEES	UP downtown redevelopment site plnng - sht 7
232	7012-ISSUE UP/DR NOTICE TO PROCEED TO SELECTED PLANNING FIRM	UP downtown redevelopment site plnng - sht 7
233	7014-PREP SCHEMATICS OF EXISTING TRANSPORT FACILITIES SERVING UP/DR SITES	UP downtown redevelopment site plnng - sht 7
234	7015-SELECT AND TABULATE POTENTIAL UP/DR LAND USES AND AREA ALLOCATIONS	UP downtown redevelopment site plnng - sht 7
235	7016-VALIDATE TABULATIONS OF UP/DR EXISTING LAND AND FACILITY USES	UP downtown redevelopment site plnng - sht 7
236	7017-DEFINE TIME PHASING OF UP/DR SITE WORK IMPLEMENTATION	UP downtown redevelopment site plnng - sht 7
237	7018-UPDATE EARLY UP/DR PRO FORMA PROJECTIONS	UP downtown redevelopment site plnng - sht 7
238	7019-CONT(1) LOCATE & EXPLORE UP/DR POTENTIALS WITH INTERESTED DEVELOPERS & OCCUPANTS	UP downtown redevelopment site plnng - sht 7
239	7020-DEFINE UP/DR PROJECTS DESIGN GOALS, OBJECTIVES, STANDARDS	UP downtown redevelopment site plnng - sht 7
240	7021-WRITE WORK PROGRAMS FOR UP/DR PUBLIC AND PRIVATE SITE WORK	UP downtown redevelopment site plnng - sht 7
241	7022-PART PREPARE PROPOSED UP/DR LAND USE PLAN SCHEMATICS	UP downtown redevelopment site plnng - sht 7
242	7023-RECHECK AND UPDATE UP/DR SITE WORK CASH FLOW PROJECTIONS	UP downtown redevelopment site plnng - sht 7
243	7024-DEFINE SCOPE OF WORK FOR EACH TIME PHASE OF UP/DR SITE WORK IMPLEMENTATION	UP downtown redevelopment site plnng - sht 7
244	7025-CONT(1) PREPARE PROPOSED UP/DR SITE PLAN SCHEMATICS & REPORT	UP downtown redevelopment site plnng - sht 7
245	7026-SET PRO FORMA COST ALLOCATIONS FOR UP/DR SITE WORK	UP downtown redevelopment site plnng - sht 7
246	7027-REVIEW & COMMENT ON 50% UP/DR SITE SCHEMATICS & REPORT	UP downtown redevelopment site plnng - sht 7
247	7028-CONTINUE LOCATING & SOLICITING FUNDS FOR UP/DR SITE WORK IMPLEMENTATION	UP downtown redevelopment site plnng - sht 7
248	7029-ADJUST UP/DR SCHEMATIC SITE PLAN LAND USES AND PHASING TO FUNDING AVAILABILITY	UP downtown redevelopment site plnng - sht 7

	activity	sub title
249	7030-CONT (2) SOLICIT AND LOCATE POTENTIAL UP/DR SITE DEVELOPERS & OCCUPANTS	UP downtown redevelopment site plnng - sht 7
250	7031-ADJUST UP/DR SCHEMATIC SITE PLANS & TIME PHASINGS TO CURRENT MARKET CONDITIONS	UP downtown redevelopment site plnng - sht 7
251	7032-PREPARE & DISTRIBUTE EARLY UP/DR DEVELOPMENT DESCRIPTIVE MATERIALS	UP downtown redevelopment site plnng - sht 7
252	7033-REVIEW UP/DR SCHEMATIC SITE PLANS WITH OTHER OCCUPANTS OF UNIVERSITY PARK	UP downtown redevelopment site plnng - sht 7
253	7034-PREPARE UP/DR SCHEMATIC SITE PLAN PRELIM COST ESTIMATES & MATCH FUNDING & MARKET POTENTIAL	UP downtown redevelopment site plnng - sht 7
254	7035-UNIVERSITY PARK BD OF GOVERNORS REVIEW UP/DR 90% SCHEMATIC SITE PLANS & COMMENT	UP downtown redevelopment site plnng - sht 7
255	7036-COMPLETE PREPARE & ISSUE UP/DR SCHEMATIC SITE PLANS & REPORT	UP downtown redevelopment site plnng - sht 7
256	7037-FINAL APPROVE UP/DR SCHEMATIC SITE PLANS & REPORT, PRINT & ISSUE FOR DISTRIBUTION	UP downtown redevelopment site plnng - sht 7
257	8004-CONDUCT INTERVIEWS WITH UP/DR ARCHITECTS & ENGINEERS ON SHORT LIST	UP downtown redevelop bid doc & const - sht 8
258	8005-SELECT ARCHITECT ENGINEERING FIRMS TO DO UP/DR CONSTRUCTION DOCUMENTS	UP downtown redevelop bid doc & const - sht 8
259	8006-SET UP/DR CONSTRUCT DOCUMENT MEETINGS & TENTATIVE AGENDA FOR EACH	UP downtown redevelop bid doc & const - sht 8
260	8007-FINAL INTERVIEW SELECTED UP/DR ARCHS & ENGRS & NEGOTIATE WORK SCOPE & FEES	UP downtown redevelop bid doc & const - sht 8
261	8008-ISS UP/DR DESIGN NOTICES TO PROCEED TO SELECTED ARCHS & ENGRS	UP downtown redevelop bid doc & const - sht 8
262	8009-PREPARE UP/DR BASE LINE TARGET COSTS TO PROVIDE DESIGN PROGRAM CONSTRAINTS	UP downtown redevelop bid doc & const - sht 8
263	8010-PREPARE UP/DR PRELIM PUBLIC AREA SITE IMPROVEMENT PACKAGE & SUBMIT TO DPW & DCED	UP downtown redevelop bid doc & const - sht 8
264	8011-REVIEW & APPROVE PRELIM UP/DR PUBLIC AREA SITE IMPROVEMENT DESIGN PACKAGE	UP downtown redevelop bid doc & const - sht 8
265	8012-UPDATE UP/DR PRO FORMA PROJECTIONS	UP downtown redevelop bid doc & const - sht 8
266	8013-PART PREPARE UP/DR PASI CONSTRUCTION DOCUMENTS & UPDATE COST ESTIMATES	UP downtown redevelop bid doc & const - sht 8
267	8014-REVIEW & APPROVE 50% UP/DR PASI CONSTRUCTION DOCUMENTS	UP downtown redevelop bid doc & const - sht 8
268	8015-PART PREPARE UP/DR DEVELOPER WORK STANDARDS, COVENANTS & AGREEMENTS	UP downtown redevelop bid doc & const - sht 8
269	8016-COMP PREPARE UP/DR PASI CONSTRUCTION DOCUMENTS & UPDATE COST ESTIMATES	UP downtown redevelop bid doc & const - sht 8
270	8017-RECHECK AND UPDATE UP/DR DEVELOPMENT CASH FLOW PROJECTIONS	UP downtown redevelop bid doc & const - sht 8
271	8018-SOLICIT UP/DR DEVELOPERS & TENANTS & OBTAIN EARLY LETTERS OF INTENT & CLOSINGS	UP downtown redevelop bid doc & const - sht 8
272	8019-COMP REVIEW & APPROVE UP/DR PUBLIC AREA SITE IMPROVEMENT CONSTRUCTION DOCUMENTS	UP downtown redevelop bid doc & const - sht 8
273	8020-ADVERTISE UP/DR PUBLIC AREA SITE IMPROVEMENT WORK	UP downtown redevelop bid doc & const - sht 8
274	8021-PRINT & ISSUE UP/DR PUBLIC AREA SITE IMPROVEMENT CONSTRUCTION DOCUMENTS	UP downtown redevelop bid doc & const - sht 8
275	8022-DEVELOPERS PREPARE UP/DR CONSTRUCTION DOCUMENTS FOR EARLY FACILITIES	UP downtown redevelop bid doc & const - sht 8
276	8023-SOLICIT & RECEIVE UP/DR PASI CONSTRUCTION PROPOSALS	UP downtown redevelop bid doc & const - sht 8
277	8024-REVIEW & APPROVE DEVELOPER EARLY UP/DR FACILITY CONSTRUCTION DOCUMENTS	UP downtown redevelop bid doc & const - sht 8
278	8025-SELECT UP/DR PASI CONTRACTORS & ISSUE NOTICE TO PROCEED	UP downtown redevelop bid doc & const - sht 8
279	8026-UP/DR DEVELOPERS & OCCUPANTS SOLICIT & RECEIVE EARLY FACILITY CONST PROPOSALS	UP downtown redevelop bid doc & const - sht 8

	activity	sub title
280	8027-PART CONST UP/DR PASI WORK TO POINT WHERE DEVELOPER FACILITY WORK CAN BEGIN	UP downtown redevelop bid doc & const - sht 8
281	8028-UP/DR DEVELOPERS AWARD EARLY FACILITY CONSTRUCTION CONTRACTS	UP downtown redevelop bid doc & const - sht 8
282	8029-COMP CONSTRUCT UP/DR PUBLIC AREA SITE IMPROVEMENT WORK	UP downtown redevelop bid doc & const - sht 8
283	8030-PART CONSTRUCT UP/DR EARLY DEVELOPMENT FACILITIES	UP downtown redevelop bid doc & const - sht 8
284	8033-COMP CONSTRUCT UP/DR EARLY DEVELOPMENT FACILITIES & MOVE IN	UP downtown redevelop bid doc & const - sht 8

Ralph J. Stephenson, P. E., P. C.  
Consulting Engineer  
October 30, 1993

**Subject:** Monitoring Report #3  
**Project:** University Park Program  
City of Flint, Michigan  
**To:** Richard L. King, Jr.  
**rjs project:** 92:39  
**rjs disks:** 327, 347, 376 and 396

**Dates and number of meetings, and monitorings:**

19 - Tuesday, September 7, 1993 (wd 685)

**Those attending meetings:**

See meeting notes.

**Planning and monitoring documents used in meetings:**

- Sheet #1, issue #4, dated July 8, 1993 (wd 643) - Work Plan Model
- Sheet #2, issue #4, dated July 6, 1993 (wd 641) - Master Plan Model
- Sheet #3, issue #4, dated July 6, 1993 (wd 641) - AC Rochester West Technology & Industrial Mall (AC) - Schematic Site Planning
- Sheet #4, issue #4, dated July 6, 1993 (wd 641) - AC Rochester West Technology & Industrial Mall (AC) - Bid Documents & Construction
- Sheet #5, issue #4, dated July 6, 1993 (wd 641) - University Technology Park (UTP) - Schematic Site Planning
- Sheet #6, issue #4, dated July 6, 1993 (wd 641) - University Technology Park - Bid Documents & Construction
- Sheet #7, issue #4, dated July 6, 1993 (wd 641) - University Park/Downtown Redevelopment (UP/DR) - Schematic Site Planning
- Sheet #8, issue #4, dated July 6, 1993 (wd 641) - University Park/Downtown Redevelopment - Bid Documents & Construction

**Summary:**

Attached to this monitoring is a set of meeting notes for Tuesday, September 7, 1993 (wd 685). The notes have been edited and updated to provide a resume of the entire day's work on which I have reported. In two of the meetings I was an observer only and no summary of the conference is given.

(19) Tuesday, September 7, 1993 (wd 685)

Met with Richard King to set agenda for the day's work. Agenda items included:

- Observe meeting with Johnson, Johnson, and Roy planning team with the Mayor and clients of JJR.

Ralph J. Stephenson, P. E., P. C.  
Consulting Engineer  
October 30, 1993

- Observe meeting on AC facility use in University Park project.
- Meet with DCED staff in afternoon to determine in house abilities available.
- Discuss Mott Foundation grant proposal with Richard King and Nancy Jurkiewicz.

*DCED interviews to inventory skills available for University Park planning*

In the afternoon I met individually with Nancy Jurkiewicz, Howard Clark, Ed Custer, Jim Race, and Richard King to discuss the talents, experience, knowledge, and background they could bring to the University Park planning and implementation effort. This survey of abilities was made from the activities contained in the network plans of work contained in sheets #2 through #8, issue #4, dated July 6, 1993 (wd 641). The networks were those used in presentations to the Board of Governors on Wednesday, July 14, 1993 (wd 647), and to the core competence committee as a whole on Wednesday, August 18, 1993 (wd 672).

They represent the most current thinking on the activities needed to initiate early work on the program. The main purpose of the survey was to identify where in -house abilities could be best combined with the outside consultant help that is needed to implement the project.

Each of the DCED staff participating in the survey work were asked which activities in the master networks they could either do or provide assistance of value to help the work of the outside parties that might be needed. In addition we discussed the current duties of each staff member as outlined in the department organization chart dated 01/21/93.

A review of the staff duty conversations are contained in the meeting notes on pages 1 through 4. Some efforts were made to determine the degree of demand for the day-to-day work effort defined by the formal organizational duties. However this analysis was very broad and general, indicating only that the actual duties of the DCED staff often extended beyond, or sometimes below, the formal duty boundaries defined in the chart.

Of main interest was the tabulation of resources that could be applied to work on the action plans shown in the networks used in the survey.

Several tabulations of the material are attached to this report. These include:

Attachment A - A full run of the activities in the survey networks with an x shown in the columns under the staff members name and on the activity line. The x in the column indicates that the staff member feels they are capable of doing or assisting to do the activity given in the activity column or field. The sub title column indicates the network plan containing the activity. The sheet number indicates the drawing number of the network model.

Attachment B - Selective runs showing the activities for which each of the staff members felt they were suited to do or manage. This is a first pass at the talent inventory and should be reviewed for omissions or incorrect data with those participating in the inventory.

- Attachment B1 is for Nancy Jurkiewicz
- Attachment B2 is for Howard Clark
- Attachment B3 is for Ed Custer

*Ralph J. Stephenson, P. E., P. C.*  
Consulting Engineer  
October 30, 1993

- Attachment B4 is for Jim Race
- Attachment B5 is for Richard King

Attachment C - A selective run showing the activities for which none of the staff felt they were suited to do or manage. This list, I am certain contains activities that some of the five participating in the inventory could be involved with. The staff should review this data for additions to the lists in Attachments B.

Attachment D - The meeting notes from Tuesday, September 7, 1993 (wd 685).

As you and I have discussed, and because of the hopefully temporary delay in acquiring additional funding for economic studies, I shall wait to hear from you before planning future meetings on University Park. Meanwhile, if there is anything I can do to help in the funding efforts, or to provide you with data available in my files, please don't hesitate to call.

Please give my regards to the staff, and thank them for participating in the interviews and survey inventory.

enclosures:

Ralph J. Stephenson, P. E.

	activity	sub title	Nancy J	Howard C	Ed C	Jim R	rki	Notes
1	2002-PREPARE PRELIM INSTITUTIONAL DEMAND MARKET STUDY	UP master plan - sht 2	x		x			
2	2003-PREPARE PRELIM INDUSTRIAL DEMAND MARKET STUDY	UP master plan - sht 2	x		x			
3	2004-PREPARE PRELIM RESIDENTIAL DEMAND MARKET STUDY	UP master plan - sht 2	x		x*			
4	2005-PREPARE PRELIM RETAIL & ENTERTAINMENT MARKET STUDY	UP master plan - sht 2	x		x			
5	2006-PREPARE PRELIM OFFICE DEMAND OFFICE STUDY	UP master plan - sht 2	x		x			
6	2007-IDENTIFY AND CLASSIFY UNIVERSITY PARK EXISTING LAND USES	UP master plan - sht 2		x		x		
7	2008-OBTAIN & REVIEW AREA INSTITUTION DEVELOPMENT PLANS	UP master plan - sht 2		x		x		
8	2009-PREPARE MISSION STATEMENT FOR UP MASTER PLANNING WORK	UP master plan - sht 2		x			x	
9	2010-DEFINE UNIVERSITY PARK NEIGHBORHOODS	UP master plan - sht 2			x	x		
10	2011-ESTABLISH UP AREA NAMES, STAGES, PHASES & OTHER IDENTIFICATION	UP master plan - sht 2						
11	2012-DEFINE UP NEIGHBORHOOD ORGANIZATIONS & RECVE SUMMARY COMMUNITY INPUT	UP master plan - sht 2			x	x		
12	2013-MAKE EARLY ENVIRONMENTAL ANALYSES OF UP AREA	UP master plan - sht 2		x	x	x		
13	2014-MAKE EARLY DETERMINATIONS OF UP PUBLIC & PRIVATE TRANSPORTATION NEEDS	UP master plan - sht 2			x	x		
14	2015-SET PRELIMINARY MASTER PLAN DEVELOPMENT STAGING FOR UNIVERSITY PARK	UP master plan - sht 2					x	
15	2016-COMP DEFINE OBJECTIVES OF THE UNIVERSITY PARK MASTER PLANNING	UP master plan - sht 2						
16	2017-DEVELOP BROAD DESIGN GUIDELINES FOR UNIVERSITY PARK AREAS	UP master plan - sht 2			x	x		
17	2018-COMP DEFINE UP OPPORTUNITIES, STRENGTHS, WEAKNESSES & PROBLEMS	UP master plan - sht 2	x		x			
18	2019-PREPARE DEMONSTRATION (DE FACTO) EMPOWERMENT ZONE PROGRAM	UP master plan - sht 2	x				x	
19	2020-PREPARE & SUBMIT PRELIM LAND USE ALLOCATION & TRANSPORT LINKAGES	UP master plan - sht 2			x	x		
20	2021-PART PREPARE UNIVERSITY PARK MASTER PLAN GRAPHICS & REPORT	UP master plan - sht 2						
21	2022-SET INDIVIDUAL PROJECT PRIORITIES FOR UNIVERSITY PARK AREA	UP master plan - sht 2			x			
22	2023-DEFINE ACTUAL AND POTENTIAL UNIVERSITY PARK PROJECTS & OCCUPANTS	UP master plan - sht 2						



	activity	sub title	Nancy J	Howard C	Ed C	Jim R	rki	Notes
23	2024-SET MUST, WANT & WISH LIST CHARACTERISTICS FOR UNIVERSITY PARK PROJECTS	UP master plan - sht 2			x			
24	2025-CONT(1) PREPARE UP MASTER PLAN GRAPHICS & REPORT	UP master plan - sht 2						
25	2026-PREPARE ROUGH ESTIMATES OF PUBLIC AREA SITE IMPROVEMENT COSTS	UP master plan - sht 2			x			
26	2027-CONT(2) PREPARE UP MASTER PLAN GRAPHICS & REPORT	UP master plan - sht 2						
27	2028-PREPARE RECOMMENDATIONS FOR MASTER PLAN IMPLEMENTATION WORK	UP master plan - sht 2						
28	2029-COMP PREPARE & SUBMIT UNIVERSITY PARK MASTER PLAN GRAPHICS & REPORT	UP master plan - sht 2						
29	3004-ESTIMATE PROPOSED AC FACILITIES LEASING POTENTIAL & DISCUSS WITH PROSPECTS	UP AC rochester schematic site planning - sht 3		x				
30	3005-DETERMINE AC MARKET CHARACTERISTICS OF SITE AND PROPOSED FACILITIES	UP AC rochester schematic site planning - sht 3			x			
31	3006-PREPARE ALTA SURVEY OF AC SITE	UP AC rochester schematic site planning - sht 3						
32	3007-PREPARE TOPOGRAPHIC SURVEY OF AC SITE	UP AC rochester schematic site planning - sht 3						
33	3008-PREPARE DETAILED TABULATION OF EXISTING LAND AND BUILDING USES ON AC SITE	UP AC rochester schematic site planning - sht 3		x		x		
34	3009-CONDUCT INTERVIEWS WITH AC PLANNING FINALISTS ON SHORT LIST	UP AC rochester schematic site planning - sht 3	x				x	
35	3010-PREPARE AC SITE INFORMATION MANUAL FOR SELECTED CONSULTANT'S USE	UP AC rochester schematic site planning - sht 3			x			
36	3011-SELECT FIRM TO DO AC SCHEMATIC PLANNING WORK	UP AC rochester schematic site planning - sht 3	x			x		
37	3012-SET AC SCHEMATIC SITE WORK MEETINGS AND IDENTIFY TENTATIVE AGENDA FOR EACH	UP AC rochester schematic site planning - sht 3						
38	3013-FINAL INTERVIEW SELECTED AC SITE PLANNER & NEGOTIATE SCOPE OF WORK AND FEES	UP AC rochester schematic site planning - sht 3						
39	3014-ISSUE AC NOTICE TO PROCEED TO SELECTED PLANNING FIRM	UP AC rochester schematic site planning - sht 3						
40	3016-PREP SCHEMATICS OF EXISTING TRANSPORT FACILITIES SERVING AC SITE	UP AC rochester schematic site planning - sht 3						
41	3017-SELECT AND TABULATE POTENTIAL AC LAND USES AND AREA ALLOCATIONS	UP AC rochester schematic site planning - sht 3				x		
42	3018-VALIDATE TABULATIONS OF AC EXISTING LAND AND FACILITY USES	UP AC rochester schematic site planning - sht 3				x		
43	3019-DEFINE TIME PHASING OF AC SITE WORK IMPLEMENTATION	UP AC rochester schematic site planning - sht 3						
44	3020-UPDATE EARLY AC PRO FORMA PROJECTIONS	UP AC rochester schematic site planning - sht 3						

	activity	sub title	Nancy J	Howard C	Ed C	Jim R	rki	Notes
4 5	3021-DEFINE AC PROJECT DESIGN GOALS, OBJECTIVES, STANDARDS	UP AC rochester schematic site planning - sht 3			x			
4 6	3022-WRITE WORK PROGRAM FOR AC PUBLIC AND PRIVATE SITE WORK	UP AC rochester schematic site planning - sht 3						
4 7	3023-PART PREPARE PROPOSED AC LAND USE PLAN SCHEMATICS	UP AC rochester schematic site planning - sht 3				x		
4 8	3024-RECHECK AND UPDATE AC SITE WORK CASH FLOW PROJECTIONS	UP AC rochester schematic site planning - sht 3					x	
4 9	3025-DEFINE SCOPE OF WORK FOR EACH TIME PHASE OF AC SITE WORK IMPLEMENTATION	UP AC rochester schematic site planning - sht 3						
5 0	3026-CONT(1) PREPARE PROPOSED AC SITE PLAN SCHEMATICS & REPORT	UP AC rochester schematic site planning - sht 3						
5 1	3027-SET PRO FORMA COST ALLOCATIONS FOR SITE WORK	UP AC rochester schematic site planning - sht 3					x	
5 2	3028-REVIEW & COMMENT ON 50% AC SITE SCHEMATICS & REPORT	UP AC rochester schematic site planning - sht 3						
5 3	3029-CONTINUE LOCATING & SOLICITING FUNDS FOR AC SITE WORK IMPLEMENTATION	UP AC rochester schematic site planning - sht 3						
5 4	3030-ADJUST AC SCHEMATIC SITE PLAN LAND USES AND PHASING TO FUNDING AVAILABILITY	UP AC rochester schematic site planning - sht 3						
5 5	3031-SOLICIT AND LOCATE POTENTIAL SITE DEVELOPERS FOR AC AS REQUIRED	UP AC rochester schematic site planning - sht 3		x				
5 6	3032-ADJUST AC SCHEMATIC SITE PLAN & TIME PHASING TO CURRENT MARKET CONDITIONS	UP AC rochester schematic site planning - sht 3		x				
5 7	3033-PREPARE & DISTRIBUTE EARLY AC LEASING DESCRIPTIVE MATERIALS	UP AC rochester schematic site planning - sht 3		x				
5 8	3034-REVIEW AC SCHEMATIC SITE PLANS WITH OTHER OCCUPANTS OF UNIVERSITY PARK	UP AC rochester schematic site planning - sht 3						
5 9	3035-PREPARE AC SCHEMATIC SITE PLAN PRELIM COST ESTIMATES & MATCH FUNDING & MARKET POTENTIAL	UP AC rochester schematic site planning - sht 3						
6 0	3036-UNIVERSITY PARK BD OF GOVERNORS REVIEW 90% SCHEMATIC SITE PLANS & COMMENT	UP AC rochester schematic site planning - sht 3						
6 1	3037-COMPLETE PREPARE & ISSUE AC SCHEMATIC SITE PLANS & REPORT	UP AC rochester schematic site planning - sht 3						
6 2	3038-FINAL APPROVE AC SCHEMATIC SITE PLANS & REPORT, PRINT & ISSUE FOR DISTRIBUTION	UP AC rochester schematic site planning - sht 3						
6 3	4004-CONDUCT INTERVIEWS WITH AC ARCHITECTS & ENGINEERS ON SHORT LIST	UP AC rochester bid documents & const - sht 4	x					
6 4	4005-SELECT ARCHITECT ENGINEERING FIRM TO DO AC CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4	x					
6 5	4006-SET AC CONSTRUCT DOCUMENT MEETINGS & TENTATIVE AGENDA FOR EACH	UP AC rochester bid documents & const - sht 4						
6 6	4007-FINAL INTERVIEW SELECTED AC ARCH & ENGR & NEGOTIATE WORK SCOPE & FEES	UP AC rochester bid documents & const - sht 4						

	activity	sub title	Nancy J	Howard C	Ed C	Jim R	rki	Notes
6 7	4008-ISSUE AC NOTICE TO PROCEED WITH CONSTR DOCUMENTS TO SELECTED ARCH & ENGR	UP AC rochester bid documents & const - sht 4						
6 8	4009-PREPARE BASE LINE TARGET COSTS TO PROVIDE DESIGN PROGRAM CONSTRAINTS	UP AC rochester bid documents & const - sht 4						
6 9	4010-PREPARE AC BASE BUILDING & SITE SCHEMATIC DESIGN PACKAGE & SUBMIT TO DCED	UP AC rochester bid documents & const - sht 4						
7 0	4011-REVIEW & APPROVE AC LANDLORD WORK SCHEMATIC DESIGN PACKAGE	UP AC rochester bid documents & const - sht 4						
7 1	4012-UPDATE AC PRO FORMA PROJECTIONS	UP AC rochester bid documents & const - sht 4					x	
7 2	4013-PART PREPARE LANDLORD WORK DESIGN DEVELOPMENT PACKAGE & UPDATE COST ESTIMATES	UP AC rochester bid documents & const - sht 4	x					
7 3	4014-REVIEW & APPROVE 50% AC LANDLORD WORK DESIGN DEVELOPMENT PACKAGE	UP AC rochester bid documents & const - sht 4	x					
7 4	4015-PREPARE AC TENANT WORK STANDARDS & DRAFT PRELIMINARY LEASING DOCUMENTS	UP AC rochester bid documents & const - sht 4	x					
7 5	4016-COMP PREPARE LANDLORD WORK DESIGN DEVELOPMENT PACKAGE & UPDATE COST ESTIMATES	UP AC rochester bid documents & const - sht 4	x					
7 6	4017-RECHECK AND UPDATE AC LANDLORD WORK CASH FLOW PROJECTIONS	UP AC rochester bid documents & const - sht 4					x	
7 7	4018-PART PREPARE AC LANDLORD WORK CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4						
7 8	4019-SOLICIT AC TENANTS & OBTAIN 40% LETTERS OF INTENT	UP AC rochester bid documents & const - sht 4		x				
7 9	4020-REVIEW & APPROVE 50% AC LANDLORD CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4						
8 0	4021-COMP REVIEW & APPROVE AC LANDLORD WORK DESIGN DEVELOPMENT PACKAGE	UP AC rochester bid documents & const - sht 4						
8 1	4022-COMP PREPARE AC LANDLORD WORK CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4						
8 2	4023-OBTAIN AC LTRS OF INTENT FOR 70% OF SPACE & FIRM LEASES FOR 30% OF SPACE	UP AC rochester bid documents & const - sht 4		x				
8 3	4024-FINAL REVIEW & APPROVE AC LANDLORD WORK CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4		x				
8 4	4025-ADVERTISE AC PROJECT	UP AC rochester bid documents & const - sht 4						
8 5	4026-PRINT & ISSUE AC LANDLORD CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4						
8 6	4027-PART PREPARE AC TENANT CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4						
8 7	4028-SOLICIT & RECEIVE AC LANDLORD CONSTRUCTION PROPOSALS	UP AC rochester bid documents & const - sht 4						
8 8	4029-PART REVIEW & APPROVE AC TENANT WORK CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4						

	activity	sub title	Nancy J	Howard C	Ed C	Jim R	rki	Notes
89	4030-SELECT AC LANDLORD WORK CONTRACTOR & PROVIDE NOTICE TO PROCEED	UP AC rochester bid documents & const - sht 4						
90	4031-TENANTS SOLICIT & RECEIVE EARLY TENANT WORK PROPOSALS	UP AC rochester bid documents & const - sht 4						
91	4032-PART CONST AC LANDLORD WORK TO POINT WHERE TENANT IMPROVEMENT WORK CAN BEGIN	UP AC rochester bid documents & const - sht 4						
92	4033-TENANTS PART AWARD EARLY TENANT WORK CONSTRUCTION CONTRACTS	UP AC rochester bid documents & const - sht 4						
93	4034-COMP CONSTRUCT AC LANDLORD WORK	UP AC rochester bid documents & const - sht 4						
94	4035-PART CONSTRUCT TENANT IMPROVEMENTS FOR SIGNED LEASES & TENANTS MOVE IN	UP AC rochester bid documents & const - sht 4		x				
95	4038-COMP CONSTRUCT TENANT IMPROVEMENTS FOR SIGNED LEASES	UP AC rochester bid documents & const - sht 4		x				
96	5002-ESTIMATE PROPOSED UTP DEVELOPMENT POTENTIAL & DISCUSS WITH PROSPECTS	UP tech park schematic site plnng - sht 5						
97	5003-DETERMINE UTP MARKET CHARACTERISTICS OF SITE AND PROPOSED FACILITIES	UP tech park schematic site plnng - sht 5			x			
98	5004-PREPARE ALTA SURVEY OF UTP SITE	UP tech park schematic site plnng - sht 5						
99	5005-PREPARE TOPOGRAPHIC SURVEY OF UTP SITE	UP tech park schematic site plnng - sht 5						
00	5006-PREPARE DETAILED TABULATION OF EXISTING LAND AND BUILDING USES ON UTP SITE	UP tech park schematic site plnng - sht 5		x		x		
101	5007-PREPARE UTP SITE INFORMATION MANUAL FOR SELECTED CONSULTANT'S USE	UP tech park schematic site plnng - sht 5		x	x	x	x	
102	5008-SELECT FIRM TO DO UTP SCHEMATIC PLANNING WORK	UP tech park schematic site plnng - sht 5	x				x	
103	5009-CONDUCT INTERVIEWS WITH UTP PLANNING FINALISTS ON SHORT LIST	UP tech park schematic site plnng - sht 5	x				x	
104	5009-SET UTP SCHEMATIC SITE WORK MEETINGS AND IDENTIFY TENTATIVE AGENDA FOR EACH	UP tech park schematic site plnng - sht 5			x			
105	5010-FINAL INTERVIEW SELECTED UTP SITE PLANNER & NEGOTIATE SCOPE OF WORK AND FEES	UP tech park schematic site plnng - sht 5						
106	5011-ISSUE UTP NOTICE TO PROCEED TO SELECTED PLANNING FIRM	UP tech park schematic site plnng - sht 5						
107	5013-PREP SCHEMATICS OF EXISTING TRANSPORT FACILITIES SERVING UTP SITE	UP tech park schematic site plnng - sht 5						
108	5014-SELECT AND TABULATE POTENTIAL UTP LAND USES AND AREA ALLOCATIONS	UP tech park schematic site plnng - sht 5			x			
109	5015-VALIDATE TABULATIONS OF UTP EXISTING LAND AND FACILITY USES	UP tech park schematic site plnng - sht 5			x	x		
110	5016-DEFINE TIME PHASING OF UTP SITE WORK IMPLEMENTATION	UP tech park schematic site plnng - sht 5						

	activity	sub title	Nancy J	Howard C	Ed C	Jim R	rki	Notes
1 1 1	5017-UPDATE EARLY UTP PRO FORMA PROJECTIONS	UP tech park schematic site plnng - sht 5					x	
1 1 2	5018-CONT(1) LOCATE & EXPLORE UTP POTENTIAL WITH INTERESTED DEVELOPERS	UP tech park schematic site plnng - sht 5		x	x		x	
1 1 3	5019-DEFINE UTP PROJECT DESIGN GOALS, OBJECTIVES, STANDARDS	UP tech park schematic site plnng - sht 5			x			
1 1 4	5020-WRITE WORK PROGRAM FOR UTP PUBLIC AND PRIVATE SITE WORK	UP tech park schematic site plnng - sht 5			x			
1 1 5	5021-PART PREPARE PROPOSED UTP LAND USE PLAN SCHEMATICS	UP tech park schematic site plnng - sht 5				x		
1 1 6	5022-RECHECK AND UPDATE UTP SITE WORK CASH FLOW PROJECTIONS	UP tech park schematic site plnng - sht 5					x	
1 1 7	5023-DEFINE SCOPE OF WORK FOR EACH TIME PHASE OF UTP SITE WORK IMPLEMENTATION	UP tech park schematic site plnng - sht 5						
1 1 8	5024-CONT(1) PREPARE PROPOSED UTP SITE PLAN SCHEMATICS & REPORT	UP tech park schematic site plnng - sht 5				x		
1 1 9	5025-SET PRO FORMA COST ALLOCATIONS FOR UTP SITE WORK	UP tech park schematic site plnng - sht 5					x	
1 2 0	5026-REVIEW & COMMENT ON 50% UTP SITE SCHEMATICS & REPORT	UP tech park schematic site plnng - sht 5			x			
1 2 1	5027-CONTINUE LOCATING & SOLICITING FUNDS FOR UTP SITE WORK IMPLEMENTATION	UP tech park schematic site plnng - sht 5	x		x			
2 2	5028-ADJUST UTP SCHEMATIC SITE PLAN LAND USES AND PHASING TO FUNDING AVAILABILITY	UP tech park schematic site plnng - sht 5				x		
1 2 3	5029-CONT (2) SOLICIT AND LOCATE POTENTIAL SITE DEVELOPERS FOR UTP	UP tech park schematic site plnng - sht 5		x			x	
1 2 4	5030-ADJUST UTP SCHEMATIC SITE PLAN & TIME PHASING TO CURRENT MARKET CONDITIONS	UP tech park schematic site plnng - sht 5			x			
1 2 5	5031-PREPARE & DISTRIBUTE EARLY UTP DEVELOPMENT DESCRIPTIVE MATERIALS	UP tech park schematic site plnng - sht 5						
1 2 6	5032-REVIEW UTP SCHEMATIC SITE PLANS WITH OTHER OCCUPANTS OF UNIVERSITY PARK	UP tech park schematic site plnng - sht 5						
1 2 7	5033-PREPARE UTP SCHEMATIC SITE PLAN PRELIM COST ESTIMATES & MATCH FUNDING & MARKET POTENTIAL	UP tech park schematic site plnng - sht 5						
1 2 8	5034-UNIVERSITY PARK BD OF GOVERNORS REVIEW 90% SCHEMATIC SITE PLANS & COMMENT	UP tech park schematic site plnng - sht 5						
1 2 9	5035-COMPLETE PREPARE & ISSUE UTP SCHEMATIC SITE PLANS & REPORT	UP tech park schematic site plnng - sht 5						
1 3 0	5036-FINAL APPROVE UTP SCHEMATIC SITE PLANS & REPORT, PRINT & ISSUE FOR DISTRIBUTION	UP tech park schematic site plnng - sht 5						
1 3 1	6004-CONDUCT INTERVIEWS WITH UTP ARCHITECTS & ENGINEERS ON SHORT LIST	UP tech park bid documents & const - sht 6			x			
1 3 2	6005-SELECT ARCHITECT ENGINEERING FIRM TO DO UTP CONSTRUCTION DOCUMENTS	UP tech park bid documents & const - sht 6						

	activity	sub title	Nancy J Howard C	Ed C	Jim R	rki	Notes
133	6006-SET UTP CONSTRUCT DOCUMENT MEETINGS & TENTATIVE AGENDA FOR EACH	UP tech park bid documents & const - sht 6	x				
134	6007-FINAL INTERVIEW SELECTED UTP ARCH & ENGR & NEGOTIATE WORK SCOPE & FEES	UP tech park bid documents & const - sht 6	x				
135	6008-ISSUE UTP NOTICE TO PROCEED WITH CONSTR DOCUMENTS TO SELECTED ARCH & ENGR	UP tech park bid documents & const - sht 6					
136	6009-PREPARE UTP BASE LINE TARGET COSTS TO PROVIDE DESIGN PROGRAM CONSTRAINTS	UP tech park bid documents & const - sht 6				x	
137	6010-PREPARE UTP PRELIM PUBLIC AREA SITE IMPROVEMENT PACKAGE & SUBMIT TO DPW & DCED	UP tech park bid documents & const - sht 6					
138	6011-REVIEW & APPROVE PRELIM UTP PUBLIC AREA SITE IMPROVEMENT DESIGN PACKAGE	UP tech park bid documents & const - sht 6		x			
139	6012-UPDATE UTP PRO FORMA PROJECTIONS	UP tech park bid documents & const - sht 6				x	
140	6013-PART PREPARE UTP PASI CONSTRUCTION DOCUMENTS & UPDATE COST ESTIMATES	UP tech park bid documents & const - sht 6					
141	6014-REVIEW & APPROVE 50% UTP PASI CONSTRUCTION DOCUMENTS	UP tech park bid documents & const - sht 6	x				
142	6015-PART PREPARE UTP DEVELOPER WORK STANDARDS, COVENANTS & AGREEMENTS	UP tech park bid documents & const - sht 6	x	x	x		
143	6016-COMP PREPARE UTP PASI CONSTRUCTION DOCUMENTS & UPDATE COST ESTIMATES	UP tech park bid documents & const - sht 6					
44	6017-RECHECK AND UPDATE UTP DEVELOPMENT CASH FLOW PROJECTIONS	UP tech park bid documents & const - sht 6	x				
145	6018-SOLICIT UTP DEVELOPERS & OBTAIN EARLY LETTERS OF INTENT & CLOSINGS	UP tech park bid documents & const - sht 6	x	x			
146	6019-COMP REVIEW & APPROVE UTP PUBLIC AREA SITE IMPROVEMENT CONSTRUCTION DOCUMENTS	UP tech park bid documents & const - sht 6					
147	6020-ADVERTISE UTP PUBLIC AREA SITE IMPROVEMENT WORK	UP tech park bid documents & const - sht 6	x				
148	6021-PRINT & ISSUE UTP PUBLIC AREA SITE IMPROVEMENT CONSTRUCTION DOCUMENTS	UP tech park bid documents & const - sht 6	x				
149	6022-DEVELOPERS PREPARE UTP CONSTRUCTION DOCUMENTS FOR EARLY FACILITIES	UP tech park bid documents & const - sht 6		x			
150	6023-SOLICIT & RECEIVE UTP PASI CONSTRUCTION PROPOSALS	UP tech park bid documents & const - sht 6					
151	6024-REVIEW & APPROVE DEVELOPER EARLY UTP FACILITY CONSTRUCTION DOCUMENTS	UP tech park bid documents & const - sht 6		x			
152	6025-SELECT UTP PASI CONTRACTOR & ISSUE NOTICE TO PROCEED	UP tech park bid documents & const - sht 6	x				
153	6026-UTP DEVELOPERS SOLICIT & RECEIVE EARLY FACILITY CONSTRUCTION PROPOSALS	UP tech park bid documents & const - sht 6					
154	6027-PART CONST UTP PASI WORK TO POINT WHERE DEVELOPER FACILITY WORK CAN BEGIN	UP tech park bid documents & const - sht 6					

	activity	sub title	Nancy J	Howard C	Ed C	Jim R	rki	Notes
155	6028-UTP DEVELOPERS AWARD EARLY FACILITY CONSTRUCTION CONTRACTS	UP tech park bid documents & const - sht 6						
156	6029-COMP CONSTRUCT UTP PUBLIC AREA SITE IMPROVEMENT WORK	UP tech park bid documents & const - sht 6						
157	6030-PART CONSTRUCT UTP EARLY DEVELOPMENT FACILITIES	UP tech park bid documents & const - sht 6						
158	6033-COMP CONSTRUCT UTP EARLY DEVELOPMENT FACILITIES & MOVE IN	UP tech park bid documents & const - sht 6						
159	7002-ESTIMATE UP/DR POTENTIALS & DISCUSS WITH PROSPECTIVE DEVELOPERS & OCCUPANTS	UP downtown redevelopment site plnng - sht 7				x		
160	7003-DETERMINE UP/DR MARKET CHARACTERISTICS OF SITES AND PROPOSED FACILITIES	UP downtown redevelopment site plnng - sht 7			x			
161	7004-PREPARE ALTA SURVEY OF UP/DR SITES	UP downtown redevelopment site plnng - sht 7						
162	7005-PREPARE TOPOGRAPHIC SURVEY OF UP/DR SITES	UP downtown redevelopment site plnng - sht 7						
163	7006-PREPARE DETAILED TABULATION OF EXISTING LAND AND BUILDING USES ON UP/DR SITES	UP downtown redevelopment site plnng - sht 7		x		x		
164	7007-CONDUCT INTERVIEWS WITH UP/DR PLANNING FINALISTS ON SHORT LIST	UP downtown redevelopment site plnng - sht 7	x		x			
165	7008-PREPARE UP/DR SITE INFORMATION MANUAL FOR SELECTED CONSULTANT'S USE	UP downtown redevelopment site plnng - sht 7						
66	7009-SELECT FIRM TO DO UP/DR SCHEMATIC PLANNING WORK	UP downtown redevelopment site plnng - sht 7	x					
167	7010-SET UP/DR SCHEMATIC SITE WORK MEETINGS AND IDENTIFY TENTATIVE AGENDA FOR EACH	UP downtown redevelopment site plnng - sht 7						
168	7011-FINAL INTERVIEW SELECTED UP/DR SITE PLANNER & NEGOTIATE SCOPE OF WORK AND FEES	UP downtown redevelopment site plnng - sht 7	x					
169	7012-ISSUE UP/DR NOTICE TO PROCEED TO SELECTED PLANNING FIRM	UP downtown redevelopment site plnng - sht 7	x					
170	7014-PREP SCHEMATICS OF EXISTING TRANSPORT FACILITIES SERVING UP/DR SITES	UP downtown redevelopment site plnng - sht 7						
171	7015-SELECT AND TABULATE POTENTIAL UP/DR LAND USES AND AREA ALLOCATIONS	UP downtown redevelopment site plnng - sht 7				x		
172	7016-VALIDATE TABULATIONS OF UP/DR EXISTING LAND AND FACILITY USES	UP downtown redevelopment site plnng - sht 7				x		
173	7017-DEFINE TIME PHASING OF UP/DR SITE WORK IMPLEMENTATION	UP downtown redevelopment site plnng - sht 7						
174	7018-UPDATE EARLY UP/DR PRO FORMA PROJECTIONS	UP downtown redevelopment site plnng - sht 7					x	
175	7019-CONT(1) LOCATE & EXPLORE UP/DR POTENTIALS WITH INTERESTED DEVELOPERS & OCCUPANTS	UP downtown redevelopment site plnng - sht 7		x				
176	7020-DEFINE UP/DR PROJECTS DESIGN GOALS, OBJECTIVES, STANDARDS	UP downtown redevelopment site plnng - sht 7						

	activity	sub title	Nancy J	Howard C	Ed C	Jim R	rki	Notes
177	7021-WRITE WORK PROGRAMS FOR UP/DR PUBLIC AND PRIVATE SITE WORK	UP downtown redevelopment site plnng - sht 7						
178	7022-PART PREPARE PROPOSED UP/DR LAND USE PLAN SCHEMATICS	UP downtown redevelopment site plnng - sht 7			x	x		
179	7023-RECHECK AND UPDATE UP/DR SITE WORK CASH FLOW PROJECTIONS	UP downtown redevelopment site plnng - sht 7					x	
180	7024-DEFINE SCOPE OF WORK FOR EACH TIME PHASE OF UP/DR SITE WORK IMPLEMENTATION	UP downtown redevelopment site plnng - sht 7						
181	7025-CONT(1) PREPARE PROPOSED UP/DR SITE PLAN SCHEMATICS & REPORT	UP downtown redevelopment site plnng - sht 7						
182	7026-SET PRO FORMA COST ALLOCATIONS FOR UP/DR SITE WORK	UP downtown redevelopment site plnng - sht 7					x	
183	7027-REVIEW & COMMENT ON 50% UP/DR SITE SCHEMATICS & REPORT	UP downtown redevelopment site plnng - sht 7						
184	7028-CONTINUE LOCATING & SOLICITING FUNDS FOR UP/DR SITE WORK IMPLEMENTATION	UP downtown redevelopment site plnng - sht 7					x	
185	7029-ADJUST UP/DR SCHEMATIC SITE PLAN LAND USES AND PHASING TO FUNDING AVAILABILITY	UP downtown redevelopment site plnng - sht 7			x	x		
186	7030-CONT (2) SOLICIT AND LOCATE POTENTIAL UP/DR SITE DEVELOPERS & OCCUPANTS	UP downtown redevelopment site plnng - sht 7		x			x	
187	7031-ADJUST UP/DR SCHEMATIC SITE PLANS & TIME PHASINGS TO CURRENT MARKET CONDITIONS	UP downtown redevelopment site plnng - sht 7			x			
88	7032-PREPARE & DISTRIBUTE EARLY UP/DR DEVELOPMENT DESCRIPTIVE MATERIALS	UP downtown redevelopment site plnng - sht 7				x		
189	7033-REVIEW UP/DR SCHEMATIC SITE PLANS WITH OTHER OCCUPANTS OF UNIVERSITY PARK	UP downtown redevelopment site plnng - sht 7						
190	7034-PREPARE UP/DR SCHEMATIC SITE PLAN PRELIM COST ESTIMATES & MATCH FUNDING & MARKET POTENTIAL	UP downtown redevelopment site plnng - sht 7						
191	7035-UNIVERSITY PARK BD OF GOVERNORS REVIEW UP/DR 90% SCHEMATIC SITE PLANS & COMMENT	UP downtown redevelopment site plnng - sht 7						
192	7036-COMPLETE PREPARE & ISSUE UP/DR SCHEMATIC SITE PLANS & REPORT	UP downtown redevelopment site plnng - sht 7						
193	7037-FINAL APPROVE UP/DR SCHEMATIC SITE PLANS & REPORT, PRINT & ISSUE FOR DISTRIBUTION	UP downtown redevelopment site plnng - sht 7						
194	8004-CONDUCT INTERVIEWS WITH UP/DR ARCHITECTS & ENGINEERS ON SHORT LIST	UP downtown redevelop bid doc & const - sht 8	x		x			
195	8005-SELECT ARCHITECT ENGINEERING FIRMS TO DO UP/DR CONSTRUCTION DOCUMENTS	UP downtown redevelop bid doc & const - sht 8	x					
196	8006-SET UP/DR CONSTRUCT DOCUMENT MEETINGS & TENTATIVE AGENDA FOR EACH	UP downtown redevelop bid doc & const - sht 8						
197	8007-FINAL INTERVIEW SELECTED UP/DR ARCHS & ENGRS & NEGOTIATE WORK SCOPE & FEES	UP downtown redevelop bid doc & const - sht 8	x					
198	8008-ISS UP/DR DESIGN NOTICES TO PROCEED TO SELECTED ARCHS & ENGRS	UP downtown redevelop bid doc & const - sht 8	x					



	activity	sub title	Nancy J Howard C	Ed C	Jim R	rki	Notes
199	8009-PREPARE UP/DR BASE LINE TARGET COSTS TO PROVIDE DESIGN PROGRAM CONSTRAINTS	UP downtown redevelop bid doc & const - sht 8					
200	8010-PREPARE UP/DR PRELIM PUBLIC AREA SITE IMPROVEMENT PACKAGE & SUBMIT TO DPW & DCED	UP downtown redevelop bid doc & const - sht 8					
201	8011-REVIEW & APPROVE PRELIM UP/DR PUBLIC AREA SITE IMPROVEMENT DESIGN PACKAGE	UP downtown redevelop bid doc & const - sht 8					
202	8012-UPDATE UP/DR PRO FORMA PROJECTIONS	UP downtown redevelop bid doc & const - sht 8				x	
203	8013-PART PREPARE UP/DR PASI CONSTRUCTION DOCUMENTS & UPDATE COST ESTIMATES	UP downtown redevelop bid doc & const - sht 8					
204	8014-REVIEW & APPROVE 50% UP/DR PASI CONSTRUCTION DOCUMENTS	UP downtown redevelop bid doc & const - sht 8					
205	8015-PART PREPARE UP/DR DEVELOPER WORK STANDARDS, COVENANTS & AGREEMENTS	UP downtown redevelop bid doc & const - sht 8					
206	8016-COMP PREPARE UP/DR PASI CONSTRUCTION DOCUMENTS & UPDATE COST ESTIMATES	UP downtown redevelop bid doc & const - sht 8					
207	8017-RECHECK AND UPDATE UP/DR DEVELOPMENT CASH FLOW PROJECTIONS	UP downtown redevelop bid doc & const - sht 8				x	
208	8018-SOLICIT UP/DR DEVELOPERS & TENANTS & OBTAIN EARLY LETTERS OF INTENT & CLOSINGS	UP downtown redevelop bid doc & const - sht 8		x			
209	8019-COMP REVIEW & APPROVE UP/DR PUBLIC AREA SITE IMPROVEMENT CONSTRUCTION DOCUMENTS	UP downtown redevelop bid doc & const - sht 8					
10	8020-ADVERTISE UP/DR PUBLIC AREA SITE IMPROVEMENT WORK	UP downtown redevelop bid doc & const - sht 8	x				
211	8021-PRINT & ISSUE UP/DR PUBLIC AREA SITE IMPROVEMENT CONSTRUCTION DOCUMENTS	UP downtown redevelop bid doc & const - sht 8	x				
212	8022-DEVELOPERS PREPARE UP/DR CONSTRUCTION DOCUMENTS FOR EARLY FACILITIES	UP downtown redevelop bid doc & const - sht 8					
213	8023-SOLICIT & RECEIVE UP/DR PASI CONSTRUCTION PROPOSALS	UP downtown redevelop bid doc & const - sht 8	x				
214	8024-REVIEW & APPROVE DEVELOPER EARLY UP/DR FACILITY CONSTRUCTION DOCUMENTS	UP downtown redevelop bid doc & const - sht 8	x				
215	8025-SELECT UP/DR PASI CONTRACTORS & ISSUE NOTICE TO PROCEED	UP downtown redevelop bid doc & const - sht 8	x				
216	8026-UP/DR DEVELOPERS & OCCUPANTS SOLICIT & RECEIVE EARLY FACILITY CONST PROPOSALS	UP downtown redevelop bid doc & const - sht 8	x				
217	8027-PART CONST UP/DR PASI WORK TO POINT WHERE DEVELOPER FACILITY WORK CAN BEGIN	UP downtown redevelop bid doc & const - sht 8					
218	8028-UP/DR DEVELOPERS AWARD EARLY FACILITY CONSTRUCTION CONTRACTS	UP downtown redevelop bid doc & const - sht 8	x				
219	8029-COMP CONSTRUCT UP/DR PUBLIC AREA SITE IMPROVEMENT WORK	UP downtown redevelop bid doc & const - sht 8					
220	8030-PART CONSTRUCT UP/DR EARLY DEVELOPMENT FACILITIES	UP downtown redevelop bid doc & const - sht 8					

10/30/93

University Park resources - Attachment A

11

	activity	sub title	Nancy J	Howard C	Ed C	Jim R	rki	Notes
221	8033-COMP CONSTRUCT UP/DR EARLY DEVELOPMENT FACILITIES & MOVE IN	UP downtown redevelop bid doc & const - sht 8						

	activity	sub title	Nancy J	Howard C	Ed C	Jim R	rki	Notes
1	2002-PREPARE PRELIM INSTITUTIONAL DEMAND MARKET STUDY	UP master plan - sht 2	x		x			
2	2003-PREPARE PRELIM INDUSTRIAL DEMAND MARKET STUDY	UP master plan - sht 2	x		x			
3	2004-PREPARE PRELIM RESIDENTIAL DEMAND MARKET STUDY	UP master plan - sht 2	x		x			
4	2005-PREPARE PRELIM RETAIL & ENTERTAINMENT MARKET STUDY	UP master plan - sht 2	x		x			
5	2006-PREPARE PRELIM OFFICE DEMAND OFFICE STUDY	UP master plan - sht 2	x		x			
6	2018-COMP DEFINE UP OPPORTUNITIES, STRENGTHS, WEAKNESSES & PROBLEMS	UP master plan - sht 2	x		x			
7	2019-PREPARE DEMONSTRATION (DE FACTO) EMPOWERMENT ZONE PROGRAM	UP master plan - sht 2	x				x	
8	3009-CONDUCT INTERVIEWS WITH AC PLANNING FINALISTS ON SHORT LIST	UP AC rochester schematic site planning - sht 3	x				x	
9	3011-SELECT FIRM TO DO AC SCHEMATIC PLANNING WORK	UP AC rochester schematic site planning - sht 3	x			x		
10	4004-CONDUCT INTERVIEWS WITH AC ARCHITECTS & ENGINEERS ON SHORT LIST	UP AC rochester bid documents & const - sht 4	x					
11	4005-SELECT ARCHITECT ENGINEERING FIRM TO DO AC CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4	x					
12	4013-PART PREPARE LANDLORD WORK DESIGN DEVELOPMENT PACKAGE & UPDATE COST ESTIMATES	UP AC rochester bid documents & const - sht 4	x					
13	4014-REVIEW & APPROVE 50% AC LANDLORD WORK DESIGN DEVELOPMENT PACKAGE	UP AC rochester bid documents & const - sht 4	x					
14	4015-PREPARE AC TENANT WORK STANDARDS & DRAFT PRELIMINARY LEASING DOCUMENTS	UP AC rochester bid documents & const - sht 4	x					
15	4016-COMP PREPARE LANDLORD WORK DESIGN DEVELOPMENT PACKAGE & UPDATE COST ESTIMATES	UP AC rochester bid documents & const - sht 4	x					
16	5008-SELECT FIRM TO DO UTP SCHEMATIC PLANNING WORK	UP tech park schematic site plnng - sht 5	x				x	
17	5009-CONDUCT INTERVIEWS WITH UTP PLANNING FINALISTS ON SHORT LIST	UP tech park schematic site plnng - sht 5	x				x	
18	5027-CONTINUE LOCATING & SOLICITING FUNDS FOR UTP SITE WORK IMPLEMENTATION	UP tech park schematic site plnng - sht 5	x		x			
19	6006-SET UTP CONSTRUCT DOCUMENT MEETINGS & TENTATIVE AGENDA FOR EACH	UP tech park bid documents & const - sht 6	x					
20	6007-FINAL INTERVIEW SELECTED UTP ARCH & ENGR & NEGOTIATE WORK SCOPE & FEES	UP tech park bid documents & const - sht 6	x					
21	6014-REVIEW & APPROVE 50% UTP PASI CONSTRUCTION DOCUMENTS	UP tech park bid documents & const - sht 6	x					
22	6015-PART PREPARE UTP DEVELOPER WORK STANDARDS, COVENANTS & AGREEMENTS	UP tech park bid documents & const - sht 6	x	x		x		

	activity	sub title	Nancy J	Howard C	Ed C	Jim R	rki	Notes
1	2007-IDENTIFY AND CLASSIFY UNIVERSITY PARK EXISTING LAND USES	UP master plan - sht 2		x		x		
2	2008-OBTAIN & REVIEW AREA INSTITUTION DEVELOPMENT PLANS	UP master plan - sht 2		x		x		
3	2010-DEFINE UNIVERSITY PARK NEIGHBORHOODS	UP master plan - sht 2			x	x		
4	2012-DEFINE UP NEIGHBORHOOD ORGANIZATIONS & RECVE SUMMARY COMMUNITY INPUT	UP master plan - sht 2			x	x		
5	2013-MAKE EARLY ENVIRONMENTAL ANALYSES OF UP AREA	UP master plan - sht 2		x	x	x		
6	2014-MAKE EARLY DETERMINATIONS OF UP PUBLIC & PRIVATE TRANSPORTATION NEEDS	UP master plan - sht 2			x	x		
7	2017-DEVELOP BROAD DESIGN GUIDELINES FOR UNIVERSITY PARK AREAS	UP master plan - sht 2			x	x		
8	2020-PREPARE & SUBMIT PRELIM LAND USE ALLOCATION & TRANSPORT LINKAGES	UP master plan - sht 2			x	x		
9	3008-PREPARE DETAILED TABULATION OF EXISTING LAND AND BUILDING USES ON AC SITE	UP AC rochester schematic site planning - sht 3		x		x		
10	3011-SELECT FIRM TO DO AC SCHEMATIC PLANNING WORK	UP AC rochester schematic site planning - sht 3	x			x		
11	3017-SELECT AND TABULATE POTENTIAL AC LAND USES AND AREA ALLOCATIONS	UP AC rochester schematic site planning - sht 3				x		
12	3018-VALIDATE TABULATIONS OF AC EXISTING LAND AND FACILITY USES	UP AC rochester schematic site planning - sht 3				x		
13	3023-PART PREPARE PROPOSED AC LAND USE PLAN SCHEMATICS	UP AC rochester schematic site planning - sht 3				x		
14	5006-PREPARE DETAILED TABULATION OF EXISTING LAND AND BUILDING USES ON UTP SITE	UP tech park schematic site plnng - sht 5		x		x		
15	5007-PREPARE UTP SITE INFORMATION MANUAL FOR SELECTED CONSULTANT'S USE	UP tech park schematic site plnng - sht 5		x	x	x	x	
16	5015-VALIDATE TABULATIONS OF UTP EXISTING LAND AND FACILITY USES	UP tech park schematic site plnng - sht 5			x	x		
17	5021-PART PREPARE PROPOSED UTP LAND USE PLAN SCHEMATICS	UP tech park schematic site plnng - sht 5				x		
18	5024-CONT(1) PREPARE PROPOSED UTP SITE PLAN SCHEMATICS & REPORT	UP tech park schematic site plnng - sht 5				x		
19	5028-ADJUST UTP SCHEMATIC SITE PLAN LAND USES AND PHASING TO FUNDING AVAILABILITY	UP tech park schematic site plnng - sht 5				x		
20	6015-PART PREPARE UTP DEVELOPER WORK STANDARDS, COVENANTS & AGREEMENTS	UP tech park bid documents & const - sht 6	x	x		x		
21	7002-ESTIMATE UP/DR POTENTIALS & DISCUSS WITH PROSPECTIVE DEVELOPERS & OCCUPANTS	UP downtown redevelopment site plnng - sht 7				x		
22	7006-PREPARE DETAILED TABULATION OF EXISTING LAND AND BUILDING USES ON UP/DR SITES	UP downtown redevelopment site plnng - sht 7		x		x		

10/30/93

## University Park resources - Attachment B4 - Jim R.

2

	activity	sub title	Nancy J	Howard C	Ed C	Jim R	rki	Notes
23	7015-SELECT AND TABULATE POTENTIAL UP/DR LAND USES AND AREA ALLOCATIONS	UP downtown redevelopment site plnng - sht 7				x		
24	7016-VALIDATE TABULATIONS OF UP/DR EXISTING LAND AND FACILITY USES	UP downtown redevelopment site plnng - sht 7				x		
25	7022-PART PREPARE PROPOSED UP/DR LAND USE PLAN SCHEMATICS	UP downtown redevelopment site plnng - sht 7			x	x		
26	7029-ADJUST UP/DR SCHEMATIC SITE PLAN LAND USES AND PHASING TO FUNDING AVAILABILITY	UP downtown redevelopment site plnng - sht 7			x	x		
27	7032-PREPARE & DISTRIBUTE EARLY UP/DR DEVELOPMENT DESCRIPTIVE MATERIALS	UP downtown redevelopment site plnng - sht 7				x		

	activity	sub title	Nancy J	Howard C	Ed C	Jim R	rki	Notes
1	2009-PREPARE MISSION STATEMENT FOR UP MASTER PLANNING WORK	UP master plan - sht 2		x			x	
2	2015-SET PRELIMINARY MASTER PLAN DEVELOPMENT STAGING FOR UNIVERSITY PARK	UP master plan - sht 2					x	
3	2019-PREPARE DEMONSTRATION (DE FACTO) EMPOWERMENT ZONE PROGRAM	UP master plan - sht 2	x				x	
4	3009-CONDUCT INTERVIEWS WITH AC PLANNING FINALISTS ON SHORT LIST	UP AC rochester schematic site planning - sht 3	x				x	
5	3024-RECHECK AND UPDATE AC SITE WORK CASH FLOW PROJECTIONS	UP AC rochester schematic site planning - sht 3					x	
6	3027-SET PRO FORMA COST ALLOCATIONS FOR SITE WORK	UP AC rochester schematic site planning - sht 3					x	
7	4012-UPDATE AC PRO FORMA PROJECTIONS	UP AC rochester bid documents & const - sht 4					x	
8	4017-RECHECK AND UPDATE AC LANDLORD WORK CASH FLOW PROJECTIONS	UP AC rochester bid documents & const - sht 4					x	
9	5007-PREPARE UTP SITE INFORMATION MANUAL FOR SELECTED CONSULTANT'S USE	UP tech park schematic site plnng - sht 5		x	x	x	x	
10	5008-SELECT FIRM TO DO UTP SCHEMATIC PLANNING WORK	UP tech park schematic site plnng - sht 5	x				x	
11	5009-CONDUCT INTERVIEWS WITH UTP PLANNING FINALISTS ON SHORT LIST	UP tech park schematic site plnng - sht 5	x				x	
12	5017-UPDATE EARLY UTP PRO FORMA PROJECTIONS	UP tech park schematic site plnng - sht 5					x	
13	5018-CONT(1) LOCATE & EXPLORE UTP POTENTIAL WITH INTERESTED DEVELOPERS	UP tech park schematic site plnng - sht 5		x	x		x	
14	5022-RECHECK AND UPDATE UTP SITE WORK CASH FLOW PROJECTIONS	UP tech park schematic site plnng - sht 5					x	
15	5025-SET PRO FORMA COST ALLOCATIONS FOR UTP SITE WORK	UP tech park schematic site plnng - sht 5					x	
16	5029-CONT (2) SOLICIT AND LOCATE POTENTIAL SITE DEVELOPERS FOR UTP	UP tech park schematic site plnng - sht 5		x			x	
17	6009-PREPARE UTP BASE LINE TARGET COSTS TO PROVIDE DESIGN PROGRAM CONSTRAINTS	UP tech park bid documents & const - sht 6					x	
18	6012-UPDATE UTP PRO FORMA PROJECTIONS	UP tech park bid documents & const - sht 6					x	
19	7018-UPDATE EARLY UP/DR PRO FORMA PROJECTIONS	UP downtown redevelopment site plnng - sht 7					x	
20	7023-RECHECK AND UPDATE UP/DR SITE WORK CASH FLOW PROJECTIONS	UP downtown redevelopment site plnng - sht 7					x	
21	7026-SET PRO FORMA COST ALLOCATIONS FOR UP/DR SITE WORK	UP downtown redevelopment site plnng - sht 7					x	
22	7028-CONTINUE LOCATING & SOLICITING FUNDS FOR UP/DR SITE WORK IMPLEMENTATION	UP downtown redevelopment site plnng - sht 7					x	

10/30/93

## University Park resources - Attachment B5 - Richard K.

2

	activity	sub title	Nancy J	Howard C	Ed C	Jim R	rki	Notes
2 3	7030-CONT (2) SOLICIT AND LOCATE POTENTIAL UP/DR SITE DEVELOPERS & OCCUPANTS	UP downtown redevelopment site plnng - sht 7		x			x	
2 4	8012-UPDATE UP/DR PRO FORMA PROJECTIONS	UP downtown redevelop bid doc & const - sht 8					x	
2 5	8017-RECHECK AND UPDATE UP/DR DEVELOPMENT CASH FLOW PROJECTIONS	UP downtown redevelop bid doc & const - sht 8					x	

	activity	sub title	Nancy J	Howard C	Ed C	Jim R	rki	Notes
1	2011-ESTABLISH UP AREA NAMES, STAGES, PHASES & OTHER IDENTIFICATION	UP master plan - sht 2						
2	2016-COMP DEFINE OBJECTIVES OF THE UNIVERSITY PARK MASTER PLANNING	UP master plan - sht 2						
3	2021-PART PREPARE UNIVERSITY PARK MASTER PLAN GRAPHICS & REPORT	UP master plan - sht 2						
4	2023-DEFINE ACTUAL AND POTENTIAL UNIVERSITY PARK PROJECTS & OCCUPANTS	UP master plan - sht 2						
5	2025-CONT(1) PREPARE UP MASTER PLAN GRAPHICS & REPORT	UP master plan - sht 2						
6	2027-CONT(2) PREPARE UP MASTER PLAN GRAPHICS & REPORT	UP master plan - sht 2						
7	2028-PREPARE RECOMMENDATIONS FOR MASTER PLAN IMPLEMENTATION WORK	UP master plan - sht 2						
8	2029-COMP PREPARE & SUBMIT UNIVERSITY PARK MASTER PLAN GRAPHICS & REPORT	UP master plan - sht 2						
9	3006-PREPARE ALTA SURVEY OF AC SITE	UP AC rochester schematic site planning - sht 3						
10	3007-PREPARE TOPOGRAPHIC SURVEY OF AC SITE	UP AC rochester schematic site planning - sht 3						
11	3012-SET AC SCHEMATIC SITE WORK MEETINGS AND IDENTIFY TENTATIVE AGENDA FOR EACH	UP AC rochester schematic site planning - sht 3						
12	3013-FINAL INTERVIEW SELECTED AC SITE PLANNER & NEGOTIATE SCOPE OF WORK AND FEES	UP AC rochester schematic site planning - sht 3						
13	3014-ISSUE AC NOTICE TO PROCEED TO SELECTED PLANNING FIRM	UP AC rochester schematic site planning - sht 3						
14	3016-PREP SCHEMATICS OF EXISTING TRANSPORT FACILITIES SERVING AC SITE	UP AC rochester schematic site planning - sht 3						
15	3019-DEFINE TIME PHASING OF AC SITE WORK IMPLEMENTATION	UP AC rochester schematic site planning - sht 3						
16	3020-UPDATE EARLY AC PRO FORMA PROJECTIONS	UP AC rochester schematic site planning - sht 3						
17	3022-WRITE WORK PROGRAM FOR AC PUBLIC AND PRIVATE SITE WORK	UP AC rochester schematic site planning - sht 3						
18	3025-DEFINE SCOPE OF WORK FOR EACH TIME PHASE OF AC SITE WORK IMPLEMENTATION	UP AC rochester schematic site planning - sht 3						
19	3026-CONT(1) PREPARE PROPOSED AC SITE PLAN SCHEMATICS & REPORT	UP AC rochester schematic site planning - sht 3						
20	3028-REVIEW & COMMENT ON 50% AC SITE SCHEMATICS & REPORT	UP AC rochester schematic site planning - sht 3						
21	3029-CONTINUE LOCATING & SOLICITING FUNDS FOR AC SITE WORK IMPLEMENTATION	UP AC rochester schematic site planning - sht 3						
22	3030-ADJUST AC SCHEMATIC SITE PLAN LAND USES AND PHASING TO FUNDING AVAILABILITY	UP AC rochester schematic site planning - sht 3						



	activity	sub title	Nancy J	Howard C	Ed C	Jim R	rki	Notes
2 3	3034-REVIEW AC SCHEMATIC SITE PLANS WITH OTHER OCCUPANTS OF UNIVERSITY PARK	UP AC rochester schematic site planning - sht 3						
2 4	3035-PREPARE AC SCHEMATIC SITE PLAN PRELIM COST ESTIMATES & MATCH FUNDING & MARKET POTENTIAL	UP AC rochester schematic site planning - sht 3						
2 5	3036-UNIVERSITY PARK BD OF GOVERNORS REVIEW 90% SCHEMATIC SITE PLANS & COMMENT	UP AC rochester schematic site planning - sht 3						
2 6	3037-COMPLETE PREPARE & ISSUE AC SCHEMATIC SITE PLANS & REPORT	UP AC rochester schematic site planning - sht 3						
2 7	3038-FINAL APPROVE AC SCHEMATIC SITE PLANS & REPORT, PRINT & ISSUE FOR DISTRIBUTION	UP AC rochester schematic site planning - sht 3						
2 8	4006-SET AC CONSTRUCT DOCUMENT MEETINGS & TENTATIVE AGENDA FOR EACH	UP AC rochester bid documents & const - sht 4						
2 9	4007-FINAL INTERVIEW SELECTED AC ARCH & ENGR & NEGOTIATE WORK SCOPE & FEES	UP AC rochester bid documents & const - sht 4						
3 0	4008-ISSUE AC NOTICE TO PROCEED WITH CONSTR DOCUMENTS TO SELECTED ARCH & ENGR	UP AC rochester bid documents & const - sht 4						
3 1	4009-PREPARE BASE LINE TARGET COSTS TO PROVIDE DESIGN PROGRAM CONSTRAINTS	UP AC rochester bid documents & const - sht 4						
3 2	4010-PREPARE AC BASE BUILDING & SITE SCHEMATIC DESIGN PACKAGE & SUBMIT TO DCED	UP AC rochester bid documents & const - sht 4						
3 3	4011-REVIEW & APPROVE AC LANDLORD WORK SCHEMATIC DESIGN PACKAGE	UP AC rochester bid documents & const - sht 4						
3 4	4018-PART PREPARE AC LANDLORD WORK CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4						
3 5	4020-REVIEW & APPROVE 50% AC LANDLORD CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4						
3 6	4021-COMP REVIEW & APPROVE AC LANDLORD WORK DESIGN DEVELOPMENT PACKAGE	UP AC rochester bid documents & const - sht 4						
3 7	4022-COMP PREPARE AC LANDLORD WORK CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4						
3 8	4025-ADVERTISE AC PROJECT	UP AC rochester bid documents & const - sht 4						
3 9	4026-PRINT & ISSUE AC LANDLORD CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4						
4 0	4027-PART PREPARE AC TENANT CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4						
4 1	4028-SOLICIT & RECEIVE AC LANDLORD CONSTRUCTION PROPOSALS	UP AC rochester bid documents & const - sht 4						
4 2	4029-PART REVIEW & APPROVE AC TENANT WORK CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4						
4 3	4030-SELECT AC LANDLORD WORK CONTRACTOR & PROVIDE NOTICE TO PROCEED	UP AC rochester bid documents & const - sht 4						
4 4	4031-TENANTS SOLICIT & RECEIVE EARLY TENANT WORK PROPOSALS	UP AC rochester bid documents & const - sht 4						

	activity	sub title	Nancy J	Howard C	Ed C	Jim R	rki	Notes
4 5	4032-PART CONST AC LANDLORD WORK TO POINT WHERE TENANT IMPROVEMENT WORK CAN BEGIN	UP AC rochester bid documents & const - sht 4						
4 6	4033-TENANTS PART AWARD EARLY TENANT WORK CONSTRUCTION CONTRACTS	UP AC rochester bid documents & const - sht 4						
4 7	4034-COMP CONSTRUCT AC LANDLORD WORK	UP AC rochester bid documents & const - sht 4						
4 8	5002-ESTIMATE PROPOSED UTP DEVELOPMENT POTENTIAL & DISCUSS WITH PROSPECTS	UP tech park schematic site plnng - sht 5						
4 9	5004-PREPARE ALTA SURVEY OF UTP SITE	UP tech park schematic site plnng - sht 5						
5 0	5005-PREPARE TOPOGRAPHIC SURVEY OF UTP SITE	UP tech park schematic site plnng - sht 5						
5 1	5010-FINAL INTERVIEW SELECTED UTP SITE PLANNER & NEGOTIATE SCOPE OF WORK AND FEES	UP tech park schematic site plnng - sht 5						
5 2	5011-ISSUE UTP NOTICE TO PROCEED TO SELECTED PLANNING FIRM	UP tech park schematic site plnng - sht 5						
5 3	5013-PREP SCHEMATICS OF EXISTING TRANSPORT FACILITIES SERVING UTP SITE	UP tech park schematic site plnng - sht 5						
5 4	5016-DEFINE TIME PHASING OF UTP SITE WORK IMPLEMENTATION	UP tech park schematic site plnng - sht 5						
5 5	5023-DEFINE SCOPE OF WORK FOR EACH TIME PHASE OF UTP SITE WORK IMPLEMENTATION	UP tech park schematic site plnng - sht 5						
5 6	5031-PREPARE & DISTRIBUTE EARLY UTP DEVELOPMENT DESCRIPTIVE MATERIALS	UP tech park schematic site plnng - sht 5						
5 7	5032-REVIEW UTP SCHEMATIC SITE PLANS WITH OTHER OCCUPANTS OF UNIVERSITY PARK	UP tech park schematic site plnng - sht 5						
5 8	5033-PREPARE UTP SCHEMATIC SITE PLAN PRELIM COST ESTIMATES & MATCH FUNDING & MARKET POTENTIAL	UP tech park schematic site plnng - sht 5						
5 9	5034-UNIVERSITY PARK BD OF GOVERNORS REVIEW 90% SCHEMATIC SITE PLANS & COMMENT	UP tech park schematic site plnng - sht 5						
6 0	5035-COMPLETE PREPARE & ISSUE UTP SCHEMATIC SITE PLANS & REPORT	UP tech park schematic site plnng - sht 5						
6 1	5036-FINAL APPROVE UTP SCHEMATIC SITE PLANS & REPORT, PRINT & ISSUE FOR DISTRIBUTION	UP tech park schematic site plnng - sht 5						
6 2	6005-SELECT ARCHITECT ENGINEERING FIRM TO DO UTP CONSTRUCTION DOCUMENTS	UP tech park bid documents & const - sht 6						
6 3	6008-ISSUE UTP NOTICE TO PROCEED WITH CONSTR DOCUMENTS TO SELECTED ARCH & ENGR	UP tech park bid documents & const - sht 6						
6 4	6010-PREPARE UTP PRELIM PUBLIC AREA SITE IMPROVEMENT PACKAGE & SUBMIT TO DPW & DCED	UP tech park bid documents & const - sht 6						
6 5	6013-PART PREPARE UTP PASI CONSTRUCTION DOCUMENTS & UPDATE COST ESTIMATES	UP tech park bid documents & const - sht 6						
6 6	6016-COMP PREPARE UTP PASI CONSTRUCTION DOCUMENTS & UPDATE COST ESTIMATES	UP tech park bid documents & const - sht 6						

	activity	sub title	Nancy J	Howard C	Ed C	Jim R	rki	Notes
6 7	6019-COMP REVIEW & APPROVE UTP PUBLIC AREA SITE IMPROVEMENT CONSTRUCTION DOCUMENTS	UP tech park bid documents & const - sht 6						
6 8	6023-SOLICIT & RECEIVE UTP PASI CONSTRUCTION PROPOSALS	UP tech park bid documents & const - sht 6						
6 9	6026-UTP DEVELOPERS SOLICIT & RECEIVE EARLY FACILITY CONSTRUCTION PROPOSALS	UP tech park bid documents & const - sht 6						
7 0	6027-PART CONST UTP PASI WORK TO POINT WHERE DEVELOPER FACILITY WORK CAN BEGIN	UP tech park bid documents & const - sht 6						
7 1	6028-UTP DEVELOPERS AWARD EARLY FACILITY CONSTRUCTION CONTRACTS	UP tech park bid documents & const - sht 6						
7 2	6029-COMP CONSTRUCT UTP PUBLIC AREA SITE IMPROVEMENT WORK	UP tech park bid documents & const - sht 6						
7 3	6030-PART CONSTRUCT UTP EARLY DEVELOPMENT FACILITIES	UP tech park bid documents & const - sht 6						
7 4	6033-COMP CONSTRUCT UTP EARLY DEVELOPMENT FACILITIES & MOVE IN	UP tech park bid documents & const - sht 6						
7 5	7004-PREPARE ALTA SURVEY OF UP/DR SITES	UP downtown redevelopment site plnng - sht 7						
7 6	7005-PREPARE TOPOGRAPHIC SURVEY OF UP/DR SITES	UP downtown redevelopment site plnng - sht 7						
7 7	7008-PREPARE UP/DR SITE INFORMATION MANUAL FOR SELECTED CONSULTANT'S USE	UP downtown redevelopment site plnng - sht 7						
7 8	7010-SET UP/DR SCHEMATIC SITE WORK MEETINGS AND IDENTIFY TENTATIVE AGENDA FOR EACH	UP downtown redevelopment site plnng - sht 7						
7 9	7014-PREP SCHEMATICS OF EXISTING TRANSPORT FACILITIES SERVING UP/DR SITES	UP downtown redevelopment site plnng - sht 7						
8 0	7017-DEFINE TIME PHASING OF UP/DR SITE WORK IMPLEMENTATION	UP downtown redevelopment site plnng - sht 7						
8 1	7020-DEFINE UP/DR PROJECTS DESIGN GOALS, OBJECTIVES, STANDARDS	UP downtown redevelopment site plnng - sht 7						
8 2	7021-WRITE WORK PROGRAMS FOR UP/DR PUBLIC AND PRIVATE SITE WORK	UP downtown redevelopment site plnng - sht 7						
8 3	7024-DEFINE SCOPE OF WORK FOR EACH TIME PHASE OF UP/DR SITE WORK IMPLEMENTATION	UP downtown redevelopment site plnng - sht 7						
8 4	7025-CONT(1) PREPARE PROPOSED UP/DR SITE PLAN SCHEMATICS & REPORT	UP downtown redevelopment site plnng - sht 7						
8 5	7027-REVIEW & COMMENT ON 50% UP/DR SITE SCHEMATICS & REPORT	UP downtown redevelopment site plnng - sht 7						
8 6	7033-REVIEW UP/DR SCHEMATIC SITE PLANS WITH OTHER OCCUPANTS OF UNIVERSITY PARK	UP downtown redevelopment site plnng - sht 7						
8 7	7034-PREPARE UP/DR SCHEMATIC SITE PLAN PRELIM COST ESTIMATES & MATCH FUNDING & MARKET POTENTIAL	UP downtown redevelopment site plnng - sht 7						
8 8	7035-UNIVERSITY PARK BD OF GOVERNORS REVIEW UP/DR 90% SCHEMATIC SITE PLANS & COMMENT	UP downtown redevelopment site plnng - sht 7						

	activity	sub title	Nancy J	Howard C	Ed C	Jim R	rki	Notes
89	7036-COMPLETE PREPARE & ISSUE UP/DR SCHEMATIC SITE PLANS & REPORT	UP downtown redevelopment site plnng - sht 7						
90	7037-FINAL APPROVE UP/DR SCHEMATIC SITE PLANS & REPORT, PRINT & ISSUE FOR DISTRIBUTION	UP downtown redevelopment site plnng - sht 7						
91	8006-SET UP/DR CONSTRUCT DOCUMENT MEETINGS & TENTATIVE AGENDA FOR EACH	UP downtown redevelop bid doc & const - sht 8						
92	8009-PREPARE UP/DR BASE LINE TARGET COSTS TO PROVIDE DESIGN PROGRAM CONSTRAINTS	UP downtown redevelop bid doc & const - sht 8						
93	8010-PREPARE UP/DR PRELIM PUBLIC AREA SITE IMPROVEMENT PACKAGE & SUBMIT TO DPW & DCED	UP downtown redevelop bid doc & const - sht 8						
94	8011-REVIEW & APPROVE PRELIM UP/DR PUBLIC AREA SITE IMPROVEMENT DESIGN PACKAGE	UP downtown redevelop bid doc & const - sht 8						
95	8013-PART PREPARE UP/DR PASI CONSTRUCTION DOCUMENTS & UPDATE COST ESTIMATES	UP downtown redevelop bid doc & const - sht 8						
96	8014-REVIEW & APPROVE 50% UP/DR PASI CONSTRUCTION DOCUMENTS	UP downtown redevelop bid doc & const - sht 8						
97	8015-PART PREPARE UP/DR DEVELOPER WORK STANDARDS, COVENANTS & AGREEMENTS	UP downtown redevelop bid doc & const - sht 8						
98	8016-COMP PREPARE UP/DR PASI CONSTRUCTION DOCUMENTS & UPDATE COST ESTIMATES	UP downtown redevelop bid doc & const - sht 8						
99	8019-COMP REVIEW & APPROVE UP/DR PUBLIC AREA SITE IMPROVEMENT CONSTRUCTION DOCUMENTS	UP downtown redevelop bid doc & const - sht 8						
100	8022-DEVELOPERS PREPARE UP/DR CONSTRUCTION DOCUMENTS FOR EARLY FACILITIES	UP downtown redevelop bid doc & const - sht 8						
101	8027-PART CONST UP/DR PASI WORK TO POINT WHERE DEVELOPER FACILITY WORK CAN BEGIN	UP downtown redevelop bid doc & const - sht 8						
102	8029-COMP CONSTRUCT UP/DR PUBLIC AREA SITE IMPROVEMENT WORK	UP downtown redevelop bid doc & const - sht 8						
103	8030-PART CONSTRUCT UP/DR EARLY DEVELOPMENT FACILITIES	UP downtown redevelop bid doc & const - sht 8						
104	8033-COMP CONSTRUCT UP/DR EARLY DEVELOPMENT FACILITIES & MOVE IN	UP downtown redevelop bid doc & const - sht 8						



XVIII. 18. Date of meeting - Tuesday, September 7, 1993

- A. City of Flint University Park meeting notes - #18
- B. By Ralph J. Stephenson - Consultant
- C. Date of meeting - 8:49:01 AM - Tuesday, September 7, 1993
- D. Location of meeting - DCED offices and City Hall, Flint, Michigan
  - 1. Those attending
    - a) Richard King
    - b) Ralph J, Stephenson - consultant
  - 2. General
    - a) Discussed agenda for day with Richard King.
    - b) Set general procedures for interviews with DCED functional heads.
    - c) Reviewed current status of University Park briefly.
- E. Presentation by Johnson, Johnson & Roy to mayor and key University Park participants
  - 1. I was there primarily as a consultant to DCED and an observer for them.
  - 2. No formal meeting notes taken by me.
- F. Observer at special meeting on AC west building usage.
- G. Assessment of internal talents available on staff
  - 1. Meetings in afternoon with DCED key personnel
    - a) Purpose of interviews
      - (1) To determine what staff members consider their major responsibilities.
      - (2) To begin setting internal staff activity levels that might be possible on the University Park project to supplement outside consultant work.
      - (3) To determine where outside and internal staff experience and background can best supplement each other. This to achieve better combined performance on University Park and other projects.
    - b) Those involved
      - (1) Nancy Jurkiewicz
      - (2) Howard Clark
      - (3) Ed Custer
      - (4) Jim Race
      - (5) Richard King
    - c) Activity list used
      - (1) Sheet #2 to #8 - University Park Master Plan - Issue #4 - dated July 6, 1993
      - (2) Each person interviewed was asked to identify actions in the network models to which they could contribute something of value.
      - (3) These actions were checked in the task listing for the project.
  - 2. Duties of the DCED staff from interviews and from organization chart dated 01/21/93 - listed alphabetically

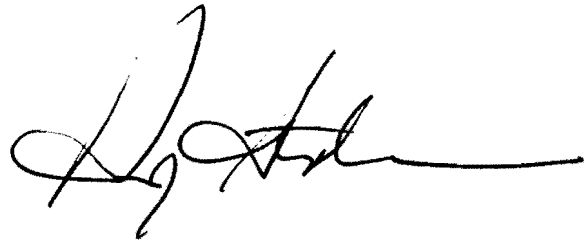
In many of the interviews, there was not sufficient time to discuss the activities of each person in detail. Those areas in which additional discussions should be held are noted by an asterisk.

    - a) Howard Clark - Real Estate Manager
      - (1) From organization chart
        - (a) Prospect research and services
        - (b) Business retention services
        - (c) Data base development and management
        - (d) Site development and property management

- (e) Marketing
  - (f) Foreign trade
- (2) From discussions
  - (a) Demolition
    - i) Implements about 25 demolitions each 2 months.
    - ii) Major peaks come about 2 months and usually peak lasts for one month.
  - (b) Handling phone responses
    - i) Bid inquiries re city owned properties - 10 all the time?
    - ii) Fairly constant demand.
  - (c) Acquisition
    - i) Low demand on work, but constant
  - (d) Disposition of city owned properties - easements
    - i) Fairly low demand on time, but constant
  - (e) Weed control program
    - i) Peaks seasonally during year
- (3) General notes
  - (a) hcl has most land uses on spread sheet program
- b) Ed Custer - Planning and Housing Manager
  - (1) From organization chart
    - (a) Housing - planning & development assistance.
    - (b) Demographics & market research
    - (c) Demographic & market information update.
  - (2) From discussions
    - (a) Environmental assessment studies
      - i) Check lists.
    - (b) \*Statutory check list
    - (c) \*Special work projects - what are these?
      - i) Gap filling?
    - (d) \*Performance reports?
  - (3) General notes
    - (a) Mentioned that new construction would require statutory check list?
    - (b) Add column for DDA. - what is DDA?
- c) D. Humphry - Principal Stenographer - not interviewed
  - (1) From organization chart - none specified
  - (2) From discussions
  - (3) General notes
- d) Nancy Jurkiewicz - Funding Development Manager
  - (1) From organization chart
    - (a) Project management duties
      - i) Urban investment plan
      - ii) Community stabilization revitalization plan - technical assistance - heavy work load.
      - iii) Airport Airpark
      - iv) University Park - assists rki to prepare applications for the Urban Empowerment Zone.
    - (b) \*Funding development

- (2) From discussions
  - (a) \*Writing and editing - primarily grants?
  - (b) \*Contract compliance ?
  - (c) \*Quality control ?
  - (d) \*Urban empowerment zone ?
- (3) General notes
- e) Richard King - Economic Development Administrator - not interviewed
  - (1) From organization chart
    - (a) Division mission  
The Economic Development Division of the City of Flint Department of Community Development is in the business of making Flint a great city. As a business, the Division's mission is to make Flint a great city by building an economic development infrastructure as a platform for accelerating Flint's development as an urban center of manufacturing, entrepreneurial, and life quality excellence and by enhancing the individual businesses which will use this infrastructure.
  - (b) From discussions - none specifically related to this assignment.
  - (c) General notes
- f) Fred Kump - Economic Development/TIFA Manager - not interviewed
  - (1) From organization chart
    - (a) Asset management & Oak Business Center
    - (b) Debt & equity financing
    - (c) TIFA fund management
    - (d) Small business development
    - (e) Marketing
  - (2) From discussions
  - (3) General notes
- g) Alma McGuire - Principal Stenographer - not interviewed
  - (1) From organization chart - none specified
  - (2) From discussions
  - (3) General notes
- h) Jim Race - Zoning Administrator
  - (1) From organization chart
    - (a) Zoning & land use
    - (b) Master & capability-based planning?
    - (c) Marketing
    - (d) Digital mapping, CAD, and war room management.
    - (e) Planning - University Park
  - (2) From discussions
    - (a) Zoning changes.
    - (b) Site plan review.
    - (c) Zoning appeals.
    - (d) Annual revision to master plan
      - i) Map plan.
      - ii) Policy plan.
  - (3) General notes
    - (a) Mentioned that the master map plan has disappeared. Must find.

- (b) Work load appears to be high in spring, higher in summer, begins to drop in fall, and hits the low demand in winter.
  - i) Mattie Smith - Administrative Assistant - not interviewed
    - (1) From organization chart
      - (a) Intake analysis problem identification
      - (b) Portfolio administration
      - (c) Client/prospect data base management
      - (d) Management/grantee reports
    - (2) From discussions
    - (3) General notes
- H. Mott Foundation Grant Proposal - discussed with Richard King and Nancy Jurkiewicz**

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



## University Park resources needed in hours

1

	activity	sub title	Nancy J.	Howard C.	Ed C.	James R.	Richard K.	Notes
1	1000: Comp prep operations plan for Bd comments & submit to Board for discussion at July 14, 1993 mtg - 15	work plan - sht 1						
2	1002: Board review Consultant selection & operations plan for Board Meeting on July 14, 1993 - 1	work plan - sht 1						
3	1003: Bd of Governors meet & appv consultant selection, operations plan, & proj boundaries - 1	work plan - sht 1						
4	1101: Refine Work Plan & submit to Core Competence Teams for review & comment - 19	work plan - sht 1						
5	1102: Part Prepare Consultants RFP's - 26	work plan - sht 1						
6	1103.01: Define Selection Process & Recommend Selection Committees - 13	work plan - sht 1						
7	1103.02: Complete prepare & distribute Consultant's RFP - 2	work plan - sht 1						
8	1103.03: Publish Advertisement for Proposals - 1	work plan - sht 1						
9	1103.04: Receive Proposals from Interested Consultants - 22	work plan - sht 1						
10	1103.05: Evaluate Consultant's proposals & prepare short list of finalists - 2	work plan - sht 1						
11	1103.06: Interview Finalist Consultants - 5	work plan - sht 1						
12	1103.07: Selection Committee Recommend Marketing & Planning Consultants - 3	work plan - sht 1						
13	1104: Prepare & Submit Final Marketing & Planning Consultant Selection to Board - 1	work plan - sht 1						
14	1105: Prep & submit grant applications & pre funding request to Mott Found for Marketing & Planning Consultants - 8	work plan - sht 1						
15	1107: Complete Prepare & Submit Work Plan to Board - 10	work plan - sht 1						
16	1110: Core Competence Teams Review & Comment on Work Plan - 10	work plan - sht 1						
17	1111: Mott Found review & approve marketing & planning consultant grant application & give verbal approval to program - 33	work plan - sht 1						
18	1112: Board review & comment on Work Plan - 5	work plan - sht 1						
19	1113: Mott Foundation Make funds available to pay for marketing & planning consultant services - 66	work plan - sht 1						
20	1120: Core competence teams review & comment on Consultant's RFP's - 5	work plan - sht 1						
21	1201: Develop Methodology and Scope of Services for Planning Consultant - 5	work plan - sht 1						
22	1204: Adjust overall conceptual site plan - 37	work plan - sht 1						

## University Park resources needed in hours

2

	activity	sub title	Nancy J.	Howard C.	Ed C.	James R.	Richard K.	Notes
2 3	1205.01: Prepare schematic plans of UP Technology & Industrial Mall - 26	work plan - sht 1						
2 4	1205.02: Prepare schematic plans of Year I- University Technology Park - 26	work plan - sht 1						
2 5	1205.04: Prepare schematic plans of year 1- UP public area site improvements - 26	work plan - sht 1						
2 6	1205.06: Prepare schematic plans - McFarlan Place (public area site improvements) - 26	work plan - sht 1						
2 7	1205.08: Prepare schematic plans for downtown - 26	work plan - sht 1						
2 8	1206.01: Adjust schematic plans of UP Technology & Industrial Mall to market opportunities - 33	work plan - sht 1						
2 9	1206.02 Adjust schematic plans of Year I- University Technology Park - 33	work plan - sht 1						
3 0	1207: Prepare schematic open space plans - 33	work plan - sht 1						
3 1	1208: Prepare overall University Park schematic site plan - 25	work plan - sht 1						
3 2	1209: Develop design objective, standards, and criteria - 25	work plan - sht 1						
3 3	1210: Estimate site preparation cost for each development parcel - 38	work plan - sht 1						
3 4	1211: Prepare preliminary public area site improvement plans - 44	work plan - sht 1						
3 5	1212: Estimate site preparation costs - 50	work plan - sht 1						
3 6	1213: Estimate public area site improvement costs - 25	work plan - sht 1						
3 7	1214: Conduct appropriate environmental testing - 31	work plan - sht 1						
3 8	1215: Estimate environmental costs for Phase I priority dev. projects -	work plan - sht 1						
3 9	1216: Prepare construction bid documents for public area site improvements - 40	work plan - sht 1						
4 0	1218: Complete overall University Park master plan - 10 ?	work plan - sht 1						
4 1	1302.01: Complete Phase I - residential demand study - 56	work plan - sht 1						
4 2	1302.02: Complete phase I - industrial demand market study - 56	work plan - sht 1						
4 3	1302.03: Complete Phase I - office demand market study - 56	work plan - sht 1						
4 4	1302.04: Complete retail and entertainment market incl. Atwood Stadium reuse study - 56	work plan - sht 1						

	activity	sub title	Nancy J.	Howard C.	Ed C.	James R.	Richard K.	Notes
4 5	1303: Determine preliminary site development phasing - 19	work plan - sht 1						
4 6	1304: Outline marketing advantages of phasing - 15	work plan - sht 1						
4 7	1305: Develop preliminary Phase I Priority Projects Development Program - 15	work plan - sht 1						
4 8	1306: Estimate Market Value Ranges of Priority Public & Private Property - 15	work plan - sht 1						
4 9	1307: Prepare solicitation strategies and incentives - 15	work plan - sht 1						
5 0	1308.01: Complete residential demand market study - 42	work plan - sht 1						
5 1	1308.02: Complete industrial demand market study - 42	work plan - sht 1						
5 2	1308.03: Complete office demand market study - 42	work plan - sht 1						
5 3	1308.04: Complete retail and entertainment market incl. Atwood Stadium reuse study - 42	work plan - sht 1						
5 4	1309: Complete University Park redevelopment recommendations - 30	work plan - sht 1						
5 5	1310: Review findings with Board of Governors - 3	work plan - sht 1						
5 6	1313: Identify external financing needs - 54	work plan - sht 1						
5 7	1315: Prepare marketing policy and program - 16	work plan - sht 1						
5 8	1318: Prepare priority project prospectus as appropriate - 16	work plan - sht 1						
5 9	1508: Review and approve final residential study draft - 3	work plan - sht 1						
6 0	1509: Review and approve final residential study - 111	work plan - sht 1						
6 1	1510: Identify locally implementable activities from the residential market - 21	work plan - sht 1						
6 2	1511: Define possible new construction areas within neighborhoods - 21	work plan - sht 1						
6 3	1512: Review and Approve Schematic Plans - 40	work plan - sht 1						
6 4	2002-PREPARE PRELIM INSTITUTIONAL DEMAND MARKET STUDY	UP master plan - sht 2						
6 5	2003-PREPARE PRELIM INDUSTRIAL DEMAND MARKET STUDY	UP master plan - sht 2						
6 6	2004-PREPARE PRELIM RESIDENTIAL DEMAND MARKET STUDY	UP master plan - sht 2						

## University Park resources needed in hours

4

	activity	sub title	Nancy J.	Howard C.	Ed C.	James R.	Richard K.	Notes
6 7	2005-PREPARE PRELIM RETAIL & ENTERTAINMENT MARKET STUDY	UP master plan - sht 2						
6 8	2006-PREPARE PRELIM OFFICE DEMAND OFFICE STUDY	UP master plan - sht 2						
6 9	2007-IDENTIFY AND CLASSIFY UNIVERSITY PARK EXISTING LAND USES	UP master plan - sht 2						
7 0	2008-OBTAIN & REVIEW AREA INSTITUTION DEVELOPMENT PLANS	UP master plan - sht 2						
7 1	2009-PREPARE MISSION STATEMENT FOR UP MASTER PLANNING WORK	UP master plan - sht 2						
7 2	2010-DEFINE UNIVERSITY PARK NEIGHBORHOODS	UP master plan - sht 2						
7 3	2011-ESTABLISH UP AREA NAMES, STAGES, PHASES & OTHER IDENTIFICATION	UP master plan - sht 2						
7 4	2012-DEFINE UP NEIGHBORHOOD ORGANIZATIONS & RECVE SUMMARY COMMUNITY INPUT	UP master plan - sht 2						
7 5	2013-MAKE EARLY ENVIRONMENTAL ANALYSES OF UP AREA	UP master plan - sht 2						
7 6	2014-MAKE EARLY DETERMINATIONS OF UP PUBLIC & PRIVATE TRANSPORTATION NEEDS	UP master plan - sht 2						
7 7	2015-SET PRELIMINARY MASTER PLAN DEVELOPMENT STAGING FOR UNIVERSITY PARK	UP master plan - sht 2						
7 8	2016-COMP DEFINE OBJECTIVES OF THE UNIVERSITY PARK MASTER PLANNING	UP master plan - sht 2						
7 9	2017-DEVELOP BROAD DESIGN GUIDELINES FOR UNIVERSITY PARK AREAS	UP master plan - sht 2						
8 0	2018-COMP DEFINE UP OPPORTUNITIES, STRENGTHS, WEAKNESSES & PROBLEMS	UP master plan - sht 2						
8 1	2019-PREPARE DEMONSTRATION (DE FACTO) EMPOWERMENT ZONE PROGRAM	UP master plan - sht 2						
8 2	2020-PREPARE & SUBMIT PRELIM LAND USE ALLOCATION & TRANSPORT LINKAGES	UP master plan - sht 2						
8 3	2021-PART PREPARE UNIVERSITY PARK MASTER PLAN GRAPHICS & REPORT	UP master plan - sht 2						
8 4	2022-SET INDIVIDUAL PROJECT PRIORITIES FOR UNIVERSITY PARK AREA	UP master plan - sht 2						
8 5	2023-DEFINE ACTUAL AND POTENTIAL UNIVERSITY PARK PROJECTS & OCCUPANTS	UP master plan - sht 2						
8 6	2024-SET MUST, WANT & WISH LIST CHARACTERISTICS FOR UNIVERSITY PARK PROJECTS	UP master plan - sht 2						
8 7	2025-CONT(1) PREPARE UP MASTER PLAN GRAPHICS & REPORT	UP master plan - sht 2						
8 8	2026-PREPARE ROUGH ESTIMATES OF PUBLIC AREA SITE IMPROVEMENT COSTS	UP master plan - sht 2						

	activity	sub title	Nancy J.	Howard C.	Ed C.	James R.	Richard K.	Notes
89	2027-CONT(2) PREPARE UP MASTER PLAN GRAPHICS & REPORT	UP master plan - sht 2						
90	2028-PREPARE RECOMMENDATIONS FOR MASTER PLAN IMPLEMENTATION WORK	UP master plan - sht 2						
91	2029-COMP PREPARE & SUBMIT UNIVERSITY PARK MASTER PLAN GRAPHICS & REPORT	UP master plan - sht 2						
92	3004-ESTIMATE PROPOSED AC FACILITIES LEASING POTENTIAL & DISCUSS WITH PROSPECTS	UP AC rochester schmatic site planning - sht 3						
93	3005-DETERMINE AC MARKET CHARACTERISTICS OF SITE AND PROPOSED FACILITIES	UP AC rochester schmatic site planning - sht 3						
94	3006-PREPARE ALTA SURVEY OF AC SITE	UP AC rochester schmatic site planning - sht 3						
95	3007-PREPARE TOPOGRAPHIC SURVEY OF AC SITE	UP AC rochester schmatic site planning - sht 3						
96	3008-PREPARE DETAILED TABULATION OF EXISTING LAND AND BUILDING USES ON AC SITE	UP AC rochester schmatic site planning - sht 3						
97	3009-CONDUCT INTERVIEWS WITH AC PLANNING FINALISTS ON SHORT LIST	UP AC rochester schmatic site planning - sht 3						
98	3010-PREPARE AC SITE INFORMATION MANUAL FOR SELECTED CONSULTANT'S USE	UP AC rochester schmatic site planning - sht 3						
99	3011-SELECT FIRM TO DO AC SCHEMATIC PLANNING WORK	UP AC rochester schmatic site planning - sht 3						
00	3012-SET AC SCHEMATIC SITE WORK MEETINGS AND IDENTIFY TENTATIVE AGENDA FOR EACH	UP AC rochester schmatic site planning - sht 3						
101	3013-FINAL INTERVIEW SELECTED AC SITE PLANNER & NEGOTIATE SCOPE OF WORK AND FEES	UP AC rochester schmatic site planning - sht 3						
102	3014-ISSUE AC NOTICE TO PROCEED TO SELECTED PLANNING FIRM	UP AC rochester schmatic site planning - sht 3						
103	3016-PREP SCHEMATICS OF EXISTING TRANSPORT FACILITIES SERVING AC SITE	UP AC rochester schmatic site planning - sht 3						
104	3017-SELECT AND TABULATE POTENTIAL AC LAND USES AND AREA ALLOCATIONS	UP AC rochester schmatic site planning - sht 3						
105	3018-VALIDATE TABULATIONS OF AC EXISTING LAND AND FACILITY USES	UP AC rochester schmatic site planning - sht 3						
106	3019-DEFINE TIME PHASING OF AC SITE WORK IMPLEMENTATION	UP AC rochester schmatic site planning - sht 3						
107	3020-UPDATE EARLY AC PRO FORMA PROJECTIONS	UP AC rochester schmatic site planning - sht 3						
108	3021-DEFINE AC PROJECT DESIGN GOALS, OBJECTIVES, STANDARDS	UP AC rochester schmatic site planning - sht 3						
109	3022-WRITE WORK PROGRAM FOR AC PUBLIC AND PRIVATE SITE WORK	UP AC rochester schmatic site planning - sht 3						
110	3023-PART PREPARE PROPOSED AC LAND USE PLAN SCHEMATICS	UP AC rochester schmatic site planning - sht 3						

	activity	sub title	Nancy J.	Howard C.	Ed C.	James R.	Richard K.	Notes
111	3024-RECHECK AND UPDATE AC SITE WORK CASH FLOW PROJECTIONS	UP AC rochester schmatic site planning - sht 3						
112	3025-DEFINE SCOPE OF WORK FOR EACH TIME PHASE OF AC SITE WORK IMPLEMENTATION	UP AC rochester schmatic site planning - sht 3						
113	3026-CONT(1) PREPARE PROPOSED AC SITE PLAN SCHEMATICS & REPORT	UP AC rochester schmatic site planning - sht 3						
114	3027-SET PRO FORMA COST ALLOCATIONS FOR SITE WORK	UP AC rochester schmatic site planning - sht 3						
115	3028-REVIEW & COMMENT ON 50% AC SITE SCHEMATICS & REPORT	UP AC rochester schmatic site planning - sht 3						
116	3029-CONTINUE LOCATING & SOLICITING FUNDS FOR AC SITE WORK IMPLEMENTATION	UP AC rochester schmatic site planning - sht 3						
117	3030-ADJUST AC SCHEMATIC SITE PLAN LAND USES AND PHASING TO FUNDING AVAILABILITY	UP AC rochester schmatic site planning - sht 3						
118	3031-SOLICIT AND LOCATE POTENTIAL SITE DEVELOPERS FOR AC AS REQUIRED	UP AC rochester schmatic site planning - sht 3						
119	3032-ADJUST AC SCHEMATIC SITE PLAN & TIME PHASING TO CURRENT MARKET CONDITIONS	UP AC rochester schmatic site planning - sht 3						
120	3033-PREPARE & DISTRIBUTE EARLY AC LEASING DESCRIPTIVE MATERIALS	UP AC rochester schmatic site planning - sht 3						
121	3034-REVIEW AC SCHEMATIC SITE PLANS WITH OTHER OCCUPANTS OF UNIVERSITY PARK	UP AC rochester schmatic site planning - sht 3						
22	3035-PREPARE AC SCHEMATIC SITE PLAN PRELIM COST ESTIMATES & MATCH FUNDING & MARKET POTENTIAL	UP AC rochester schmatic site planning - sht 3						
123	3036-UNIVERSITY PARK BD OF GOVERNORS REVIEW 90% SCHEMATIC SITE PLANS & COMMENT	UP AC rochester schmatic site planning - sht 3						
124	3037-COMPLETE PREPARE & ISSUE AC SCHEMATIC SITE PLANS & REPORT	UP AC rochester schmatic site planning - sht 3						
125	3038-FINAL APPROVE AC SCHEMATIC SITE PLANS & REPORT, PRINT & ISSUE FOR DISTRIBUTION	UP AC rochester schmatic site planning - sht 3						
126	4004-CONDUCT INTERVIEWS WITH AC ARCHITECTS & ENGINEERS ON SHORT LIST	UP AC rochester bid documents & const - sht 4						
127	4005-SELECT ARCHITECT ENGINEERING FIRM TO DO AC CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4						
128	4006-SET AC CONSTRUCT DOCUMENT MEETINGS & TENTATIVE AGENDA FOR EACH	UP AC rochester bid documents & const - sht 4						
129	4007-FINAL INTERVIEW SELECTED AC ARCH & ENGR & NEGOTIATE WORK SCOPE & FEES	UP AC rochester bid documents & const - sht 4						
130	4008-ISSUE AC NOTICE TO PROCEED WITH CONSTR DOCUMENTS TO SELECTED ARCH & ENGR	UP AC rochester bid documents & const - sht 4						
131	4009-PREPARE BASE LINE TARGET COSTS TO PROVIDE DESIGN PROGRAM CONSTRAINTS	UP AC rochester bid documents & const - sht 4						
132	4010-PREPARE AC BASE BUILDING & SITE SCHEMATIC DESIGN PACKAGE & SUBMIT TO DCED	UP AC rochester bid documents & const - sht 4						

	activity	sub title	Nancy J.	Howard C.	Ed C.	James R.	Richard K.	Notes
133	4011-REVIEW & APPROVE AC LANDLORD WORK SCHEMATIC DESIGN PACKAGE	UP AC rochester bid documents & const - sht 4						
134	4012-UPDATE AC PRO FORMA PROJECTIONS	UP AC rochester bid documents & const - sht 4						
135	4013-PART PREPARE LANDLORD WORK DESIGN DEVELOPMENT PACKAGE & UPDATE COST ESTIMATES	UP AC rochester bid documents & const - sht 4						
136	4014-REVIEW & APPROVE 50% AC LANDLORD WORK DESIGN DEVELOPMENT PACKAGE	UP AC rochester bid documents & const - sht 4						
137	4015-PREPARE AC TENANT WORK STANDARDS & DRAFT PRELIMINARY LEASING DOCUMENTS	UP AC rochester bid documents & const - sht 4						
138	4016-COMP PREPARE LANDLORD WORK DESIGN DEVELOPMENT PACKAGE & UPDATE COST ESTIMATES	UP AC rochester bid documents & const - sht 4						
139	4017-RECHECK AND UPDATE AC LANDLORD WORK CASH FLOW PROJECTIONS	UP AC rochester bid documents & const - sht 4						
140	4018-PART PREPARE AC LANDLORD WORK CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4						
141	4019-SOLICIT AC TENANTS & OBTAIN 40% LETTERS OF INTENT	UP AC rochester bid documents & const - sht 4						
142	4020-REVIEW & APPROVE 50% AC LANDLORD CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4						
143	4021-COMP REVIEW & APPROVE AC LANDLORD WORK DESIGN DEVELOPMENT PACKAGE	UP AC rochester bid documents & const - sht 4						
44	4022-COMP PREPARE AC LANDLORD WORK CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4						
145	4023-OBTAIN AC LTRS OF INTENT FOR 70% OF SPACE & FIRM LEASES FOR 30% OF SPACE	UP AC rochester bid documents & const - sht 4						
146	4024-FINAL REVIEW & APPROVE AC LANDLORD WORK CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4						
147	4025-ADVERTISE AC PROJECT	UP AC rochester bid documents & const - sht 4						
148	4026-PRINT & ISSUE AC LANDLORD CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4						
149	4027-PART PREPARE AC TENANT CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4						
150	4028-SOLICIT & RECEIVE AC LANDLORD CONSTRUCTION PROPOSALS	UP AC rochester bid documents & const - sht 4						
151	4029-PART REVIEW & APPROVE AC TENANT WORK CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4						
152	4030-SELECT AC LANDLORD WORK CONTRACTOR & PROVIDE NOTICE TO PROCEED	UP AC rochester bid documents & const - sht 4						
153	4031-TENANTS SOLICIT & RECEIVE EARLY TENANT WORK PROPOSALS	UP AC rochester bid documents & const - sht 4						
154	4032-PART CONST AC LANDLORD WORK TO POINT WHERE TENANT IMPROVEMENT WORK CAN BEGIN	UP AC rochester bid documents & const - sht 4						

	activity	sub title	Nancy J.	Howard C.	Ed C.	James R.	Richard K.	Notes
155	4033-TENANTS PART AWARD EARLY TENANT WORK CONSTRUCTION CONTRACTS	UP AC rochester bid documents & const - sht 4						
156	4034-COMP CONSTRUCT AC LANDLORD WORK	UP AC rochester bid documents & const - sht 4						
157	4035-PART CONSTRUCT TENANT IMPROVEMENTS FOR SIGNED LEASES & TENANTS MOVE IN	UP AC rochester bid documents & const - sht 4						
158	4038-COMP CONSTRUCT TENANT IMPROVEMENTS FOR SIGNED LEASES	UP AC rochester bid documents & const - sht 4						
159	5002-ESTIMATE PROPOSED UTP DEVELOPMENT POTENTIAL & DISCUSS WITH PROSPECTS	UP tech park schematic site plnng - sht 5						
160	5003-DETERMINE UTP MARKET CHARACTERISTICS OF SITE AND PROPOSED FACILITIES	UP tech park schematic site plnng - sht 5						
161	5004-PREPARE ALTA SURVEY OF UTP SITE	UP tech park schematic site plnng - sht 5						
162	5005-PREPARE TOPOGRAPHIC SURVEY OF UTP SITE	UP tech park schematic site plnng - sht 5						
163	5006-PREPARE DETAILED TABULATION OF EXISTING LAND AND BUILDING USES ON UTP SITE	UP tech park schematic site plnng - sht 5						
164	5007-PREPARE UTP SITE INFORMATION MANUAL FOR SELECTED CONSULTANT'S USE	UP tech park schematic site plnng - sht 5						
165	5008-SELECT FIRM TO DO UTP SCHEMATIC PLANNING WORK	UP tech park schematic site plnng - sht 5						
66	5009-CONDUCT INTERVIEWS WITH UTP PLANNING FINALISTS ON SHORT LIST	UP tech park schematic site plnng - sht 5						
167	5009-SET UTP SCHEMATIC SITE WORK MEETINGS AND IDENTIFY TENTATIVE AGENDA FOR EACH	UP tech park schematic site plnng - sht 5						
168	5010-FINAL INTERVIEW SELECTED UTP SITE PLANNER & NEGOTIATE SCOPE OF WORK AND FEES	UP tech park schematic site plnng - sht 5						
169	5011-ISSUE UTP NOTICE TO PROCEED TO SELECTED PLANNING FIRM	UP tech park schematic site plnng - sht 5						
170	5013-PREP SCHEMATICS OF EXISTING TRANSPORT FACILITIES SERVING UTP SITE	UP tech park schematic site plnng - sht 5						
171	5014-SELECT AND TABULATE POTENTIAL UTP LAND USES AND AREA ALLOCATIONS	UP tech park schematic site plnng - sht 5						
172	5015-VALIDATE TABULATIONS OF UTP EXISTING LAND AND FACILITY USES	UP tech park schematic site plnng - sht 5						
173	5016-DEFINE TIME PHASING OF UTP SITE WORK IMPLEMENTATION	UP tech park schematic site plnng - sht 5						
174	5017-UPDATE EARLY UTP PRO FORMA PROJECTIONS	UP tech park schematic site plnng - sht 5						
175	5018-CONT(1) LOCATE & EXPLORE UTP POTENTIAL WITH INTERESTED DEVELOPERS	UP tech park schematic site plnng - sht 5						
176	5019-DEFINE UTP PROJECT DESIGN GOALS, OBJECTIVES, STANDARDS	UP tech park schematic site plnng - sht 5						



	activity	sub title	Nancy J.	Howard C.	Ed C.	James R.	Richard K.	Notes
177	5020-WRITE WORK PROGRAM FOR UTP PUBLIC AND PRIVATE SITE WORK	UP tech park schematic site plnng - sht 5						
178	5021-PART PREPARE PROPOSED UTP LAND USE PLAN SCHEMATICS	UP tech park schematic site plnng - sht 5						
179	5022-RECHECK AND UPDATE UTP SITE WORK CASH FLOW PROJECTIONS	UP tech park schematic site plnng - sht 5						
180	5023-DEFINE SCOPE OF WORK FOR EACH TIME PHASE OF UTP SITE WORK IMPLEMENTATION	UP tech park schematic site plnng - sht 5						
181	5024-CONT(1) PREPARE PROPOSED UTP SITE PLAN SCHEMATICS & REPORT	UP tech park schematic site plnng - sht 5						
182	5025-SET PRO FORMA COST ALLOCATIONS FOR UTP SITE WORK	UP tech park schematic site plnng - sht 5						
183	5026-REVIEW & COMMENT ON 50% UTP SITE SCHEMATICS & REPORT	UP tech park schematic site plnng - sht 5						
184	5027-CONTINUE LOCATING & SOLICITING FUNDS FOR UTP SITE WORK IMPLEMENTATION	UP tech park schematic site plnng - sht 5						
185	5028-ADJUST UTP SCHEMATIC SITE PLAN LAND USES AND PHASING TO FUNDING AVAILABILITY	UP tech park schematic site plnng - sht 5						
186	5029-CONT (2) SOLICIT AND LOCATE POTENTIAL SITE DEVELOPERS FOR UTP	UP tech park schematic site plnng - sht 5						
187	5030-ADJUST UTP SCHEMATIC SITE PLAN & TIME PHASING TO CURRENT MARKET CONDITIONS	UP tech park schematic site plnng - sht 5						
88	5031-PREPARE & DISTRIBUTE EARLY UTP DEVELOPMENT DESCRIPTIVE MATERIALS	UP tech park schematic site plnng - sht 5						
189	5032-REVIEW UTP SCHEMATIC SITE PLANS WITH OTHER OCCUPANTS OF UNIVERSITY PARK	UP tech park schematic site plnng - sht 5						
190	5033-PREPARE UTP SCHEMATIC SITE PLAN PRELIM COST ESTIMATES & MATCH FUNDING & MARKET POTENTIAL	UP tech park schematic site plnng - sht 5						
191	5034-UNIVERSITY PARK BD OF GOVERNORS REVIEW 90% SCHEMATIC SITE PLANS & COMMENT	UP tech park schematic site plnng - sht 5						
192	5035-COMPLETE PREPARE & ISSUE UTP SCHEMATIC SITE PLANS & REPORT	UP tech park schematic site plnng - sht 5						
193	5036-FINAL APPROVE UTP SCHEMATIC SITE PLANS & REPORT, PRINT & ISSUE FOR DISTRIBUTION	UP tech park schematic site plnng - sht 5						
194	6004-CONDUCT INTERVIEWS WITH UTP ARCHITECTS & ENGINEERS ON SHORT LIST	UP tech park bid documents & const - sht 6						
195	6005-SELECT ARCHITECT ENGINEERING FIRM TO DO UTP CONSTRUCTION DOCUMENTS	UP tech park bid documents & const - sht 6						
196	6006-SET UTP CONSTRUCT DOCUMENT MEETINGS & TENTATIVE AGENDA FOR EACH	UP tech park bid documents & const - sht 6						
197	6007-FINAL INTERVIEW SELECTED UTP ARCH & ENGR & NEGOTIATE WORK SCOPE & FEES	UP tech park bid documents & const - sht 6						
198	6008-ISSUE UTP NOTICE TO PROCEED WITH CONSTR DOCUMENTS TO SELECTED ARCH & ENGR	UP tech park bid documents & const - sht 6						

	activity	sub title	Nancy J.	Howard C.	Ed C.	James R.	Richard K.	Notes
199	6009-PREPARE UTP BASE LINE TARGET COSTS TO PROVIDE DESIGN PROGRAM CONSTRAINTS	UP tech park bid documents & const - sht 6						
200	6010-PREPARE UTP PRELIM PUBLIC AREA SITE IMPROVEMENT PACKAGE & SUBMIT TO DPW & DCED	UP tech park bid documents & const - sht 6						
201	6011-REVIEW & APPROVE PRELIM UTP PUBLIC AREA SITE IMPROVEMENT DESIGN PACKAGE	UP tech park bid documents & const - sht 6						
202	6012-UPDATE UTP PRO FORMA PROJECTIONS	UP tech park bid documents & const - sht 6						
203	6013-PART PREPARE UTP PASI CONSTRUCTION DOCUMENTS & UPDATE COST ESTIMATES	UP tech park bid documents & const - sht 6						
204	6014-REVIEW & APPROVE 50% UTP PASI CONSTRUCTION DOCUMENTS	UP tech park bid documents & const - sht 6						
205	6015-PART PREPARE UTP DEVELOPER WORK STANDARDS, COVENANTS & AGREEMENTS	UP tech park bid documents & const - sht 6						
206	6016-COMP PREPARE UTP PASI CONSTRUCTION DOCUMENTS & UPDATE COST ESTIMATES	UP tech park bid documents & const - sht 6						
207	6017-RECHECK AND UPDATE UTP DEVELOPMENT CASH FLOW PROJECTIONS	UP tech park bid documents & const - sht 6						
208	6018-SOLICIT UTP DEVELOPERS & OBTAIN EARLY LETTERS OF INTENT & CLOSINGS	UP tech park bid documents & const - sht 6						
209	6019-COMP REVIEW & APPROVE UTP PUBLIC AREA SITE IMPROVEMENT CONSTRUCTION DOCUMENTS	UP tech park bid documents & const - sht 6						
10	6020-ADVERTISE UTP PUBLIC AREA SITE IMPROVEMENT WORK	UP tech park bid documents & const - sht 6						
211	6021-PRINT & ISSUE UTP PUBLIC AREA SITE IMPROVEMENT CONSTRUCTION DOCUMENTS	UP tech park bid documents & const - sht 6						
212	6022-DEVELOPERS PREPARE UTP CONSTRUCTION DOCUMENTS FOR EARLY FACILITIES	UP tech park bid documents & const - sht 6						
213	6023-SOLICIT & RECEIVE UTP PASI CONSTRUCTION PROPOSALS	UP tech park bid documents & const - sht 6						
214	6024-REVIEW & APPROVE DEVELOPER EARLY UTP FACILITY CONSTRUCTION DOCUMENTS	UP tech park bid documents & const - sht 6						
215	6025-SELECT UTP PASI CONTRACTOR & ISSUE NOTICE TO PROCEED	UP tech park bid documents & const - sht 6						
216	6026-UTP DEVELOPERS SOLICIT & RECEIVE EARLY FACILITY CONSTRUCTION PROPOSALS	UP tech park bid documents & const - sht 6						
217	6027-PART CONST UTP PASI WORK TO POINT WHERE DEVELOPER FACILITY WORK CAN BEGIN	UP tech park bid documents & const - sht 6						
218	6028-UTP DEVELOPERS AWARD EARLY FACILITY CONSTRUCTION CONTRACTS	UP tech park bid documents & const - sht 6						
219	6029-COMP CONSTRUCT UTP PUBLIC AREA SITE IMPROVEMENT WORK	UP tech park bid documents & const - sht 6						
220	6030-PART CONSTRUCT UTP EARLY DEVELOPMENT FACILITIES	UP tech park bid documents & const - sht 6						

	activity	sub title	Nancy J.	Howard C.	Ed C.	James R.	Richard K.	Notes
221	6033-COMP CONSTRUCT UTP EARLY DEVELOPMENT FACILITIES & MOVE IN	UP tech park bid documents & const - sht 6						
222	7002-ESTIMATE UP/DR POTENTIALS & DISCUSS WITH PROSPECTIVE DEVELOPERS & OCCUPANTS	UP downtown redevelopment site plnng - sht 7						
223	7003-DETERMINE UP/DR MARKET CHARACTERISTICS OF SITES AND PROPOSED FACILITIES	UP downtown redevelopment site plnng - sht 7						
224	7004-PREPARE ALTA SURVEY OF UP/DR SITES	UP downtown redevelopment site plnng - sht 7						
225	7005-PREPARE TOPOGRAPHIC SURVEY OF UP/DR SITES	UP downtown redevelopment site plnng - sht 7						
226	7006-PREPARE DETAILED TABULATION OF EXISTING LAND AND BUILDING USES ON UP/DR SITES	UP downtown redevelopment site plnng - sht 7						
227	7007-CONDUCT INTERVIEWS WITH UP/DR PLANNING FINALISTS ON SHORT LIST	UP downtown redevelopment site plnng - sht 7						
228	7008-PREPARE UP/DR SITE INFORMATION MANUAL FOR SELECTED CONSULTANT'S USE	UP downtown redevelopment site plnng - sht 7						
229	7009-SELECT FIRM TO DO UP/DR SCHEMATIC PLANNING WORK	UP downtown redevelopment site plnng - sht 7						
230	7010-SET UP/DR SCHEMATIC SITE WORK MEETINGS AND IDENTIFY TENTATIVE AGENDA FOR EACH	UP downtown redevelopment site plnng - sht 7						
231	7011-FINAL INTERVIEW SELECTED UP/DR SITE PLANNER & NEGOTIATE SCOPE OF WORK AND FEES	UP downtown redevelopment site plnng - sht 7						
232	7012-ISSUE UP/DR NOTICE TO PROCEED TO SELECTED PLANNING FIRM	UP downtown redevelopment site plnng - sht 7						
233	7014-PREP SCHEMATICS OF EXISTING TRANSPORT FACILITIES SERVING UP/DR SITES	UP downtown redevelopment site plnng - sht 7						
234	7015-SELECT AND TABULATE POTENTIAL UP/DR LAND USES AND AREA ALLOCATIONS	UP downtown redevelopment site plnng - sht 7						
235	7016-VALIDATE TABULATIONS OF UP/DR EXISTING LAND AND FACILITY USES	UP downtown redevelopment site plnng - sht 7						
236	7017-DEFINE TIME PHASING OF UP/DR SITE WORK IMPLEMENTATION	UP downtown redevelopment site plnng - sht 7						
237	7018-UPDATE EARLY UP/DR PRO FORMA PROJECTIONS	UP downtown redevelopment site plnng - sht 7						
238	7019-CONT(1) LOCATE & EXPLORE UP/DR POTENTIALS WITH INTERESTED DEVELOPERS & OCCUPANTS	UP downtown redevelopment site plnng - sht 7						
239	7020-DEFINE UP/DR PROJECTS DESIGN GOALS, OBJECTIVES, STANDARDS	UP downtown redevelopment site plnng - sht 7						
240	7021-WRITE WORK PROGRAMS FOR UP/DR PUBLIC AND PRIVATE SITE WORK	UP downtown redevelopment site plnng - sht 7						
241	7022-PART PREPARE PROPOSED UP/DR LAND USE PLAN SCHEMATICS	UP downtown redevelopment site plnng - sht 7						
242	7023-RECHECK AND UPDATE UP/DR SITE WORK CASH FLOW PROJECTIONS	UP downtown redevelopment site plnng - sht 7						

activity	sub title	Nancy J.	Howard C.	Ed C.	James R.	Richard K.	Notes
243 7024-DEFINE SCOPE OF WORK FOR EACH TIME PHASE OF UP/DR SITE WORK IMPLEMENTATION	UP downtown redevelopment site plnng - sht 7						
244 7025-CONT(1) PREPARE PROPOSED UP/DR SITE PLAN SCHEMATICS & REPORT	UP downtown redevelopment site plnng - sht 7						
245 7026-SET PRO FORMA COST ALLOCATIONS FOR UP/DR SITE WORK	UP downtown redevelopment site plnng - sht 7						
246 7027-REVIEW & COMMENT ON 50% UP/DR SITE SCHEMATICS & REPORT	UP downtown redevelopment site plnng - sht 7						
247 7028-CONTINUE LOCATING & SOLICITING FUNDS FOR UP/DR SITE WORK IMPLEMENTATION	UP downtown redevelopment site plnng - sht 7						
248 7029-ADJUST UP/DR SCHEMATIC SITE PLAN LAND USES AND PHASING TO FUNDING AVAILABILITY	UP downtown redevelopment site plnng - sht 7						
249 7030-CONT (2) SOLICIT AND LOCATE POTENTIAL UP/DR SITE DEVELOPERS & OCCUPANTS	UP downtown redevelopment site plnng - sht 7						
250 7031-ADJUST UP/DR SCHEMATIC SITE PLANS & TIME PHASINGS TO CURRENT MARKET CONDITIONS	UP downtown redevelopment site plnng - sht 7						
251 7032-PREPARE & DISTRIBUTE EARLY UP/DR DEVELOPMENT DESCRIPTIVE MATERIALS	UP downtown redevelopment site plnng - sht 7						
252 7033-REVIEW UP/DR SCHEMATIC SITE PLANS WITH OTHER OCCUPANTS OF UNIVERSITY PARK	UP downtown redevelopment site plnng - sht 7						
253 7034-PREPARE UP/DR SCHEMATIC SITE PLAN PRELIM COST ESTIMATES & MATCH FUNDING & MARKET POTENTIAL	UP downtown redevelopment site plnng - sht 7						
54 7035-UNIVERSITY PARK BD OF GOVERNORS REVIEW UP/DR 90% SCHEMATIC SITE PLANS & COMMENT	UP downtown redevelopment site plnng - sht 7						
255 7036-COMPLETE PREPARE & ISSUE UP/DR SCHEMATIC SITE PLANS & REPORT	UP downtown redevelopment site plnng - sht 7						
256 7037-FINAL APPROVE UP/DR SCHEMATIC SITE PLANS & REPORT, PRINT & ISSUE FOR DISTRIBUTION	UP downtown redevelopment site plnng - sht 7						
257 8004-CONDUCT INTERVIEWS WITH UP/DR ARCHITECTS & ENGINEERS ON SHORT LIST	UP downtown redevelop bid doc & const - sht 8						
258 8005-SELECT ARCHITECT ENGINEERING FIRMS TO DO UP/DR CONSTRUCTION DOCUMENTS	UP downtown redevelop bid doc & const - sht 8						
259 8006-SET UP/DR CONSTRUCT DOCUMENT MEETINGS & TENTATIVE AGENDA FOR EACH	UP downtown redevelop bid doc & const - sht 8						
260 8007-FINAL INTERVIEW SELECTED UP/DR ARCHS & ENGRS & NEGOTIATE WORK SCOPE & FEES	UP downtown redevelop bid doc & const - sht 8						
261 8008-ISS UP/DR DESIGN NOTICES TO PROCEED TO SELECTED ARCHS & ENGRS	UP downtown redevelop bid doc & const - sht 8						
262 8009-PREPARE UP/DR BASE LINE TARGET COSTS TO PROVIDE DESIGN PROGRAM CONSTRAINTS	UP downtown redevelop bid doc & const - sht 8						
263 8010-PREPARE UP/DR PRELIM PUBLIC AREA SITE IMPROVEMENT PACKAGE & SUBMIT TO DPW & DCED	UP downtown redevelop bid doc & const - sht 8						
264 8011-REVIEW & APPROVE PRELIM UP/DR PUBLIC AREA SITE IMPROVEMENT DESIGN PACKAGE	UP downtown redevelop bid doc & const - sht 8						

	activity	sub title	Nancy J.	Howard C.	Ed C.	James R.	Richard K.	Notes
265	8012-UPDATE UP/DR PRO FORMA PROJECTIONS	UP downtown redevelop bid doc & const - sht 8						
266	8013-PART PREPARE UP/DR PASI CONSTRUCTION DOCUMENTS & UPDATE COST ESTIMATES	UP downtown redevelop bid doc & const - sht 8						
267	8014-REVIEW & APPROVE 50% UP/DR PASI CONSTRUCTION DOCUMENTS	UP downtown redevelop bid doc & const - sht 8						
268	8015-PART PREPARE UP/DR DEVELOPER WORK STANDARDS, COVENANTS & AGREEMENTS	UP downtown redevelop bid doc & const - sht 8						
269	8016-COMP PREPARE UP/DR PASI CONSTRUCTION DOCUMENTS & UPDATE COST ESTIMATES	UP downtown redevelop bid doc & const - sht 8						
270	8017-RECHECK AND UPDATE UP/DR DEVELOPMENT CASH FLOW PROJECTIONS	UP downtown redevelop bid doc & const - sht 8						
271	8018-SOLICIT UP/DR DEVELOPERS & TENANTS & OBTAIN EARLY LETTERS OF INTENT & CLOSINGS	UP downtown redevelop bid doc & const - sht 8						
272	8019-COMP REVIEW & APPROVE UP/DR PUBLIC AREA SITE IMPROVEMENT CONSTRUCTION DOCUMENTS	UP downtown redevelop bid doc & const - sht 8						
273	8020-ADVERTISE UP/DR PUBLIC AREA SITE IMPROVEMENT WORK	UP downtown redevelop bid doc & const - sht 8						
274	8021-PRINT & ISSUE UP/DR PUBLIC AREA SITE IMPROVEMENT CONSTRUCTION DOCUMENTS	UP downtown redevelop bid doc & const - sht 8						
275	8022-DEVELOPERS PREPARE UP/DR CONSTRUCTION DOCUMENTS FOR EARLY FACILITIES	UP downtown redevelop bid doc & const - sht 8						
276	8023-SOLICIT & RECEIVE UP/DR PASI CONSTRUCTION PROPOSALS	UP downtown redevelop bid doc & const - sht 8						
277	8024-REVIEW & APPROVE DEVELOPER EARLY UP/DR FACILITY CONSTRUCTION DOCUMENTS	UP downtown redevelop bid doc & const - sht 8						
278	8025-SELECT UP/DR PASI CONTRACTORS & ISSUE NOTICE TO PROCEED	UP downtown redevelop bid doc & const - sht 8						
279	8026-UP/DR DEVELOPERS & OCCUPANTS SOLICIT & RECEIVE EARLY FACILITY CONST PROPOSALS	UP downtown redevelop bid doc & const - sht 8						
280	8027-PART CONST UP/DR PASI WORK TO POINT WHERE DEVELOPER FACILITY WORK CAN BEGIN	UP downtown redevelop bid doc & const - sht 8						
281	8028-UP/DR DEVELOPERS AWARD EARLY FACILITY CONSTRUCTION CONTRACTS	UP downtown redevelop bid doc & const - sht 8						
282	8029-COMP CONSTRUCT UP/DR PUBLIC AREA SITE IMPROVEMENT WORK	UP downtown redevelop bid doc & const - sht 8						
283	8030-PART CONSTRUCT UP/DR EARLY DEVELOPMENT FACILITIES	UP downtown redevelop bid doc & const - sht 8						
284	8033-COMP CONSTRUCT UP/DR EARLY DEVELOPMENT FACILITIES & MOVE IN	UP downtown redevelop bid doc & const - sht 8						

92:39

**X. Date of meeting - 1:45:37 PM - Tuesday, November 24, 1992**

**A. Those attending**

1. Richard King - Project Director
2. Ralph J. Stephenson - Consultant

**B. Agenda**

1. Contract
2. Direction of University Park work
3. Overview direction of the total UP planning effort
4. Discuss presentation to Mott Foundation

**C. Contract**

1. Outlined estimated hours to complete work - ?

**D. Decisions on project as of November 24, 1992**

**E. Status of Initial Operations Plan as of 11/24/92 (wd 486)**

1. 004 - Identify & set preliminary program geographic boundaries.
  - a) Have been set as shown on the Flint University Park - 1992 - as revised on 11/19/92.
2. 005 & 012 - Refine and screen potential projects in accordance with Board desires.

It should be noted that the projects established by the Board and the DCED are projects inside the occupant boundaries. I recommend that the DCED and the affected City departments now begin to set projects within the infrastructure or public area site improvement arena to correspond with the development needs of the projects defined below.

- a) Oak Park South
  - b) Community Stabilization & Revitalizations
  - c) MaFarlan Place
  - d) A/C Rochester West
  - e) St. Joseph Hospital Site Redevelopment
  - f) Third Avenue/Carriage Town Redevelopment
  - g) Downtown Flint
3. 007, 011, 016 & 020 - Identify University Park market area and its broad economic characteristics. Includes a preliminary investigation of market demand and economic feasibility for each functional component of the University Park program: residential, industrial, retail/commercial, office and downtown.
    - a) RKI has begun to outline the course of action needed to accomplish this activity.
    - b) I suggest we severely limit the current work on this meanwhile using all available information to generate a true preliminary look for summary purposes only. Don't commit too much potential too early.

- (1) Reference material available for initial information
  - (a) U. S. Census tract data on population characteristics - Department of Commerce
  - (b) Evaluation of Development Potentials for Metropolitan Flint, Michigan - December, 1986
  - (c) U. S. Statistical Abstract
  - (d) RKI to prepare full list of references
4. **002 - Identify within confidentiality bounds, the UP area occupants future growth plans.**
  - a) **Has not fully begun due to difficulties in collecting data**
  - b) **Occupants of UP area are somewhat reluctant to discuss their planning efforts for several reasons. The solicitation of information must be made with assurance given by the survey staff and the City management that it will be kept in confidence and will not be revealed unless specifically approved by the occupant.**
  - c) **A full explanation of how the information is to be used and what is needed to accomplish the City's work should be provided to each person from whom planning information is being solicited.**
  - d) **Inventory of planning information needed to properly plan the infrastructure and public area site improvement programs for the future.**
    - (1) **Functional expansion desired**  
Needed to determine utility sizes, transportation accommodations, and other similar infrastructure demands.
      - (a) Product lines
      - (b) Services offered
      - (c) Market place appeal
      - (d) Other?
      - (e) If the occupants are reluctant and will not furnish specific use descriptions, ask them to develop internally, a description of the influent, effluent, power, population and all other inputs to and outputs from their occupant system. This will then be used to plan the future services to be provided by the City.
    - (2) **Economic information**
      - (a) Market demand for current and future products and services
      - (b) Market penetration now and expected in the future
      - (c) Services offered now and in the future
      - (d) Number of employees now and in the future
      - (e) Other

- (3) Map planning l projections
  - (a) Footprint size and shape
  - (b) Interrelations with the public areas
    - i) Easements
    - ii) Crossing - over or under
    - iii) Access
    - iv) Other



Work outline for COF University Park Initial Action Plan - rough draft only.

I. General comments re plan macro view - comments at random

- A. From the City of Flint's viewpoint the University Park project might be seen as an opportunity to constructively stimulate effective improvement in the private sector by providing a nurturing infrastructure within which to improve.
- B. Thus the role of the City of Flint in University Park is to be creative, positive and proactive in providing, or helping to provide, functionally workable and creatively encouraging public area site improvements in the UP area.
- C. The planning and visions within the private and quasi private property boundaries cannot be brought to fruition unless the bounding areas in the public areas are created with equally well planned, creative efforts by the management of the City of Flint.
- D. The improvements the City management ~~X~~decides upon are of little use unless they stimulate the private areas they serve to become better than they are now.
- E. Thus we have a chicken and egg situation in which each party, the private and quasi private property interests, and the city management interests are obliged to define *chicken*, and to define *egg*.
- F. The program for University Park must be put on a basis where the City is not competing with those occupying the Park but is actively helping to make possible those occupant's plans that are legitimate.
- G. The City must be careful to respect all ~~confidences~~ <sup>local</sup>, and to work within the knowledge framework available without giving any occupant a competitive edge over its comparable businesses, organizations, or institutions.

II. General observations about the procedures that might be adopted to achieve a productive and effective chicken and egg balance between private and public sector improvement desires, responsibilities, authority and resources.

A. Taking the network model for the University Park Initial Action Plan as a paradigm from which to work as a base (see sheet iop1, issue #2, dated October 27, 1992)

- 1. The end results of the work shown in the model ~~include~~ <sup>anticipate producing</sup> the following:
  - a) A rough estimate of total costs
  - b) An estimate of year #1 costs.
  - c) An initial IOP report package.
  - d) IOP package reviewed by Mayor Stanley.
  - e) IOP package reviewed by the Board of Governors.
  - f) IOP package reviewed by the Mott Foundation.
  - g) IOP package presented to Senator Riegle.
  - h) IOP package sent to federal agencies for review and funding.
- 2. The activities in the network include the following base activities.
  - a) IDENTIFY, WITHIN CONFIDENTIALITY BOUNDS, THE UP AREA OCCUPANT'S FUTURE GROWTH PLANS
  - b) COMPLETE DEFINE UP AREA LAND INVENTORY DATA BASE FORMAT
  - c) IDENTIFY & SET PRELIMINARY PROGRAM GEOGRAPHIC BOUNDARIES
  - d) REFINE & SCREEN POTENTIAL PROJECTS IN ACCORDANCE WITH BOARD DESIRES
  - e) MAKE LAND SURVEY OF UP PROGRAM AREA & BEGIN MASTER LAND INVENTORY INPUT BASED ON BD'S PROJ DESIRES
  - f) IDENTIFY UP MARKET AREA AND ITS BROAD ECONOMIC CHARACTERISTICS
  - g) DEFINE & IDENTIFY TECHNICAL RESOURCE NEEDS FOR INDIVIDUAL PROJECTS

- h) CONT(1) MAKE LAND SURVEY OF UP PROGRAM AREA & INPUT TO MASTER LAND INVENTORY
  - i) FURTHER IDENTIFY ECONOMIC & DEMOGRAPHIC CHARACTERISTICS OF UP MARKET AREA
  - j) PREPARE PROPERTY CONDITION BASE MAP FOR PROJECTS IDENTIFIED IN UNIVERSITY PARK
  - k) PREPARE PRELIM ROUGH COST ESTIMATES OF INDIVIDUAL PROJECTS
  - l) PREPARE PRELIMINARY LIST OF PROJECTS TO BE CONSIDERED IN UP PROGRAM
  - m) PREPARE PRELIM ROUGH COST ESTIMATES OF ENTIRE UP PROGRAM
  - n) PREPARE PRELIM ROUGH COST ESTIMATES OF ENTIRE UP PROGRAM
  - o) PART PREP PRO FORMA ANALYSES & DETERMINE ECONOMIC CHARACTERISTICS OF INDIVIDUAL PROJECTS
  - p) SET CONTENT & PART PREPARE INITIAL OPERATIONS PLAN PACKAGE
  - q) ESTABLISH ECONOMIC OBJECTIVES OF INDIVIDUAL PROJECTS
  - r) PREPARE INITIAL OPERATIONS PLAN PACKAGE MATERIALS - 5
  - s) ~~MAKE~~ SUBSTANT COMP PREPARE INITIAL OPERATIONS PLAN PACKAGE MATERIALS
  - t) ASSEMBLE INITIAL OPERATIONS PLAN PACKAGE
  - u) ASSEMBLE INITIAL OPERATIONS PLAN PACKAGE DRAFT COPY
  - v) FINAL CHECK & REVISE INITIAL OPERATIONS PLAN DRAFT COPY
  - w) PRINT & SUBMIT INITIAL OPERATIONS PLAN TO MAYOR FOR ACCEPTANCE
  - x) MAYOR REVIEW & APPROVE INITIAL OPERATIONS PLAN WITH COMMENTS
  - y) MAKE NEEDED MAYOR REVISIONS TO INITIAL OPERATIONS PLAN & PRINT DOCUMENT
  - z) SUBMIT MAYOR APPVD INITIAL OPERATIONS PLAN TO BOARD OF GOVERNORS FOR REVIEW & APPROVAL
  - aa) BOARD OF GOVERNORS REVIEW & APPROVE INITIAL OPERATIONS PLAN FOR SUBMISSION TO SENATOR RIEGLE
  - ab) MAKE BOARD OF GOVERNORS SUGGESTED REVISIONS TO INITIAL OPERATIONS PLAN & PRINT DOCUMENT
  - ac) SUBMIT BD OF GOV APPVD INITIAL OPERATIONS PLAN TO SENATOR RIEGLE FOR COMMENTS
  - ad) SUBMIT BD OF GOV APPVD INITIAL OPERATIONS PLAN TO MOTT FOUNDATION FOR COMMENTS
  - ae) MAKE SENATOR RIEGLE & MOTT FOUNDATION SUGGESTED REVISIONS & PRINT
  - af) MAKE SUGGESTED REVISIONS, PRINT & SUBMIT INITIAL OPERATIONS PLAN TO SENATOR RIEGLE
  - ag) AT THIS POINT SENATOR RIEGLE CAN SUBMIT INITIAL OPERATIONS PLAN TO APPROPRIATE FEDERAL AGENCIES
- B. The areas in which I might be most helpful in consulting with the DCED on this program through the submission of the iop to Senator Riegel are identified below by asterisks. Approximate consulting time requirements in hours are also given.**
- 1. \* (10) - IDENTIFY, WITHIN CONFIDENTIALITY BOUNDS, THE UP AREA OCCUPANT'S FUTURE GROWTH PLANS
  - 2. \* (05) - COMPLETE DEFINE UP AREA LAND INVENTORY DATA BASE FORMAT
  - 3. IDENTIFY & SET PRELIMINARY PROGRAM GEOGRAPHIC BOUNDARIES

4. \* (15) <sup>1</sup>REFINE & SCREEN POTENTIAL PROJECTS IN ACCORDANCE WITH BOARD DESIRES
5. \* (10) - MAKE LAND SURVEY OF UP PROGRAM AREA & BEGIN MASTER LAND INVENTORY INPUT BASED ON BD'S PROJ DESIRES
6. \* (10) - IDENTIFY UP MARKET AREA AND ITS BROAD ECONOMIC CHARACTERISTICS
7. \* (05) - DEFINE & IDENTIFY TECHNICAL RESOURCE NEEDS FOR INDIVIDUAL PROJECTS
8. \* (05) - CONT(1) MAKE LAND SURVEY OF UP PROGRAM AREA & INPUT TO MASTER LAND INVENTORY
9. \* (05) - FURTHER IDENTIFY ECONOMIC & DEMOGRAPHIC CHARACTERISTICS OF UP MARKET AREA
10. PREPARE PROPERTY CONDITION BASE MAP FOR PROJECTS IDENTIFIED IN UNIVERSITY PARK
11. \* (08) - PREPARE PRELIM ROUGH COST ESTIMATES OF INDIVIDUAL PROJECTS
12. \* (15) - PREPARE PRELIMINARY LIST OF PROJECTS TO BE CONSIDERED IN UP PROGRAM
13. \* (06) - PREPARE PRELIM ROUGH COST ESTIMATES OF ENTIRE UP PROGRAM
14. \* (05) - PREPARE PRO FORMA ANALYSES & DETERMINE ECONOMIC CHARACTERISTICS OF INDIVIDUAL PROJECTS
15. \* (10) - SET CONTENT & PART PREPARE INITIAL OPERATIONS PLAN PACKAGE
16. \* (08) - ESTABLISH ECONOMIC OBJECTIVES OF INDIVIDUAL PROJECTS
17. \* (10) - PREPARE INITIAL OPERATIONS PLAN PACKAGE MATERIALS
18. \* (02) - SUBSTANT COMP PREPARE INITIAL OPERATIONS PLAN PACKAGE MATERIALS
19. \* (04) - ASSEMBLE INITIAL OPERATIONS PLAN PACKAGE
20. FINAL CHECK & REVISE INITIAL OPERATIONS PLAN DRAFT COPY
21. PRINT & SUBMIT INITIAL OPERATIONS PLAN TO MAYOR FOR ACCEPTANCE
22. MAYOR REVIEW & APPROVE INITIAL OPERATIONS PLAN WITH COMMENTS
23. \* (04) - MAKE NEEDED MAYOR REVISIONS TO INITIAL OPERATIONS PLAN & PRINT DOCUMENT
24. \* (08) - SUBMIT MAYOR APPVD INITIAL OPERATIONS PLAN TO BOARD OF GOVERNORS FOR REVIEW & APPROVAL
25. BOARD OF GOVERNORS REVIEW & APPROVE INITIAL OPERATIONS PLAN FOR SUBMISSION TO SENATOR RIEGLE
26. \* (04) - MAKE BOARD OF GOVERNORS SUGGESTED REVISIONS TO INITIAL OPERATIONS PLAN & PRINT DOCUMENT
27. SUBMIT BD OF GOV APPVD INITIAL OPERATIONS PLAN TO SENATOR RIEGLE FOR COMMENTS
28. SUBMIT BD OF GOV APPVD INITIAL OPERATIONS PLAN TO MOTT FOUNDATION FOR COMMENTS
29. \* (05) - MAKE SENATOR RIEGLE & MOTT FOUNDATION SUGGESTED REVISIONS & PRINT
30. MAKE SUGGESTED REVISIONS, PRINT & SUBMIT INITIAL OPERATIONS PLAN TO SENATOR RIEGLE
31. AT THIS POINT SENATOR RIEGLE CAN SUBMIT INITIAL OPERATIONS PLAN TO APPROPRIATE FEDERAL AGENCIES
32. Total hours estimated for consulting work in IOP preparation ~~164~~ 154 ?

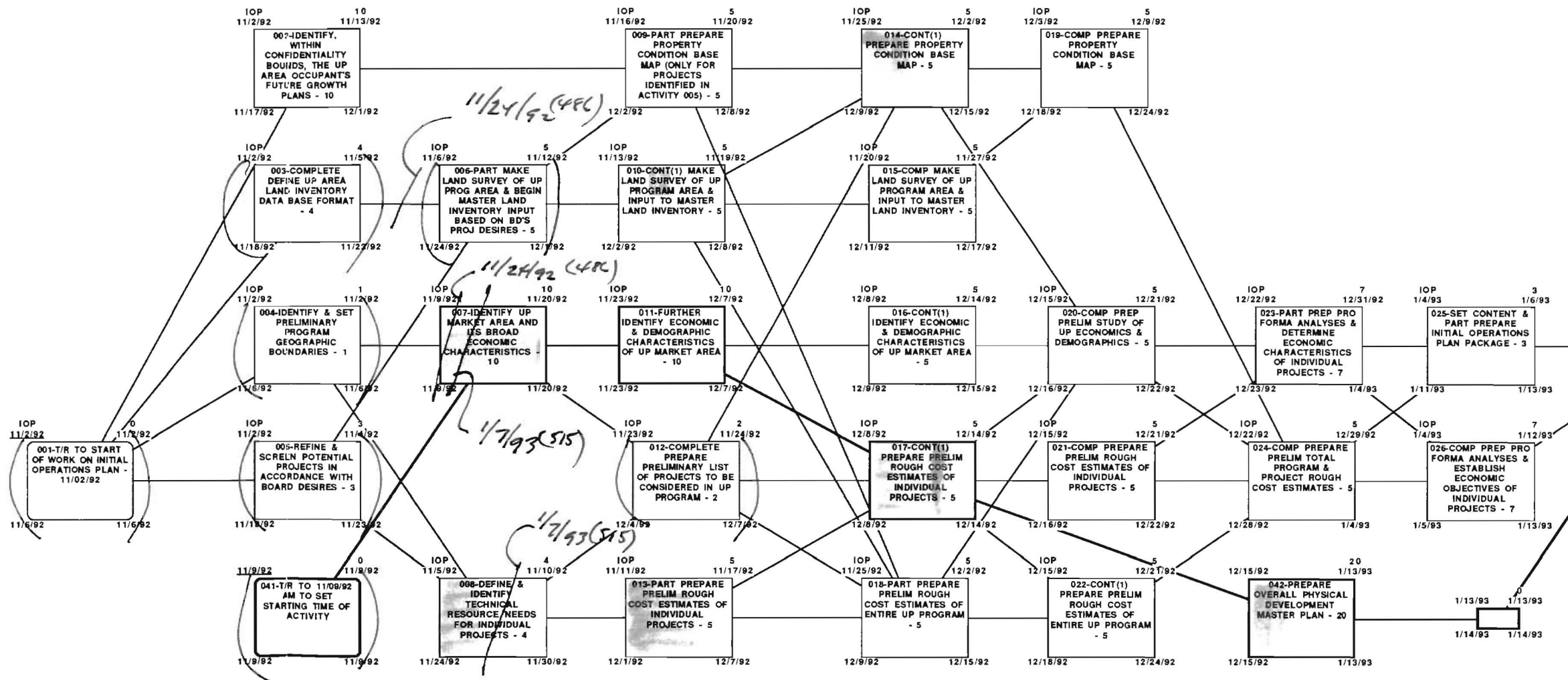
- C. The Flint government agencies responsible for infrastructure planning must be knit together in a University Park program role to give the program the credibility it needs to gain the confidence of the land occupants. The following considerations are important.**
- 1. Public utilities must be made adequate for today, tomorrow and for the distant future, insofar as the City is able to insure such adequacy.**
  - 2. The financing structure for both occupant and pasi improvements should be studied carefully by the City, and the authentic information gained by the City exchanged and used in conjunction with the information being gathered and put to work by the occupants.**
  - 3. The City should concern itself with gathering competitive information regarding other regional trade areas so that the people in University Park and in the other related City of Flint areas can compete most effectively outside Flint. Competition within Flint demands that the City be even handed so far as its disbursement of information and data.**

initiated as of  
11/24/92 (480)

monitored as of  
1/7/93 (515)

Network Model for Flint  
University Park Initial  
Action Plan (IOP)

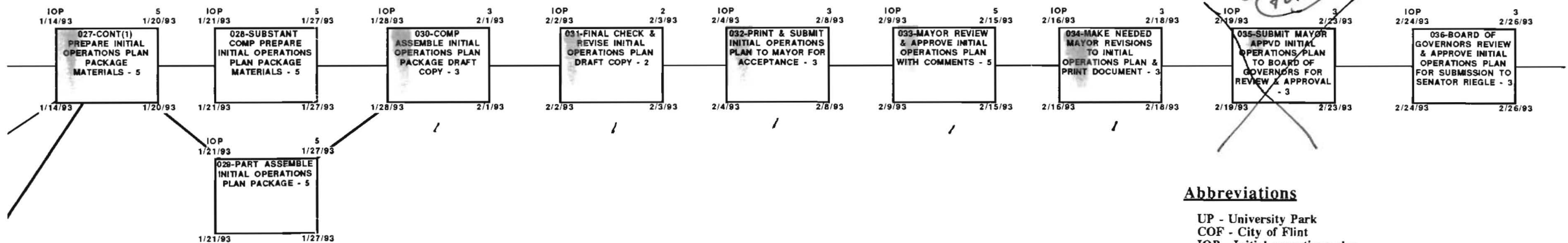
AREA DEFINITION,  
DATA COLLECTION,  
& DATA ANALYSIS



# PREPARE & SUBMIT INITIAL OPERATIONS PLAN PACKAGE

# MAYORAL APPROVAL

# BOARD OF GOVERNORS' APPROVAL

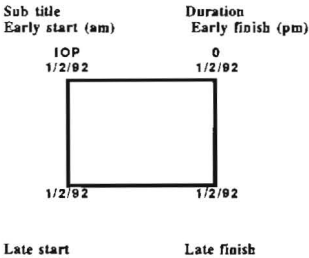
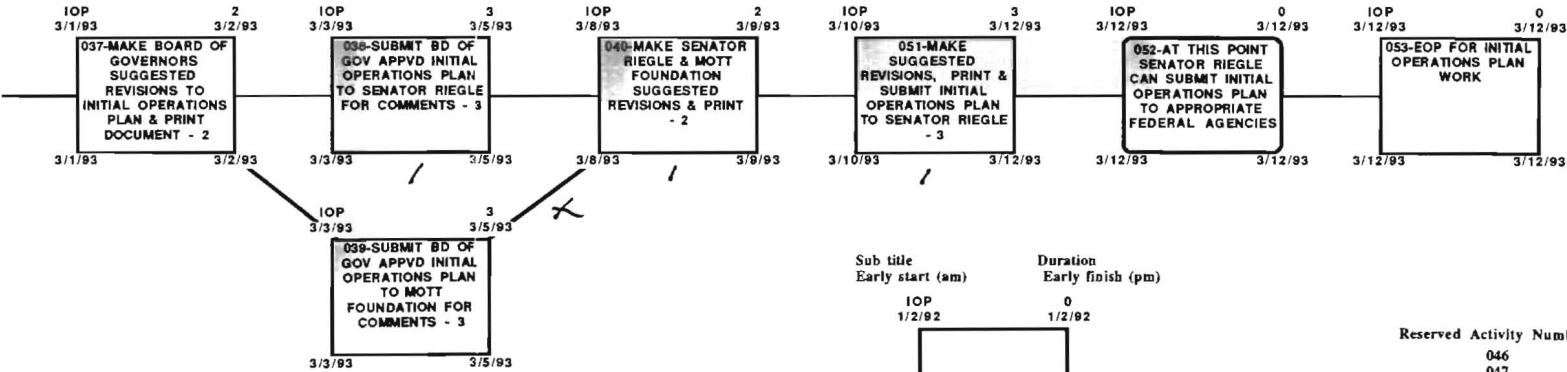


## Abbreviations

UP - University Park  
COF - City of Flint  
IOP - Initial operations plan  
PASI - Public area site improvements  
CONT - Continue  
COMP - Complete  
T/R - Time restraint  
EOP - End of project iop  
LAN - Lowest activity number  
HAN - Highest activity number

SENATOR RIEGLE & MOTT FOUNDATION  
REVIEW & COMMENT

INITIAL OPERATIONS  
PLAN WORK COMPLETE



Activity Key

Reserved Activity Numbers	
046	
047	
043	048
044	049
045	050

lan 001  
han 053

Issue #1 - October 26, 1992  
Issue #2 - October 27, 1992  
i2 shi#iop1 ntwk lsr  
d327  
laser 1gl 40%

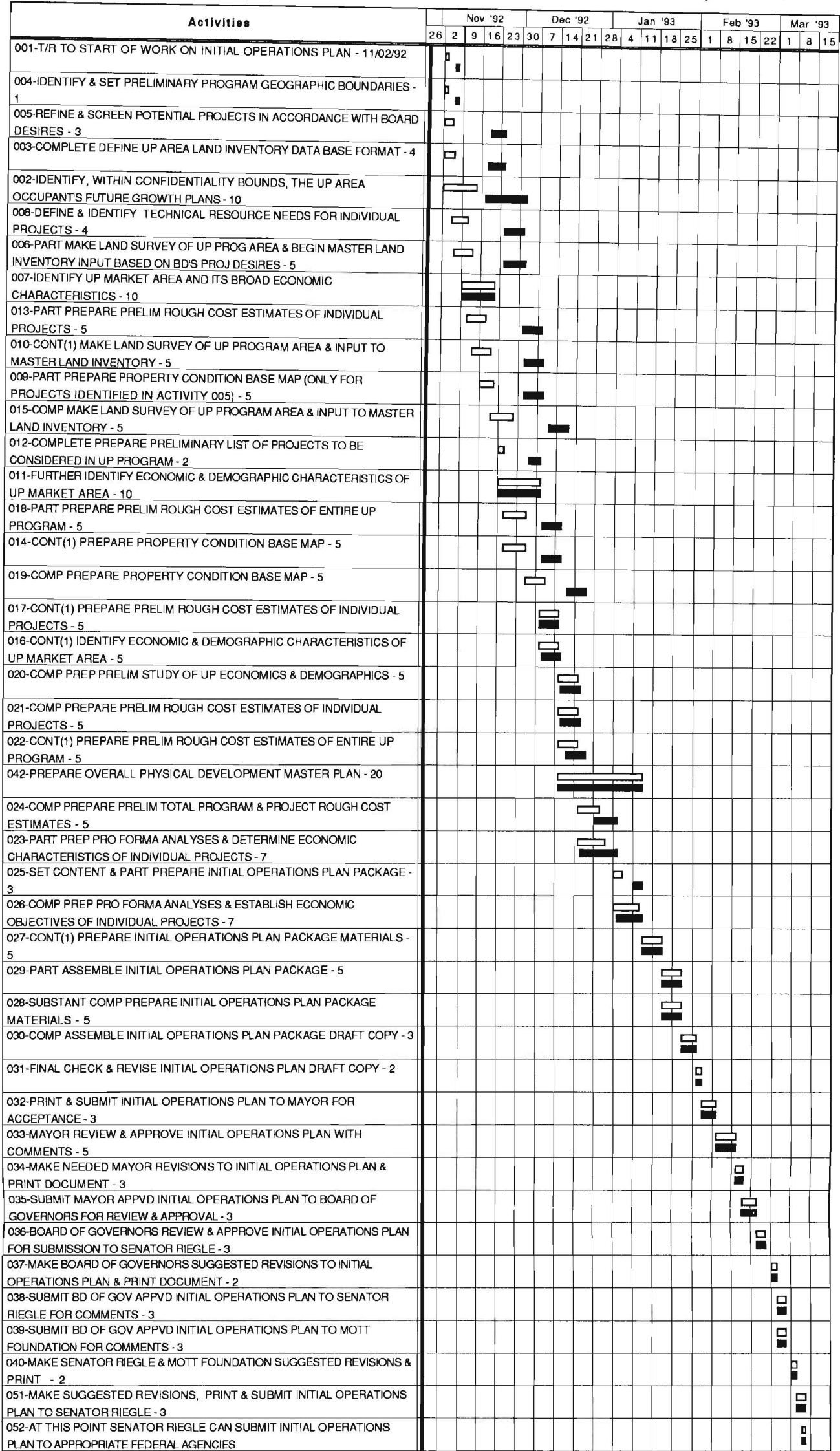
Network Model for Flint  
University Park Initial  
Action Plan (IOP)

NETWORK MODEL FOR  
FLINT UNIVERSITY PARK  
PROJECT - Flint, Michigan

Richard King, Project Director

Ralph J. Stephenson, P. E., P. E.  
Consultant  
323 Hiawatha Drive  
Mt. Pleasant, Michigan 48828  
ph 517 772 2537

City of Flint University Park  
Initial Operations Plan





10/27/92

## COF University Park Initial Operations Plan

	activity	project	earliest start	earliest finish	latest start	latest finish
1	001-T/R TO START OF WORK ON INITIAL OPERATIONS PLAN - 11/02/92	IOP	11/2/92	11/2/92	11/6/92	11/6/92
2	004-IDENTIFY & SET PRELIMINARY PROGRAM GEOGRAPHIC BOUNDARIES - 1	IOP	11/2/92	11/2/92	11/6/92	11/6/92
3	005-REFINE & SCREEN POTENTIAL PROJECTS IN ACCORDANCE WITH BOARD DESIRES - 3	IOP	11/2/92	11/4/92	11/19/92	11/23/92
4	003-COMPLETE DEFINE UP AREA LAND INVENTORY DATA BASE FORMAT - 4	IOP	11/2/92	11/5/92	11/18/92	11/23/92
5	002-IDENTIFY, WITHIN CONFIDENTIALITY BOUNDS, THE UP AREA OCCUPANT'S FUTURE GROWTH PLANS - 10	IOP	11/2/92	11/13/92	11/17/92	12/1/92
6	008-DEFINE & IDENTIFY TECHNICAL RESOURCE NEEDS FOR INDIVIDUAL PROJECTS - 4	IOP	11/5/92	11/10/92	11/24/92	11/30/92
7	006-PART MAKE LAND SURVEY OF UP PROG AREA & BEGIN MASTER LAND INVENTORY INPUT BASED ON BD'S PROJ DESIRES - 5	IOP	11/6/92	11/12/92	11/24/92	12/1/92
8	007-IDENTIFY UP MARKET AREA AND ITS BROAD ECONOMIC CHARACTERISTICS - 10	IOP	11/9/92	11/20/92	11/9/92	11/20/92
9	013-PART PREPARE PRELIM ROUGH COST ESTIMATES OF INDIVIDUAL PROJECTS - 5	IOP	11/11/92	11/17/92	12/1/92	12/7/92
10	010-CONT(1) MAKE LAND SURVEY OF UP PROGRAM AREA & INPUT TO MASTER LAND INVENTORY - 5	IOP	11/13/92	11/19/92	12/2/92	12/8/92
11	009-PART PREPARE PROPERTY CONDITION BASE MAP (ONLY FOR PROJECTS IDENTIFIED IN ACTIVITY 005) - 5	IOP	11/16/92	11/20/92	12/2/92	12/8/92
12	015-COMP MAKE LAND SURVEY OF UP PROGRAM AREA & INPUT TO MASTER LAND INVENTORY - 5	IOP	11/20/92	11/27/92	12/11/92	12/17/92
13	012-COMPLETE PREPARE PRELIMINARY LIST OF PROJECTS TO BE CONSIDERED IN UP PROGRAM - 2	IOP	11/23/92	11/24/92	12/4/92	12/7/92
14	011-FURTHER IDENTIFY ECONOMIC & DEMOGRAPHIC CHARACTERISTICS OF UP MARKET AREA - 10	IOP	11/23/92	12/7/92	11/23/92	12/7/92
15	018-PART PREPARE PRELIM ROUGH COST ESTIMATES OF ENTIRE UP PROGRAM - 5	IOP	11/25/92	12/2/92	12/9/92	12/15/92
16	014-CONT(1) PREPARE PROPERTY CONDITION BASE MAP - 5	IOP	11/25/92	12/2/92	12/9/92	12/15/92
17	019-COMP PREPARE PROPERTY CONDITION BASE MAP - 5	IOP	12/3/92	12/9/92	12/18/92	12/24/92
18	017-CONT(1) PREPARE PRELIM ROUGH COST ESTIMATES OF INDIVIDUAL PROJECTS - 5	IOP	12/8/92	12/14/92	12/8/92	12/14/92
19	016-CONT(1) IDENTIFY ECONOMIC & DEMOGRAPHIC CHARACTERISTICS OF UP MARKET AREA - 5	IOP	12/8/92	12/14/92	12/9/92	12/15/92
20	020-COMP PREP PRELIM STUDY OF UP ECONOMICS & DEMOGRAPHICS - 5	IOP	12/15/92	12/21/92	12/16/92	12/22/92
21	021-COMP PREPARE PRELIM ROUGH COST ESTIMATES OF INDIVIDUAL PROJECTS - 5	IOP	12/15/92	12/21/92	12/16/92	12/22/92
22	022-CONT(1) PREPARE PRELIM ROUGH COST ESTIMATES OF ENTIRE UP PROGRAM - 5	IOP	12/15/92	12/21/92	12/18/92	12/24/92
23	042-PREPARE OVERALL PHYSICAL DEVELOPMENT MASTER PLAN - 20	IOP	12/15/92	1/13/93	12/15/92	1/13/93
24	024-COMP PREPARE PRELIM TOTAL PROGRAM & PROJECT ROUGH COST ESTIMATES - 5	IOP	12/22/92	12/29/92	12/28/92	1/4/93

i2, sht #iop1 - listed in early start, early finish order - 80%

10/27/92

## COF University Park Initial Operations Plan

	activity	project	earliest start	earliest finish	latest start	latest finish
2 5	023-PART PREP PRO FORMA ANALYSES & DETERMINE ECONOMIC CHARACTERISTICS OF INDIVIDUAL PROJECTS - 7	IOP	12/22/92	12/31/92	12/23/92	1/4/93
2 6	025-SET CONTENT & PART PREPARE INITIAL OPERATIONS PLAN PACKAGE - 3	IOP	1/4/93	1/6/93	1/11/93	1/13/93
2 7	026-COMP PREP PRO FORMA ANALYSES & ESTABLISH ECONOMIC OBJECTIVES OF INDIVIDUAL PROJECTS - 7	IOP	1/4/93	1/12/93	1/5/93	1/13/93
2 8	027-CONT(1) PREPARE INITIAL OPERATIONS PLAN PACKAGE MATERIALS - 5	IOP	1/14/93	1/20/93	1/14/93	1/20/93
2 9	029-PART ASSEMBLE INITIAL OPERATIONS PLAN PACKAGE - 5	IOP	1/21/93	1/27/93	1/21/93	1/27/93
3 0	028-SUBSTANT COMP PREPARE INITIAL OPERATIONS PLAN PACKAGE MATERIALS - 5	IOP	1/21/93	1/27/93	1/21/93	1/27/93
3 1	030-COMP ASSEMBLE INITIAL OPERATIONS PLAN PACKAGE DRAFT COPY - 3	IOP	1/28/93	2/1/93	1/28/93	2/1/93
3 2	031-FINAL CHECK & REVISE INITIAL OPERATIONS PLAN DRAFT COPY - 2	IOP	2/2/93	2/3/93	2/2/93	2/3/93
3 3	032-PRINT & SUBMIT INITIAL OPERATIONS PLAN TO MAYOR FOR ACCEPTANCE - 3	IOP	2/4/93	2/8/93	2/4/93	2/8/93
3 4	033-MAYOR REVIEW & APPROVE INITIAL OPERATIONS PLAN WITH COMMENTS - 5	IOP	2/9/93	2/15/93	2/9/93	2/15/93
3 5	034-MAKE NEEDED MAYOR REVISIONS TO INITIAL OPERATIONS PLAN & PRINT DOCUMENT - 3	IOP	2/16/93	2/18/93	2/16/93	2/18/93
3 6	035-SUBMIT MAYOR APPVD INITIAL OPERATIONS PLAN TO BOARD OF GOVERNORS FOR REVIEW & APPROVAL - 3	IOP	2/19/93	2/23/93	2/19/93	2/23/93
3 7	036-BOARD OF GOVERNORS REVIEW & APPROVE INITIAL OPERATIONS PLAN FOR SUBMISSION TO SENATOR RIEGLE - 3	IOP	2/24/93	2/26/93	2/24/93	2/26/93
3 8	037-MAKE BOARD OF GOVERNORS SUGGESTED REVISIONS TO INITIAL OPERATIONS PLAN & PRINT DOCUMENT - 2	IOP	3/1/93	3/2/93	3/1/93	3/2/93
3 9	038-SUBMIT BD OF GOV APPVD INITIAL OPERATIONS PLAN TO SENATOR RIEGLE FOR COMMENTS - 3	IOP	3/3/93	3/5/93	3/3/93	3/5/93
4 0	039-SUBMIT BD OF GOV APPVD INITIAL OPERATIONS PLAN TO MOTT FOUNDATION FOR COMMENTS - 3	IOP	3/3/93	3/5/93	3/3/93	3/5/93
4 1	040-MAKE SENATOR RIEGLE & MOTT FOUNDATION SUGGESTED REVISIONS & PRINT - 2	IOP	3/8/93	3/9/93	3/8/93	3/9/93
4 2	051-MAKE SUGGESTED REVISIONS, PRINT & SUBMIT INITIAL OPERATIONS PLAN TO SENATOR RIEGLE - 3	IOP	3/10/93	3/12/93	3/10/93	3/12/93
4 3	052-AT THIS POINT SENATOR RIEGLE CAN SUBMIT INITIAL OPERATIONS PLAN TO APPROPRIATE FEDERAL AGENCIES	IOP	3/12/93	3/12/93	3/12/93	3/12/93

City of Flint University Park laundry lists

I. COF UP laundry lists - disk 327

A. By Ralph J. Stephenson

B. Generic laundry list - at random

C. Initial plan laundry list - at random

1. End results desired

- a) An aggregate program plan of action
  - (1) Graphic
  - (2) Narrative
  - (3) Data list
- b) A rough estimate of total program costs - function/project matrix
  - (1) Components of the total program estimate
    - (a) Fees
    - (b) Design
    - (c) Planning
    - (d) Construction
    - (e) Overhead
    - (f) Management
  - (2) Other?
- c) Estimate of year #1 costs for program
- d) Initial plan (IOP) report package
  - (1) Plans of action
  - (2) Cost estimates
  - (3) Definitions of projects
  - (4) Organizational structure of the projects
  - (5) Organizational structure of the program as it may be revised
  - (6) Definition of where we go from here
    - (a) Could be shown on the function/project matrix
- e) The IOP package presented to Mayor Stanley for approval in fact
- f) The IOP package presented to Board of Governors for approval in fact
- g) The IOP package presented to Mott Foundation for approval in fact.
- h) The IOP package presented to Senator Riegle for submission to federal agencies.
- i) The IOP package submitted to federal agencies for review and funding.

2. How do we get there? - the actions needed

- ✓a) Prepare aggregate program plan of action
- ✓b) Identify and set preliminary program boundaries
- ✓c) Define technical resource needs of the individual projects
- ✓d) Prepare definitive list of potential projects
- ✓e) Prepare preliminary rough estimates of individual project costs
- ✓f) Prepare preliminary rough estimates of program total costs
- ✓g) Determine economic characteristics of market area
- h) Identify program area occupant's major future plan components within appropriate confidential boundaries.
  - (1) These are needed only to the degree needed for the city to properly plan infrastructure (PASI) work, and to maintain the integrity and quality of the total program.

- i) Establish master data base format for land inventory information - fields? (see Clark University studies)
  - (1) Assessments
  - (2) Current use
  - (3) Current value
  - (4) Location
  - (5) Ownership
  - (6) Tenure
  - (7) PASI (public area site improvements - also known as infrastructure) servicing
  - (8) Zoning
  - (9) Building footprint size
  - (10) Net building areas
  - (11) Gross building areas
  - (12) Pedestrian circulation corridors
  - (13) Vehicular circulation corridors
  - (14) Public transportation corridors
  - (15) Open space characteristics
    - (a) Topography
    - (b) Ground cover
    - (c) PASI in place
- j) Make windshield survey of all property within program area
- k) Prepare property condition inventory of program area
- l) Prepare map plan base drawing
- m) Determine economic characteristics of program area
- n) Complete land inventory data base
- ~~o) Relate projects to land inventory data~~
- p) Refine preliminary rough estimates of individual project costs
- q) Refine preliminary rough cost estimates of program total costs
- r) Determine economic characteristics of projects identified
- ~~s) Define management resource needs of individual projects~~
- t) Set content of initial operations plan package
- u) Prepare initial operations plan (IOP) narrative
- v) Assemble initial operations plan package
- w) Make final check of initial operations plan
- x) Duplicate initial operations plan
- y) Submit initial operations plan to Mayor
- z) Mayor review & approve initial operations plan
- aa) Make needed Mayor corrections to initial operations plan
- ab) Submit initial operations plan to Board of Governors
- ac) Board of Governors review & approve initial operations plan
- ad) Make needed Board of Governors' corrections to initial operations plan
- ae) Submit initial operations plan to Senator Riegler
- af) Submit initial operations plan to Mott Foundation
- ag) Senator Riegler review & accept initial operations plan
- ah) Mott Foundation review & accept initial operations plan
- ai) Make needed revisions as appropriate from Mott Foundation and Senator Riegler
- aj) Prepare, assemble, duplicate and provide initial operations plan to Senator Riegler
- ak) Senator Riegler submit initial operations plan to appropriate federal agencies

**FUNCTION/PROJECT MATRIX  
(TO BE COMPLETED)**

<div>Projects</div> <div>Functional divisions</div>	a	b	c
1. Education			
2. Marketing			
3. Planning			
4. Economic potential			
5. Real estate			
7. Political			
Other?			

**COF UP - MATRIX  
October 26, 1992**

VI. Date of meeting - Friday, October 2, 1992

- A. Summary of Board of Governor's meeting - University Park Program - City of Flint
- B. To: Richard King - Program Director
- C. Location - Sarvis Center
- E. Those attending:

Mayor Stanley	Joseph Kushuba
Richard King	Ralph Stephenson
Kathy Stoughton	Mark Davis
Nancy Jurklewicz	Phil Dutcher
James Race	Jan Tannehill
Larry Christman	Gerald Smith
Dave Doherty	Gary Clark
Jim Helmrich	Paul Visser
Allen Arnold	Pam Loving
Jimmy King	Inez Brown
Mark Parston	
David Holtz	
Deborah Cherry	
Polly Plepenbrink	
Ken Rice	
Thomas Schafer	
David Thomas	
Victor Wong	

F. General Notes

1. Mayor Stanley introduced meeting and staff of University Park Program

a) Early presentations and discussions

- (1) Mayor introduced Joseph Kushuba (jku) - workshop leader
- (2) jku defined purpose of meeting - see agenda
  - (a) To better understand some of the original design concepts and expected roles, for the Flint University Park Project (program).
  - (b) To develop a shared vision and supporting goals with the Board of Governors.
  - (c) To communicate some of the key responsibilities, timing objectives and next steps.
- (3) jku has drawn three conclusions
  - (a) Confusion exists with some of the board members regarding the scope and intent of the Flint UP program.
  - (b) The current vision for this project is quite broad and needs to be brought into a clearer focus.
  - (c) To this point in time community involvement with the vision of this project has been limited.
- (4) jku reviewed Vision Draft #1 - Flint University Park Vision Components (see the preliminary handout material for copies of these vision components for reference convenience).
- (5) jku definitions for this session
  - (a) **Vision** - A clear, concise statement of the future scope of the project. Provides everyone with a sense of purpose and direction - what we want to be.
  - (b) **Mission** - A clear concise statement of the current scope of the project. Provides everyone with a shared understanding of what we are and what we do.
  - (c) **Goals** - Goals describe the desirable conditions or areas of emphasis where there are multiple ways to satisfy the vision/mission. They answer the question "What must we do to achieve our mission?"
- (6) jku key words/concepts - operative words from the vision statements
  - (a) Silicone valley or Stanford (economic model)
  - (b) New product development
  - (c) Economic diversification
  - (d) Infrastructure
  - (e) Common destiny
  - (f) Urban laboratory

- (g) University Research Park
  - (h) Urban Center for entrepreneurial and manufacturing excellence
  - (i) Revitalized central city
  - (j) City within a city
  - (k) Major multi-use component project
  - (l) Framework for interface
  - (m) Basis for future development
  - (n) Student housing development
  - (o) Community opportunities
  - (p) Private integration with urban plans
  - (q) City growth
  - (r) Entrepreneurial infrastructure
  - (s)
- (7) jku definition of process
- (a) Each group is to record on a flip chart their answer to the following question (10 Min.)

**Describe the most exciting picture that you could see for the Flint University Park program.**

- (b) A sub-group spokesperson will report out the exciting picture description results to the large group. The facilitator will summarize the common key points on a separate chart (15 minutes)
- (c) Each sub-group is to use this new list of common key points as well as the original city list (distributed earlier) to construct a vision statement candidate. They will report to the large group, once completed (10 minutes)
- (d) Test the group for the statement that comes the closest to capturing the desired state and fine tune the vision statement (25 minutes)

**b) Reports of groups**

- (1) Individual group answers to the instruction - **"Describe the most exciting picture that you could see for the Flint UP program."**

- (a) Front left table
  - i) Safe, decent, clean neighborhoods
  - ii) Active al fresco (in the fresh air) downtown (pedestrian, cafes, programmed activities)
  - iii) Research university
  - iv) Growing economy
  - v) Gentrify (?) the downtown
  - vi) Streetscapes, landscape, human scale architecture
  - vii) Pedestrian links, strolling
  - viii) Retail development
  - ix) New mid - income, planned sub
  - x) Urban industrial parks
  - xi) Public art
  - xii) Public transit
  - xiii) Vehicles & parking
- (b) Front right table
  - i) Retail shopping

- ii) Rehab neighborhoods
- iii) New (mixed middle) income housing
- iv) Vibrant downtown (city within city)
- v) Link cultural center with Downtown
- vi) More green space
- vii) Make Auto World a convention center
- viii) More student housing
- ix) Improved infrastructure
- x) Enhanced transportation system
- (c) Center table
  - i) Auburn hills (tech center) on the river
  - ii) Safe place to work, walk, do business
  - iii) Good neighborhoods - including all services
  - iv) Services/activities to draw people outside of our geographic area.
    - (1) Restaurants
    - (2) Other attractions
    - (3) Student housing
    - (4) Retail
  - v) Communications network
- (d) Back right table
  - i) Large university campus
    - (1) Educational, research center
    - (2) People buzzing around day and night
    - (3) People with purpose
    - (4) Multi-family upscale housing, affordable
    - (5) Single family housing, affordable
    - (6) Looks like a place you can be, not just go to
    - (7) Recreational facilities/entertainment
    - (8) Attracts outsiders, tourists
    - (9) Property beautification
    - (10) Educational capital of Michigan, K-12
    - (11) Known for its partnerships/collaborations
    - (12) Lots of green open spaces
    - (13) Citizens have pride in diversity
    - (14) Incorporate Cultural Centers/Activities
    - (15) Good transportation, public
    - (16) Laboratory for teaching/learning/research
- (e) Back left table
  - i) Boston (Key West) - note team drew picture of sun
    - (1) History and new
    - (2) Vital business + fun downtown
    - (3) All day and night
  - ii) Continuing successes tangible
  - iii) Housing + commercial togetherness - a
    - (1) city within a city
    - (2) strong sense of community



- iv) Major world class facilities designed & shared by many orgs (organizations?) - stadium, convention center, college dorms, research, recreation, cultural/art bldgs
- v) Should communicate innovation
  - (1) enterprise zone or entertainment
  - (2) ethic that guides is innovation / excitement / implement
- vi) Eliminate negatives / stigma of "north of river"
- vii) Put old / vacant buildings into use - don't just knock it all down (except Holiday Inn)
- viii) This gp (group?) to facilitate, a shared vision the collaboration / orchestration of efforts
- ix) Diversity of housing available - include student housing
- x) We're already a hotbed of creativity, build on it - small grassroots activities as well as large institutional edifices
- xi) Living / work space - especially lofts for artists
- xii) Good, timely, ubiquitous public transportation
- xiii) Assist businesses in innovative ways
  - (1) Fast track permitting
  - (2) Eliminate pkg (parking?) changes
  - (3) Retail viability
  - (4) Especially small businesses
  - (5) & get to like it was 30 years ago
- (2) Individual group vision statements
  - (a) Front left table
    - i) The Flint University Park program is  
A diverse ... healthy... world competitive... full-service ...involved ...  
exciting ... attractive ... community called Flint University Park.
  - (b) Front right table
    - i) The Flint University Park program is:  
A planned integration of existing resources with innovative concepts in housing, retail, education , recreation , commercial, entertainment, transportation and infrastructure within the development area.
    - ii) Comments by group
      - (1) Have some great facilities available to build on
      - (2) Need student housing at GMI
      - (3) Could use medical office condominiums at Hurley Hospital
      - (4) Used this vision to form the base for the edited versions below.
  - (c) Center table
    - i) We envision
      - (1) Who - collaborative effort of community leaders
      - (2) What - a place to be
      - (3) Where - Flint central area
      - (4) When - ?
      - (5) How - ?
    - ii) We envision an environment in the defined area of University Park where anyone can live, work & play

iii) The Flint University Park Program envisions

A synergistic city core that includes strong, viable, family oriented neighborhoods, inclusive of manufacturing parks and supported by strong educational and research institutions integrated with the amenities of a cultural center, restaurants, retail, medical, government and business center.

(d) Back right table

The Flint University Park is a collaborative venture to create a place where people of diverse backgrounds and perspectives will learn, live, work, develop, play, share, shop

**A Place to Bel**

(e) Back left table

To create a revitalized, vibrant city where cooperative, collaborative efforts & an entrepreneurial & pioneering spirit exists between individuals, gov't, business, education, and research organizations to develop housing and shared public and private world class facilities for diverse people to live & work; where art, business & quality of life is cherished.

i) University Park is

- (1) What we want it to be when we grow up
- (2) A livable lab city - America's new research capital
- (3) America's newest research city
- (4) Grassroots urban revitalization effort based on coop(cooperation ?), collaboration
- (5) Focused residential / commercial partnership
- (6) Create a city where cooperative entrepreneurial spirit between business, education, etc.
- (7) To develop public & private which make Flint a place for people to live, work, & enjoy
- (8) Vibrant city within an city
- (9) Provides resources to be shared
- (10) Atmosphere including arts, business, residence
- (11) To foster spirit of cooperation & harmony
  - (a) Pride in community
  - (b) World class facilities
  - (c) Opportunity, both individual & business
  - (d) Comfort & convenience
- (12) A revitalized urban residential, education, & research community
- (13) Pioneers, innovation (?) + builds on partner & collab. efforts

(3) Strengths threats, problems, opportunities - spot analysis

(a) Front left table

i) Strengths

- (1) Major teaching hospitals
- (2) Public / private leadership
- (3) Higher education
- (4) GM

- ii) Threats
    - (1) Unrealistic outside expectations
    - (2) World and US economics
    - (3) Regional competition
  - iii) Problems
    - (1) Funding
    - (2) Internal expectations
    - (3) Inadequate market research
    - (4) BM
    - (5) City Council
      - (a) Mentioned need to bring the City Council into the UP project
  - iv) Opportunities
    - (1) Increased public and private funding
    - (2) GM/university research
    - (3) Economic spinoff from research
    - (4) C4 - computerization methods for industry application
      - (a) EDS - how to get these people involved?
- (b) Front right table
- i) Strengths
    - (1) Anchor assets
    - (2) Leadership
    - (3) Cultural Activity
    - (4) Government cooperation
    - (5) Financial resources
    - (6) Resilient people
  - ii) Threats
    - (1) Territorial disputes
    - (2) Competing neighborhoods
    - (3) Sustaining interest
  - iii) Problems
    - (1) Funding
    - (2) Historic failures
    - (3) Development priorities
    - (4) Transportation
    - (5) Image
    - (6) Educational outcome
    - (7) Housing
  - iv) Opportunities
    - (1) Jobs
    - (2) Growth - economic
    - (3) Population growth
    - (4) Develop a master plan
    - (5) Strengthen public and private relationships
    - (6) Improve image
    - (7) Transcend leadership changes
- (c) Center table
- i) Strengths

- (1) Committed leaders
- (2) Vision
- (3) General Motors
- (4) Participating Institutions
- (5) Improved airport
- (6) Higher education systems
- (7) Health care (as employer)
- (8) Medical services
- (9) Mott Foundation
- ii) Threats
  - (1) Neighborhood deterioration / zoning
  - (2) Self Image
  - (3) Flint school school system image / perception
  - (4) Daily newspaper - negative information
  - (5) Racism
  - (6) Public safety
- iii) Problems
  - (1) GM dependency
  - (2) Potential to impede existing programs
  - (3) Financial support / funding
  - (4) National image of Flint
  - (5) Auto World
  - (6) Labor / management relations
- iv) Opportunities
  - (1) Electronic network
  - (2) Revenue
  - (3) New facilities / expanded facilities
  - (4) Attracting new business
  - (5) Inter institutional cooperation
  - (6) Restructure Flint schools
  - (7) Daily newspaper - positive information
  - (8) Research center
- (d) Back right table
  - i) Strengths
    - (1) Viable existing infrastructure
    - (2) River
    - (3) Available open space
    - (4) Shared decision making among leadership city/private
    - (5) Emerging public/private collaboration
    - (6) Some model neighborhoods
    - (7) Systemic changes in K-2
  - ii) Threats (external)
    - (1) Failed projects
    - (2) Negative image
    - (3) Health care issues
    - (4) Status of children

- (5) Sustained leadership - absence of
- (6) Challenge of race/class
- iii) Problems (internal)
  - (1) Declining economic base
  - (2) Lack of shared vision
  - (3) Michael
  - (4) Negative image
  - (5) Status of children
  - (6) Development of sustained leadership
  - (7) Challenge with race/class
- iv) Opportunities
  - (1) Auto World
  - (2) Michael
  - (3) Institutions with enlightened self-interest
  - (4) Youth and chronologically gifted (old people)
- (e) Back left table - did not do this part of analysis
  - i) Strengths
  - ii) Threats
  - iii) Problems
  - iv) Opportunities
- c) Jku summary
  - (1) Common vision elements - summarized by Joe Kushuba
    - (a) Safe/clean neighborhoods
    - (b) Research activity (Board of education - education center - tech center)
    - (c) Vibrant downtown/retail shopping
    - (d) Growing economy
    - (e) Green theme
    - (f) Retail development
    - (g) Urban park (industrial)
    - (h) Public improvements (parking, art)
    - (i) The place to be vs. go to
    - (j) Attractive
    - (k) Educational capitol of Michigan
    - (l) Partnerships
    - (m) Pride & diversity
    - (n) Improved housing (diversity)
    - (o) Auto world convention center
    - (p) Infrastructure (physical -
    - (q) Attractive to outsiders
    - (r) Communication center
    - (s) History - new
    - (t) Recreation / entertainment
    - (u) Experimentation/innovation
    - (v) Sharing of physical assets
    - (w) University learning/educational - undergraduate
    - (x) Architectural theme/concept

- (2) jku summary vision statement derivation
  - (a) Which one of the vision statements presented seems to have potential?
  - (b) Selected front right as the basic vision statement (see previous table vision statements.)
  - (c) General comments by the Board on the vision statement
    - i) Strong statement made by back left table on keeping buildings that deserve to be kept.
    - ii) Mentioned the past attempts such as river front park.
    - iii) Is the vision flawed or is the process flawed?
    - iv) rki said the vision was not flawed and that the elements are in place but the scope might not have been as broad as it should have been.
    - v) Mayor said that Flint has a glorious history. The history should be used as a base upon which to plan the future of Flint.
    - vi) Have torn down much of the Flint community
    - vii) May have lost some of the links to the history of Flint.
    - viii) Should capitalize on the strengths of Flint's history
    - ix) If it doesn't make sense and it may not be supported by the future, and are not self sustaining - this is the definition of an unnatural feature.
    - x) How do we warm up the vision statements so they relate and make sense to the people who live in Flint?
    - xi) Editorial note - there seems to be a general lack of understanding about the nature of the citizens of Flint.
    - xii) Who is this statement for? The people of Flint, or the people in this room
    - xiii) Must touch an emotion somewhere!
    - xiv) The above comments are getting close to some core ideas
    - xv) Must consider the vision as consisting of two concepts
      - (1) What the government feels must be done
      - (2) What the public of Flint really wants
  - (d) Vision statements produced from meeting
    - i) Edited vision statement - draft 2
      - (1) Flint University Park program is:  
In people terms, where people of diverse backgrounds and perspectives will learn, live, work, develop, play, share & shop; in technical terms, a planned integration of existing resources with collaborative innovative concepts in housing, retail, education , recreation , commercial, entertainment, transportation and infrastructure within the development area
    - ii) Edited vision - draft 3  
The Flint University Park is, in people terms, a place where people of diverse backgrounds and perspectives will learn, live, work, develop, play, shape, & shop; in technical terms, it's a planned integration and development of collaborative, innovative concepts in existing and new resources with (containing?) housing, education, research, recreation, cultural, commercial / industrial, health, entertainment, transportation, & retail (?) infrastructures within the development area.

*Economic viability - foot note with no explanation.*

**d) Summary and conclusion**

- (1) Ball has been passed to Richard King
- (2) Mayor announced that GM is reinvesting \$2 million in community
  - (a) Through a collaborative effort gained some plant use in manufacture of exhaust system components.
  - (b) Mentioned catalytic converter development as a job generator
- (3) Richard and staff to check back on next meeting.

	oen	Table	Subject	Subject codes
1	1.00000		(1) "Describe the most exciting picture that you could see for the Flint UP program."	exp/
2	1.10000	(a) Front left table	(a) Front left table	flt/
3	1.10100	(a) Front left table	i) Safe, decent, clean neighborhoods	nhb/flt/
4	1.10200	(a) Front left table	ii) Active al fresco (in the fresh air) downtown (pedestrian, cafes, programmed activities)	dtn/act/ped/flt/
5	1.10300	(a) Front left table	iii) Research university	res/flt/
6	1.10400	(a) Front left table	iv) Growing economy	eco/flt/
7	1.10500	(a) Front left table	v) Gentrify (?) the downtown	dtn/flt/
8	1.10600	(a) Front left table	vi) Streetscapes, landscape, human scale architecture	lsc/arh/flt/
9	1.10700	(a) Front left table	vii) Pedestrian links, strolling	ped/lmk/flt/
10	1.10800	(a) Front left table	viii) Retail development	ret/dvt/flt/
11	1.10900	(a) Front left table	ix) New mid - income, planned sub	sub/inc/flt/
12	1.11000	(a) Front left table	x) Urban industrial parks	urb/ind/flt/
13	1.11100	(a) Front left table	xi) Public art	art/flt/
14	1.11200	(a) Front left table	xii) Public transit	trn/flt/
15	1.11300	(a) Front left table	xiii) Vehicles & parking	veh/pkgflt/
16	1.20000	(a) Front right table	(b) Front right table	frt/



	oen	Table	Subject	Subject codes
1 7	1.20100	(a) Front right table	i) Retail shopping	ret/shp/frt/
1 8	1.20200	(a) Front right table	ii) Rehab neighborhoods	nhb/rhb/frt/
1 9	1.20300	(a) Front right table	iii) New (mixed middle) income housing	inc/hsg/mix/frt/
2 0	1.20400	(a) Front right table	iv) Vibrant downtown (city within city)	dtm/cty/frt/
2 1	1.20500	(a) Front right table	v) Link cultural center with Downtown	lnk/cul/dtn/frt/
2 2	1.20600	(a) Front right table	vi) More green space	grs/frt/
2 3	1.20700	(a) Front right table	vii) Make Auto World a convention center	awo/cvn/frt/
2 4	1.20800	(a) Front right table	viii) More student housing	stu/hsg/frt/
2 5	1.20900	(a) Front right table	ix) Improved infrastructure	ist/frt/
2 6	1.21000	(a) Front right table	x) Enhanced transportation system	tsp/frt/
2 7	1.30000	(c) Center table	(c) Center table	cta/
2 8	1.30100	(c) Center table	i) Auburn hills (tech center) on the river	ahi/tcr/rvr/cta/
2 9	1.30200	(c) Center table	ii) Safe place to work, walk, do business	saf/wal/bus/cta/
3 0	1.30300	(c) Center table	iii) Good neighborhoods - including all services	nhb/svc/cta/
3 1	1.30400	(c) Center table	iv) Services/activities to draw people outside of our geographic area.	svc/act/geo/cta/
3 2	1.30401	(c) Center table	(1) Restaurants	rsu/cta/

	oen	Table	Subject	Subject codes
3 3	1.30402	(c) Center table	(2) Other attractions	att/cta/
3 4	1.30403	(c) Center table	(3) Student housing	stu/hsg/cta/
3 5	1.30404	(c) Center table	(4) Retail	ret/cta/
3 6	1.30500	(c) Center table	v) Communications network	cmc/ntw/cta/
3 7	1.40000	(d) Back right table	(d) Back right table	brt/
3 8	1.40100	(d) Back right table	i) Large university campus	uni/cmp/brt/
3 9	1.40101	(d) Back right table	(1) Educational, research center	edu/res/ctr/brt/
4 0	1.40102	(d) Back right table	(2) People buzzing around day and night	peo/buz/brt/
4 1	1.40103	(d) Back right table	(3) People with purpose	peo/brt/
4 2	1.40104	(d) Back right table	(4) Multi-family upscale housing, affordable	mfh/hsg/aff/brt/
4 3	1.40105	(d) Back right table	(5) Single family housing, affordable	sfh/hsg/aff/brt/
4 4	1.40106	(d) Back right table	(6) Looks like a place you can be, not just go to	plc/brt/
4 5	1.40107	(d) Back right table	(7) Recreational facilities/entertainment	rcr/ent/brt/
4 6	1.40108	(d) Back right table	(8) Attracts outsiders, tourists	tou/brt/
4 7	1.40109	(d) Back right table	(9) Property beautification	bfn/brt/
4 8	1.40110	(d) Back right table	(10) Educational capital of Michigan, K-12	edu/mic/k12/brt/

	oen	Table	Subject	Subject codes
4 9	1.40111	(d) Back right table	(11) Know for its partnerships/collaborations	ptr/clb/brt/
5 0	1.40112	(d) Back right table	(12) Lots of green open spaces	grs/brt/
5 1	1.40113	(d) Back right table	(13) Citizens have pride in diversity	pri/dvs/
5 2	1.40114	(d) Back right table	(14) Incorporate Cultural Centers/Activities	cul/act/brt/
5 3	1.40115	(d) Back right table	(15) Good transportation, public	tsp/pub/brt/
5 4	1.40116	(d) Back right table	(16) Laboratory for teaching/learning/research	lab/tch/lrn/res/brt/
5 5	1.50000	(e) Back left table	(e) Back left table	blt/
5 6	1.50100	(e) Back left table	i) Boston (Key West) - note team drew picture of sun	bos/kws/pct/sun/blt
5 7	1.50101	(e) Back left table	(1) History and new	his//blt
5 8	1.50102	(e) Back left table	(2) Vital business + fun downtown	bus/fun/dtn//blt
5 9	1.50103	(e) Back left table	(3) All day and night	day/ngt//blt
6 0	1.50200	(e) Back left table	ii) Continuing successes tangible	scs/tan//blt
6 1	1.50300	(e) Back left table	iii) Housing + commercial togetherness	hsg/cml/tgh//blt
6 2	1.50301	(e) Back left table	(1) a city within a city	cty//blt
6 3	1.50302	(e) Back left table	(2) a strong sense of community	sen/cmy//blt
6 4	1.50400	(e) Back left table	iv) Major world class facilities designed & shared by many orgs (organizations?) - stadium, convention center, college dorms, research, recreation, cultural/art bldgs	wcl/fac/org/sdm/cvn/clg/drm/res/rec/cul/art/blg//blt

	oen	Table	Subject	Subject codes
6 5	1.50500	(e) Back left table	v) Should communicate innovation	cmc/inv//blt
6 6	1.50501	(e) Back left table	(1) enterprise zone or entertainment	epr/zne//blt
6 7	1.50502	(e) Back left table	(2) ethic that guides is innovation / excitement / implement	eth/inv/exm/imp//blt
6 8	1.50600	(e) Back left table	vi) Eliminate negatives / stigma of "north of river"	neg/stg/rvr//blt
6 9	1.50700	(e) Back left table	vii) Put old / vacant buildings into use - don't just knock it all down (except Holiday Inn)	vcn/blg/hol//blt
7 0	1.50800	(e) Back left table	viii) This gp (group?) to facilitate, a shared vision the collaboration / orchestration of efforts	fcl/vsn/clb/orc//blt
7 1	1.50900	(e) Back left table	ix) Diversity of housing available - include student housing	div/hsg/stu//blt
7 2	1.51000	(e) Back left table	x) We're already a hotbed of creativity, build on it - small grassroots activities as well as large institutional edifices	crv/gro/ist/blg//blt
7 3	1.51100	(e) Back left table	xi) Living / work space - especially lofts for artists	lvg/wrk/lof/ari//blt
7 4	1.51200	(e) Back left table	xii) Good, timely, ubiquitous public transportation	pub/tsp//blt
7 5	1.51300	(e) Back left table	xiii) Assist businesses in innovative ways	bus/inv/ast//blt
7 6	1.51301	(e) Back left table	(1) Fast track permitting	fst/per//blt
7 7	1.51302	(e) Back left table	(2) Eliminate prkg (parking?) changes	pkg//blt
7 8	1.51303	(e) Back left table	(3) Retail viability	ret//blt
7 9	1.51304	(e) Back left table	(4) Especially small businesses	bus/sml//blt
8 0	1.51305	(e) Back left table	(5) & get to like it was 30 years ago	ago//blt

	Abb	Meaning	Sort cde
1	act	Activity	act
2	aff	Affordable	aff
3	ago	Ago	ago
4	arh	Architecture	arc
5	art	Art	art
6	ari	Artists	art
7	ast	Assist	ass
8	att	Attractions	att
9	ahi	Auburn Hills	aub
10	awo	Auto World	aut
11	blt	Back left table	bal
12	brt	Back right table	bar
13	bfu	Beautification	bea
14	bos	Boston	bos
15	blg	Building	bui
16	bus	Business	bus
17	buz	Buzzing	buz
18	cmp	Campus	cam
19	ctr	Center	cen
20	cta	Center table	cen
21	cty	City	cit
22	clb	Collaboration	col
23	clg	College	col
24	cml	Commercial	com
25	cmc	Communication	com
26	cmv	Community	com
27	cvn	Convention	con
28	crv	Creativity	cre
29	cul	Cultural	cul
30	day	Day	day
31	dvt	Development	dev
32	dvs	Diversity	div
33	drm	Dormitory	dor
34	dtu	Downtown	dow
35	eco	Economy	eco
36	edu	Educational	edu
37	epr	Enterprise	ent
38	ent	Entertainment	ent
39	eth	Ethic	eth
40	exp	Exciting picture	exc
41	exm	Excitement	exc
42	fcl	Facilitate	fac
43	fac	Facilities	fac
44	fst	Fast track	fas
45	flt	Front left table	fri

Listed alphabetically by sort code

	<b>Abb</b>	<b>Meaning</b>	<b>Sort cde</b>
<b>4 6</b>	frr	Front right table	frr
<b>4 7</b>	fun	Fun	fun
<b>4 8</b>	geo	Geography	geo
<b>4 9</b>	gro	Grass roots	gra
<b>5 0</b>	grs	Green space	gre
<b>5 1</b>	his	History	his
<b>5 2</b>	hol	Holiday Inn	hol
<b>5 3</b>	hsg	Housing	hou
<b>5 4</b>	imp	Implement	imp
<b>5 5</b>	inc	Income	inc
<b>5 6</b>	ind	Industrial	ind
<b>5 7</b>	ist	Infrastructure	inf
<b>5 8</b>	inv	Innovation	inn
<b>5 9</b>	ist	Institutional	ins
<b>6 0</b>	k12	Grades K through 12	k12
<b>6 1</b>	kws	Key West	key
<b>6 2</b>	lsc	Landscaping	lan
<b>6 3</b>	lrn	Learning	lea
<b>6 4</b>	lnk	Link	lin
<b>6 5</b>	lvg	Living	liv
<b>6 6</b>	lof	Loft	lof
<b>6 7</b>	mic	Michigan	mic
<b>6 8</b>	mix	Mixed	mix
<b>6 9</b>	mfh	Multifamily housing	mul
<b>7 0</b>	neg	Negative	neg
<b>7 1</b>	nhb	Neighborhood	nei
<b>7 2</b>	ntw	Network	net
<b>7 3</b>	ngt	Night	nig
<b>7 4</b>	orc	Orchestration	orc
<b>7 5</b>	pkg	Parking	par
<b>7 6</b>	ptn	Partnership	par
<b>7 7</b>	ped	Pedestrian	ped
<b>7 8</b>	peo	People	peo
<b>7 9</b>	per	Permit	per
<b>8 0</b>	pct	Picture	pic
<b>8 1</b>	plc	Place	pla
<b>8 2</b>	pri	Pride	pri
<b>8 3</b>	pub	Public	pub
<b>8 4</b>	rcr	Recreation	rec
<b>8 5</b>	rhb	Rehabilitation	reh
<b>8 6</b>	res	Research	res
<b>8 7</b>	rsu	Restaurant	res
<b>8 8</b>	ret	Retail	ret
<b>8 9</b>	rvr	River	riv
<b>9 0</b>	saf	Safe	saf

Listed alphabetically by sort code

	<b>Abb</b>	<b>Meaning</b>	<b>Sort cde</b>
<b>9 1</b>	sen	Sense	sen
<b>9 2</b>	svc	Services	ser
<b>9 3</b>	shp	Shopping	sho
<b>9 4</b>	sfh	Single family housing	sin
<b>9 5</b>	sml	Small	sma
<b>9 6</b>	stg	Stigma	sti
<b>9 7</b>	stu	Student	stu
<b>9 8</b>	sub	Subdivision	sub
<b>9 9</b>	scs	Success	suc
<b>1 0 0</b>	sun	Sun	sun
<b>1 0 1</b>	tan	Tangible	tan
<b>1 0 2</b>	tch	Teaching	tea
<b>1 0 3</b>	trc	Tech center	tec
<b>1 0 4</b>	tgh	Togetherness	tog
<b>1 0 5</b>	tou	Tourists	tou
<b>1 0 6</b>	trn	Transit	tra
<b>1 0 7</b>	tsp	Transportation	tra
<b>1 0 8</b>	uni	University	uni
<b>1 0 9</b>	urb	Urban	urb
<b>1 1 0</b>	vcn	Vacant	vac
<b>1 1 1</b>	vec	Vehicle	veh
<b>1 1 2</b>	vsn	Vision	vis
<b>1 1 3</b>	wal	Walk	wal
<b>1 1 4</b>	wrk	Work	wor
<b>1 1 5</b>	wcl	World class	wor
<b>1 1 6</b>	zne	Zone	zon

**VI. Date of meeting - Friday, October 2, 1992**

**A. Summary of Board of Governor's meeting - University Park Program - City of Flint**

**B. To: Richard King - Program Director**

**C. From: Ralph J. Stephenson - Program Consultant**

**D. Location - Sarvis Center**

**E. Those attending - list to be completed from sign-in sheet**

- 1. Mayor Woodrow Stanley**
- 2. Richard King**
- 3. Nancy Jurklewicz - Project administration team leader**
- 4. William Donahue - President Genesee Area Focus Council**
- 5. Jim Race**
- 6. Mark Davis**
- 7. Kathy Stoughton**
- 8. Joseph Kushuba**
- 9. \*others to be added**

**F. General notes**

**1. Mayor Stanley introduced meeting and staff of University Park Program**

- a) Reviewed core competence teams and their functions**
- b) Stressed critical nature of this session**

**2. Formal meeting**

**a) Early presentations and discussions**

- (1) Mayor introduced Joseph Kushuba (jku) - workshop leader**
- (2) jku defined purpose of meeting - see agenda**
  - (a) To better understand some of the original program design concepts and expected results, for the Flint University Park Project (program).**
  - (b) To develop a shared vision and supporting goals with the Board of Governor.**
  - (c) To communicate some of the key responsibilities, timing objectives and next steps.**
- (3) jku has drawn three conclusions**
  - (a) Confusion exists with some of the board members regarding the scope and intent of the Flint UP program.**
  - (b) The current vision for this project is quite broad and needs to be brought into a clearer focus.**
  - (c) To this point in time community involvement with the vision of this project has been limited.**
- (4) jku basis of conclusions - rjs edited 10/04/92**

These are not exact transcriptions of Mr. Kushuba's outline and some ideas may not be written exactly as he expressed them.

Where editorial guesses have been made they are shown in bold face. It would be appreciated if those reading these notes would call desired corrections to my attention.

Mr. Kushuba may have an overhead with the basis of the conclusions written as he expressed them.



- (a) Replicate some of silicon valley's strengths by utilizing a combination of the products of General Motors, our institutions of higher education, and our health service industry, to produce an environment more productive in terms of product development and economic diversification.
- (b) Build an infrastructure and **the project (?)** will come.
- (c) **Working toward a (?)** common destiny will result in some real tangible and physical developments that will create real opportunities for this community
- (d) **One objective is (?)** to see Flint become an urban laboratory for some of the new and better ideas and technology.
- (e) **We should strive toward (?)** a better utilization of colleges, universities, and medical centers as well as make **strong efforts in the (?)** development of student housing in downtown Flint.
- (f) **Must clearly define the (?)** proposed boundaries of the park
- (g) **Project should encourage (?)** sound residential opportunities and real economic development opportunities for this community by making certain that all the elements discussed in this meeting work in concert
- (h) The mission of the project is to position Flint to become a great city through its development as an urban center for entrepreneurial and manufacturing excellence
- (i) **The program (?)** should encourage economic diversification , alleviate conventional social ills, and produce information needed by the people of the Flint market areas
- (j) For this project the goal or desired condition is to revitalize the central city  
**(ED NOTE - REVIEW THIS GOAL VERY CAREFULLY!)**
- (k) **The program plan envisages a (?)** comprehensive middle city, new town in/town/ and a city within a city
- (l) **The program plan envisages (?)** major multi-use component project containing industrial, residential, commercial, recreational, and technology-based institutions
- (m) **The program should be designed to provide a (?)** framework for physical, informational, and technological interface between and among the major economic development and knowledge-based institutions in our community.
- (n) **University Park should provide the (?)** basis for the future development, innovation and enhancement for the information and technology infrastructure necessary for Flint to become world competitive.
- (o) **University Park should provide (?)** an entrepreneurial infrastructure so Flint can get economic spinoff from the institutions that now exist in Flint.
- (p) **University Park should stimulate (?)** city growth driven by combining entrepreneurial drive with university knowledge.
- (5) jku reviewed exhibit #4 - Flint University Park Vision Components  
See the preliminary handout material for copies of these vision components.  
These are copied below for reference convenience.
  - (a) Develop the Oak Park Sectors 1 & 2 - in the area east of Saginaw Street - into private, quality, multi-use industrial and technology-based parks, including a speculative industrial building. This component would also include residential developments, with a planned single family subdivision oriented for middle income groups.

- (b) Cooperate and assist AC West with its preliminary plans to rehabilitate and demolish surplus property, create open spaces, and develop industrial facilities for multiple tenants.
  - (c) Revitalize and redevelop Carriage Town and the Hurley East and West neighborhoods through new construction infill, concentrated rehabilitation, and limited demolition.
  - (d) Provide for the south and eastward expansion of the GMI campus, utilizing excess GM property.
  - (e) Help businesses by empowering the University of Michigan - Flint - through the successful implementation of the Community Stabilization and Renewal Project (CSR) - to become a one - stop research and technology transfer center. The CSR Project would provide area businesses with full-access to the knowledge resources and expertise of the university's Flint and Ann Arbor campuses.
  - (f) Provide land along the Flint River for the expansion of U of M Flint campus. This land could be used for academic, housing, or related uses - such as athletic fields, outdoor recreation and intramural sports activities.
  - (g) Develop an affordable, planned single family subdivision and a planned industrial-commercial district in the Chippewa District, west of Saginaw Street.
  - (h) Link the neighborhoods and major economic and knowledge-based institutions through a new and renovated infrastructure system that will contain open space, pedestrian transportation, streetscapes, and telecommunications.
  - (i) Develop neighborhood preservation activities and value enhancing rehabilitation programs to improve neighborhoods and retain middle class homeowners.
  - (j) Redevelop Autoworld into a University Park Town Center - consisting of office, retail, recreational, convention and meeting facilities, residential, or other economically viable uses.
- (6) jku definitions for this session
- (a) **Vision** - A clear, concise statement of the future scope of the project. Provides everyone with a sense of purpose and direction - what we want to be
  - (b) **Mission** - A clear concise statement of the current scope of the project. Provides everyone with a shared understanding of what we are and what we do.
  - (c) **Goals** - Goals describe the desirable conditions or areas of emphasis where there are multiple ways to satisfy the vision/mission. They answer the question "What must we do to achieve our mission ?"
- (7) jku key words / concepts - operative words from the vision statements
- (a) Silicone valley or Stanford (economic model)
  - (b) New product development
  - (c) Economic diversification
  - (d) Infrastructure
  - (e) Common destiny
  - (f) Urban laboratory

- (g) University Research Park
  - (h) Urban Center for entrepreneurial and manufacturing excellence
  - (i) Revitalized central city
  - (j) City within a city
  - (k) Major multi-use component project
  - (l) Framework for interface
  - (m) Basis for future development
  - (n) Student housing development
  - (o) Community opportunities
  - (p) Private integration with urban plans
  - (q) City growth
  - (r) Entrepreneurial infrastructure
  - (s)
- (8) jku definition of process
- (a) Each group is to record on a flip chart their answer to the following question (10 Min.)

**Describe the most exciting picture that you could see for the Flint University Park program.**

- (b) A sub-group spokesperson will report out the exciting picture description results to the large group. The facilitator will summarize the common key points on a separate chart (15 minutes)
- (c) Each sub-group is to use this new list of common key points as well as the original city list (distributed earlier) to construct a vision statement candidate. They will report to the large group, once completed (10 minutes)
- (d) Test the group for the statement that comes the closest to capturing the desired state and fine tune the vision statement (25 minutes)

**b) Reports of groups**

- (1) Individual group answers to the instruction - **"Describe the most exciting picture that you could see for the Flint UP program."**
  - (a) Front left table
    - i) Safe, decent, clean neighborhoods
    - ii) Active al fresco (in the fresh air) downtown (pedestrian, cafes, programmed activities)
    - iii) Research university
    - iv) Growing economy
    - v) Gentrify (?) the downtown
    - vi) Streetscapes, landscape, human scale architecture
    - vii) Pedestrian links, strolling
    - viii) Retail development
    - ix) New mid - income, planned sub
    - x) Urban industrial parks
    - xi) Public art
    - xii) Public transit
    - xiii) Vehicles & parking
  - (b) Front right table
    - i) Retail shopping

- ii) Rehab neighborhoods
- iii) New (mixed middle) income housing
- iv) Vibrant downtown (city within city)
- v) Link cultural center with Downtown
- vi) More green space
- vii) Make Auto World a convention center
- viii) More student housing
- ix) Improved infrastructure
- x) Enhanced transportation system
- (c) Center table
  - i) Auburn hills (tech center) on the river
  - ii) Safe place to work, walk, do business
  - iii) Good neighborhoods - including all services
  - iv) Services/activities to draw people outside of our geographic area.
    - (1) Restaurants
    - (2) Other attractions
    - (3) Student housing
    - (4) Retail
  - v) Communications network
- (d) Back right table
  - i) Large university campus
    - (1) Educational, research center
    - (2) People buzzing around day and night
    - (3) People with purpose
    - (4) Multi-family upscale housing, affordable
    - (5) Single family housing, affordable
    - (6) Looks like a place you can be, not just go to
    - (7) Recreational facilities/entertainment
    - (8) Attracts outsiders, tourists
    - (9) Property beautification
    - (10) Educational capital of Michigan, K-12
    - (11) Known for its partnerships/collaborations
    - (12) Lots of green open spaces
    - (13) Citizens have pride in diversity
    - (14) Incorporate Cultural Centers/Activities
    - (15) Good transportation, public
    - (16) Laboratory for teaching/learning/research
- (e) Back left table
  - i) Boston (Key West) - note team drew picture of sun
    - (1) History and new
    - (2) Vital business + fun downtown
    - (3) All day and night
  - ii) Continuing successes tangible
  - iii) Housing + commercial togetherness - a
    - (1) city within a city
    - (2) strong sense of community

- iv) Major world class facilities designed & shared by many orgs (organizations?) - stadium, convention center, college dorms, research, recreation, cultural/art bldgs
  - v) Should communicate innovation
    - (1) enterprise zone or entertainment
    - (2) ethic that guides is innovation / excitement / implement
  - vi) Eliminate negatives / stigma of "north of river"
  - vii) Put old / vacant buildings into use - don't just knock it all down (except Holiday Inn)
  - viii) This gp (group?) to facilitate, a shared vision the collaboration / orchestration of efforts
  - ix) Diversity of housing available - include student housing
  - x) We're already a hotbed of creativity, build on it - small grassroots activities as well as large institutional edifices
  - xi) Living / work space - especially lofts for artists
  - xii) Good, timely, ubiquitous public transportation
  - xiii) Assist businesses in innovative ways
    - (1) Fast track permitting
    - (2) Eliminate prkg (parking?) changes
    - (3) Retail viability
    - (4) Especially small businesses
    - (5) & get to like it was 30 years ago
- (2) Individual group vision statements
- (a) Front left table
    - i) The Flint University Park program is  
A diverse ... healthy... world competitive... full-service ...involved ...  
exciting ... attractive ... community called Flint University Park.
  - (b) Front right table
    - i) The Flint University Park program is:  
A planned integration of existing resources with innovative concepts in housing, retail, education , recreation , commercial, entertainment, transportation and infrastructure within the development area.
    - ii) Comments by group
      - (1) Have some great facilities available to build on
      - (2) Need student housing at GMI
      - (3) Could use medical office condominiums at Hurley Hospital
      - (4) Used this vision to form the base for the edited versions below.
  - (c) Center table
    - i) We envision
      - (1) Who - collaborative effort of community leaders
      - (2) What - a place to be
      - (3) Where - Flint central area
      - (4) When - ?
      - (5) How - ?
    - ii) We envision an environment in the defined area of University Park where anyone can live, work & play

iii) The Flint University Park Program envisions

A synergistic city core that includes strong, viable, family oriented neighborhoods, inclusive of manufacturing parks and supported by strong educational and research institutions integrated with the amenities of a cultural center, restaurants, retail, medical, government and business center.

(d) Back right table

The Flint University Park is a collaborative venture to create a place where people of diverse backgrounds and perspectives will learn, live, work, develop, play, share, shop

**A Place to Be!**

(e) Back left table

To create a revitalized, vibrant city where cooperative, collaborative efforts & an entrepreneurial & pioneering spirit exists between individuals, gov't, business, education, and research organizations to develop housing and shared public and private world class facilities for diverse people to live & work; where art, business & quality of life is cherished.

i) University Park is

- (1) What we want it to be when we grow up
- (2) A livable lab city - America's new research capital
- (3) America's newest research city
- (4) Grassroots urban revitalization effort based on coop(cooperation ?), collaboration
- (5) Focused residential / commercial partnership
- (6) Create a city where cooperative entrepreneurial spirit between business, education, etc.
- (7) To develop public & private which make Flint a place for people to live, work, & enjoy
- (8) Vibrant city within an city
- (9) Provides resources to be shared
- (10) Atmosphere including arts, business, residence
- (11) To foster spirit of cooperation & harmony
  - (a) Pride in community
  - (b) World class facilities
  - (c) Opportunity, both individual & business
  - (d) Comfort & convenience
- (12) A revitalized urban residential, education, & research community
- (13) Pioneers, innovation (?) + builds on partner & collab. efforts

(3) Strengths threats, problems, opportunities - spot analysis

(a) Front left table

i) Strengths

- (1) Major teaching hospitals
- (2) Public / private leadership
- (3) Higher education
- (4) GM

- ii) Threats
    - (1) Unrealistic outside expectations
    - (2) World and US economics
    - (3) Regional competition
  - iii) Problems
    - (1) Funding
    - (2) Internal expectations
    - (3) Inadequate market research
    - (4) BM GM
    - (5) City Council
      - (a) Mentioned need to bring the City Council into the UP project
  - iv) Opportunities
    - (1) Increased public and private funding
    - (2) GM/university research
    - (3) Economic spinoff from research
    - (4) C4 - computerization methods for industry application
      - (a) EDS - how to get these people involved?
- (b) Front right table
- i) Strengths
    - (1) Anchor assets
    - (2) Leadership
    - (3) Cultural Activity
    - (4) Government cooperation
    - (5) Financial resources
    - (6) Resilient people
  - ii) Threats
    - (1) Territorial disputes
    - (2) Competing neighborhoods
    - (3) Sustaining interest
  - iii) Problems
    - (1) Funding
    - (2) Historic failures
    - (3) Development priorities
    - (4) Transportation
    - (5) Image
    - (6) Educational outcome
    - (7) Housing
  - iv) Opportunities
    - (1) Jobs
    - (2) Growth - economic
    - (3) Population growth
    - (4) Develop a master plan
    - (5) Strengthen public and private relationships
    - (6) Improve image
    - (7) Transcend leadership changes
- (c) Center table
- i) Strengths

- (1) Committed leaders
- (2) Vision
- (3) General Motors
- (4) Participating institutions
- (5) Improved airport
- (6) Higher education systems
- (7) Health care (as employer)
- (8) Medical services
- (9) Mott Foundation
- ii) Threats
  - (1) Neighborhood deterioration / zoning
  - (2) Self image
  - (3) Flint school school system image / perception
  - (4) Daily newspaper - negative information
  - (5) Racism
  - (6) Public safety
- iii) Problems
  - (1) GM dependency
  - (2) Potential to impede existing programs
  - (3) Financial support / funding
  - (4) National image of Flint
  - (5) Auto World
  - (6) Labor / management relations
- iv) Opportunities
  - (1) Electronic network
  - (2) Revenue
  - (3) New facilities / expanded facilities
  - (4) Attracting new business
  - (5) Inter institutional cooperation
  - (6) Restructure Flint schools
  - (7) Daily newspaper - positive information
  - (8) Research center
- (d) Back right table
  - i) Strengths
    - (1) Viable existing infrastructure
    - (2) River
    - (3) Available open space
    - (4) Shared decision making among leadership city/private
    - (5) Emerging public/private collaboration
    - (6) Some model neighborhoods
    - (7) Systemic changes in K-2
  - ii) Threats (external)
    - (1) Failed projects
    - (2) Negative image
    - (3) Health care issues
    - (4) Status of children



- (5) Sustained leadership - absence of
- (6) Challenge of race/class
- iii) Problems (internal)
  - (1) Declining economic base
  - (2) Lack of shared vision
  - (3) Michael
  - (4) Negative image
  - (5) Status of children
  - (6) Development of sustained leadership
  - (7) Challenge with race/class
- iv) Opportunities
  - (1) Auto World
  - (2) Michael
  - (3) Institutions with enlightened self-interest
  - (4) Youth and chronologically gifted (old people)
- (e) Back left table - did not do this part of analysis
  - i) Strengths
  - ii) Threats
  - iii) Problems
  - iv) Opportunities
- c) **Jku summary**
  - (1) Common vision elements - summarized by Joe Kushuba
    - (a) Safe/clean neighborhoods
    - (b) Research activity (Board of education - education center - tech center)
    - (c) Vibrant downtown/retail shopping
    - (d) Growing economy
    - (e) Green theme
    - (f) Retail development
    - (g) Urban park (industrial)
    - (h) Public improvements (parking, art)
    - (i) The place to be vs. go to
    - (j) Attractive
    - (k) Educational capitol of Michigan
    - (l) Partnerships
    - (m) Pride & diversity
    - (n) Improved housing (diversity)
    - (o) Auto world convention center
    - (p) Infrastructure (physical -
    - (q) Attractive to outsiders
    - (r) Communication center
    - (s) History - new
    - (t) Recreation / entertainment
    - (u) Experimentation/innovation
    - (v) Sharing of physical assets
    - (w) University learning/educational - undergraduate
    - (x) Architectural theme/concept

- (2) jku summary vision statement derivation
  - (a) Which one of the vision statements presented seems to have potential?
  - (b) Selected front right as the basic vision statement (see previous table vision statements.)
  - (c) General comments by the Board on the vision statement
    - i) Strong statement made by back left table on keeping buildings that deserve to be kept.
    - ii) Mentioned the past attempts such as river front park.
    - iii) Is the vision flawed or is the process flawed?
    - iv) rki said the vision was not flawed and that the elements are in place but the scope might not have been as broad as it should have been.
    - v) Mayor said that Flint has a glorious history. The history should be used as a base upon which to plan the future of Flint.
    - vi) Have torn down much of the Flint community
    - vii) May have lost some of the links to the history of Flint.
    - viii) Should capitalize on the strengths of Flint's history
    - ix) If it doesn't make sense and it may not be supported by the future, and are not self sustaining - this is the definition of an unnatural feature.
    - x) How do we warm up the vision statements so they relate and make sense to the people who live in Flint?
    - xi) Editorial note - there seems to be a general lack of understanding about the nature of the citizens of Flint.
    - xii) Who is this statement for? The people of Flint, or the people in this room
    - xiii) Must touch an emotion somewhere!
    - xiv) The above comments are getting close to some core ideas
    - xv) Must consider the vision as consisting of two concepts
      - (1) What the government feels must be done
      - (2) What the public of Flint really wants
  - (d) Vision statements produced from meeting
    - i) Edited vision statement - draft 2
      - (1) Flint University Park program is:  
In people terms, where people of diverse backgrounds and perspectives will learn, live, work, develop, play, share & shop; in technical terms, a planned integration of existing resources with collaborative innovative concepts in housing, retail, education , recreation , commercial, entertainment, transportation and infrastructure within the development area
    - ii) Edited vision - draft 3  
The Flint University Park is, in people terms, a place where people of diverse backgrounds and perspectives will learn, live, work, develop, play, shape, & shop; in technical terms, it's a planned integration and development of collaborative, innovative concepts in existing and new resources with (containing?) housing, education, research, recreation, cultural, commercial / industrial, health, entertainment, transportation, & **retail (?)** infrastructures within the development area.

*Economic viability* - foot note with no explanation.

d) **Summary and conclusion**

- (1) Ball has been passed to Richard King
- (2) Mayor announced that GM is reinvesting \$2 million in community
  - (a) Through a collaborative effort gained some plant use in manufacture of exhaust system components.
  - (b) Mentioned catalytic converter development as a job generator
- (3) Richard and staff to check back on next meeting.

e) **Items to do, discuss and expand upon - added by rjs 10/04/92**

- (1) A well assembled book of notes should be provided to all people working on the University Park program
- (2) The small private entrepreneurial sector is not represented on any of the teams, committees, or the Board. I recommend that they be included in all levels of the working groups.

SPARE

University Park Development - City of Flint, Michigan

Ralph J. Stephenson, P. E. , P. C.

City of Flint University Park meeting notes . . . . .	1
By Ralph J. Stephenson - Consultant. . . . .	1
Project administration competence team meeting #2 meeting . . . . .	1
Date of meeting - 8:10:02 AM - September 21, 1992, 1	
Those attending, 1	
Team objectives, 1	
Agenda, 1	
General, 1	
Adjourned at 8:56:23 AM, 2	
Planning competence team meeting #2 meeting . . . . .	2
Date of meeting - 9:58:48 AM - September 21, 1992, 2	
Those attending, 2	
Team objectives, 2	
Agenda, 2	
General, 2	
Example of planning the planning, 3	
To take to the Board, 4	
Adjourned at 11:54:27 AM, 4	
Marketing & development competence team #2 meeting . . . . .	4
Date of meeting - 11:57:22 AM - September 21, 1992, 4	
Those attending, 4	
Team objectives, 4	
Agenda, 4	
Lunch in DAEF conference room, 4	
General, 4	
Laundry list, 5	
Concerns to be taken to the Board of Governors, 5	
Adjourned at 1:59:49 PM, 5	
Education competence team #2 meeting . . . . .	5
Date of meeting - 2:01:32 PM - September 21, 1992, 5	
Those attending, 5	
Team objectives, 6	
General, 6	
Thoughts that might be taken to the Board for discussion, 8	
Adjourned at about 3:25 PM - September 21, 1992, 8	
Neighborhood & housing team #2 meeting . . . . .	8
Date of meeting - 4:07:56 - PM September 21, 1992, 8	
Those attending, 8	
Team objectives, 8	
Agenda, 8	
General, 8	
Adjourned at 5:08:45 PM, 9	
Follow up notes . . . . .	9
Define new terms, 9	
To consider taking to the Board for discussion., 9	

- I. **Date of meeting - Monday, September 21, 1992**
  - A. **City of Flint University Park meeting notes**
  - B. **By Ralph J. Stephenson - Consultant**
  - C. **Project administration competence team meeting #2 meeting**
    - 1. **Date of meeting - 8:10:02 AM - September 21, 1992**
    - 2. **Those attending**
      - a) Susan Piper - Vice President - McLaren Regional Medical Center
      - b) Rick Carter - Administrator for O. H. Hurley Medical Center
      - c) Richard King - Project Director & Marketing & Development team leader
      - d) Nancy Jurkiewicz - Project administration team leader
      - e) Ralph J. Stephenson - Consultant
    - 3. **Team objectives**
      - a) The program objectives are the sum total of all the team objectives
      - b) Ideas expressed by rca
        - (1) Need some kind of an overview of the issues and concerns that drive the project.
        - (2) Doesn't think we should review the team objectives with the Board. The objectives must come out of the Board meeting.
      - c) Ideas expressed by s
      - d) rki mentioned that the driving forces are outlined in Exhibit #1 dated 09/21/92.
      - e) rki wants two things from the Board on October 2, 1992
        - (1) What does the Board think should be done to achieve the goals?
        - (2) What do the institutions think should be done to achieve the goals?
          - (a) From the institutions represented by the 18 members of the Board.
      - f) Objectives given in Exhibit #2 - dated by rjs 09/21/92
        - (1) Develop and maintain project management structure
        - (2) Develop funding sources for critical development projects
        - (3) Prepare and manage developer rfp(s) process
        - (4) Review contracts
        - (5) Prepare operations plan
    - 4. **Agenda**
      - a) Determine work product of the project administration team
      - b) Discuss team objectives
    - 5. **General**
      - a) Enterprise zones
        - (1) How we get the enterprise zone designation
        - (2) Must work within an area basically in a 10% of the total city size
        - (3) Planning team will be following the enterprise zone potential
      - b) What are some of the work products
        - (1) Prepare grant applications
          - (a) Suppose Hurley and McLaren decide on a project within their area. Near a new tower. New project is an employee park.
          - (b) Suppose hospitals can only fund half of the park cost
          - (c) The pact committee would help find the funding.
      - c) Joe Kushuba will be facilitating the Board meeting on October 2, 1992.
      - d) Jack Martin might be a good facilitator.
      - e) Purpose of board meeting could be to give the customers in the area to express their interests, concerns and ideas about how the area is to be improved.
      - f) Must give the team members a chance to contribute something.

- g) Resources from Hurley might include
  - (1) Alice Lorenz - Director of School of Nursing
  - (2) Rob Jewell - Grant Writer
  - (3) Larry Daly - Assistant Director of Planning and Marketing Services
- h) Reviewed what the Board meeting will cover
- 6. **Adjourned at 8:56:23 AM**
- D. **Planning competence team meeting #2 meeting**
  - 1. **Date of meeting - 9:58:48 AM - September 21, 1992**
  - 2. **Those attending**
    - a) Larry Cywin - Board of Education - 313 760 1120
    - b) Douglas Varnum - Michigan Bell Telephone - 313 768 0123
    - c) John Brown - Vice President for Academics for the Baker College system - 313
    - d) Lee Gonzales - Genesee County Development
    - e) Dorothy K. Russell - Vice Chancellor for Administration - University of Michigan - Flint
    - f) Richard King - City of Flint - Project Director
    - g) Jim Race - City of Flint - 313 766 7355
    - h) Denise Heath - City of Flint - 313 766 7355
    - i) Ralph J. Stephenson - Consultant
  - 3. **Team objectives**
    - a) Establish database
    - b) Define and quantify critical development projects
    - c) Integrate institutional and neighborhood plans
    - d) Prepare overall master and vision plans
    - e) Develop infrastructure and transportation plan
    - f) Prepare enterprise zone application project plans
    - g) Define war room computer systems
  - 4. **Agenda**
    - a) Discuss rki memo material
    - b) Review planning processes to be used
  - 5. **General**
    - a) rki joined the meeting at 10:49:31 AM
    - b) rjs reviewed the current team objectives and the role of the committee in the program
      - (1) Introduced the possibility of rearranging the organizational structure of the program
    - c) jra reviewed the overall program map
      - (1) Used the colored map
        - (a) Yellow - residential
        - (b) Red - commercial
        - (c) Green - institutional
        - (d) Blue - industrial
      - (2) Discussed the various projects with the group
    - d) dru proposed including Great Lakes Technology Center in the program. Asked if we had discussed this with the other committees
    - e) lcy asked if the Northern Park project should be included in the program
    - f) Enterprise zones - no larger than 10% of the city's area - area of city is 33.6 square miles.
      - (1) jra is going to review the enterprise zone regulations.
    - g) jru discussed the memo of September 18, 1992
      - (1) The mission and goals statement are the City's statement

- (2) The mission and goals may be modified by the Board
- (3) The assignments will be worked on by the teams.
- h) dru asked what the firm of Hyatt and Palma are doing and how it fits into the COF UP program.
  - (1) Client is DDA.
  - (2) Could provide a reference point for future work.
  - (3) jra did not have full information on the work they are doing
  - (4) Will be submitted soon.
  - (5) dru was interviewed by the consultants
  - (6) lgo mentioned that if we do not necessarily agree with the findings of the Hyatt and Palma work we could state so.
  - (7) rki said the Hyatt and Palma work may only be a wish list.
- 6. **Example of planning the planning**
  - a) Oak Technology Park
    - (1) Why is it termed the Oak Technology Park?
    - (2) Why is the program named Flint University Park?
      - (a) Senator Donald Reigle and Mayor Woodrow Stanley gave it the name.
      - (b) City has expanded the project boundaries
    - (3) Laundry list of actions to move from point A to point B (at random)
      - (a) Select a suggested methodology of accomplishing the project
        - i) Economic studies
        - ii) Planners
        - iii) Designers - architects and engineers
        - iv) Constructors
      - (b) Define need and justification.
        - i) Economic
        - ii) Social
        - iii) Educational
        - iv) Physical
        - v) Infrastructure
        - vi) Political
        - vii) Others?
      - (c) Identify status of all projects in work within the program area
        - i) Probability of success to achieve completion
        - ii) Driving force behind project
        - iii) Characteristics of the projects
      - (d) Review existing & in work studies of or for related projects
      - (e) Define expected outcomes
      - (f) Define the beginning and ending points of the plan being prepared.
      - (g) Define the physical scope of the work to be planned.
      - (h) Identify resources required.
      - (i) Identify funding sources available
        - i) Government
        - ii) Private
        - iii) Quasi public
        - iv) Foundations
        - v) Other?

- (j) Identify impact of the project on other cof up projects
  - (k) Identify impact of the public area site improvements from and to the project
- 7. **To take to the Board**
  - a) Great Lakes Technology Center inclusion in the program
  - b) Northern Park inclusion in the program
  - c) Farmer's market inclusion in the program
- 8. **Adjourned at 11:54:27 AM**
- E. **Marketing & development competence team #2 meeting**
  - 1. **Date of meeting - 11:57:22 AM - September 21, 1992**
  - 2. **Those attending**
    - a) Dennis Brooks - Vice President - Michigan National Bank - 313 762 5580
    - b) Ken Rice - Vice President for Development - Baker College & Director of Public Relations for the Baker College system - 313 766 4045
    - c) Polly Piepenbrink - Vice President Marketing and Planning - St Joseph Health System - 313 762 8590
    - d) Fred Brown - Administrator of Employee Development - AC Rochester - 313 257 7554
    - e) Joanne Sullenger - Vice Chancellor for Institutional Advancement - University of Michigan - Flint - 313 762 3350
    - f) Mark E. P. Parston - Vice President Planning and Business Development - McLaren Health Care Corporation - 313 762 2447
    - g) Richard King - Project Director 7 Marketing & Development team leader - 313 233 7483
    - h) Ralph J. Stephenson - Consultant - 517 772 2537
  - 3. **Team objectives**
    - a) Implement critical development projects
    - b) Inventory existing land and development sites
    - c) Identify & retain economic and market research studies
    - d) Identify technology/university linkage & strategic alliance opportunities
    - e) Identify, budget, develop and market new development opportunities
    - f) Define critical development projects
  - 4. **Agenda**
    - a) Review operational guidelines
    - b) Orient team on overall project
    - c) Review current memo on project
    - d) Review happenings in previous two team meetings
  - 5. **Lunch in DAEF conference room**
  - 6. **General**
    - a) rki opened meeting with a general discussion
      - (1) Project started with Senator Riegle's plan to bring medical and institutional planning together in the program area.
      - (2) Handed out the memo and backup material dated September 18, 1992
      - (3) City's position - to do the program as a major development effort to improve Flint's economic, social and people structure
      - (4) Explained the components of the program
      - (5) Gave orientation to various program components.
      - (6) Expect the Board to prioritize projects
      - (7) At the October 2, 1992 meeting the Board will consider the overview of the program and the vision.
      - (8) Statement of the vision



- b) Team members asked if they are expected to actually do the work.
- c) How do we look at related plans to see how they impact on the individual plans for each project. This is important to those serving on the teams.
- d) The planning committee is the needed prior step to marketing and development.
- e) All must look at the UP program to insure it is in concert with each institution's mission and planning.
- f) City of Flint must take into account the regional aspects of the development.
- g) The marketing and development team must know what empowerment they have.
- h) In a summary statement - what does the marketing and development team feel should be our marketing plan should be.
- i) How much shared information can we obtain and use?
- j) We must determine and obtain what is available and is knowable.
- k) dbr asked what we do with the information when we get it.
- l) Can share the public information portion of the planning process.
- m) Must work together to enhance the neighborhoods in the UP program
- n) What generic items can be of benefit to all without compromising their proprietary interests.
- o) Our job is to build an infrastructure that encourages effective development within the proprietary plans of each institution.
- p) The vision must be built independent of the proprietary plans of the institution, and must be supportive of it.

**7. Laundry list**

- a) Identify critical projects
- b) Identify how to improve the development climate
- c) What are the problems we face in the development process?
- d) Identify the real projects
- e) Set budgets on the process
- f) Set priorities and how they are to be set.

**8. Concerns to be taken to the Board of Governors**

- a) How are the efforts of the teams to be financed?
- b) What policy should we adopt in the collection and use of proprietary information?
- c) How do we insure the missions of UP and the missions of its inhabitants are in concert to the greatest possible degree without proprietary disclosures?

**9. Adjourned at 1:59:49 PM**

**F. Education competence team #2 meeting**

**1. Date of meeting - 2:01:32 PM - September 21, 1992**

**2. Those attending**

- a) Jeff Love - VP Academics - Baker College - 313 766 4108
- b) Teri Irland - Commercial lender - Michigan National Bank - 313 762 5568
- c) Dave Doherty - Vice President - GMI - 313 762 9869
- d) Lennetta Coney - Mott Community College - 313 762 0269
- e) Jacqueline Giles - Director of Placement & Career Development - Detroit College of Business - Flint - 313 239 1443 x104
- f) William Donohue - Genesee Area Focus Corporation ? - 313 232 6420
- g) Mark Davis - Team leader - Education competence team - 313 238 7803
- h) Richard King - Project Director - University Park - 313 233 7483
- i) Victor Wong - Provost - University of Michigan - Flint - 313 762 3177
- j) Lee Gonzales - Genesee County Development - 313 257 3020

- k) Pamela Loving - Flint Board of Education & GMI - 313 762 9850
- l) Ralph J. Stephenson - Consultant
- m) John Selmon - Associate Dean - Detroit College of Business - Flint 313 239 1443 x146
- 3. **Team objectives**
  - a) Define critical development projects
  - b) Inventory existing educational resources
  - c) Identify GM/university technology, research and human resource opportunities
  - d) Develop pilot Kg through 12 improvement plan
  - e) Develop new health care/economic development interface properties
  - f) Develop intellectual properties opportunity technology transfer plan
- 4. **General**
  - a) mda and rki started the discussion
  - b) rki
    - (1) Reviewed the physical planning area
    - (2) Color coding explained
    - (3) Baker is not shown since it currently is outside the planning boundaries
    - (4) Reviewed the material in the updated program prospectus dated September 18, 1992
    - (5) Outlined the organizational structure of the teams and the Board
    - (6)
  - c) mda
    - (1) Reviewed team objectives
    - (2) What do we need to be doing and what are we doing?
  - d) Committee comments
    - (1) lco pointed out that we must identify and show the ultimate outcomes from the educational system.
      - (a) Work path and the higher education path
    - (2) jgi mentioned the need and desire to know what the work force is going to be like over the next few years.
      - (a) Detroit College of Business has many minority and many female students.
      - (b) All businesses have accounting and managerial needs
      - (c) Computer literacy is important to moving into jobs from the entry level to higher levels, perhaps as a manager.
      - (d) Are trying to prepare the student to move into higher positions and to continue their educations.
    - (3) wdo said they are interested in connecting the needs of the work place and the classroom material being taught.
      - (a) Wants to upgrade the skills of the existing work force
      - (b) Two work forces - existing and future
      - (c) Have 6 campuses in town.
      - (d) All colleges have major college potential
      - (e) All four colleges represented in UP - some have proprietary plans
      - (f) Does the U of M Flint have any blue sky concepts they might share with other institutions.
    - (4) vwo reviewed U of M's general concerns and interests
      - (a) Mentioned anesthesia and nursing programs at Hurley and how they are of interest at U of M.
      - (b) Mott and U of M - interest in collaborating in a nursing education effort.

- (c) Mentioned connections - same as linkages?
- (d) Wants more interconnections and exchange of information with other educational institutions in the Flint area.
- (e) U of M can cooperate with other institutions, particularly with GMI.
- (5) Igo interested in improving work force readiness
  - (a) All are talking about job training and retraining
  - (b) Collaboration is important now.
  - (c) Must work together to obtain access to government funds in the many areas of education.
  - (d) Dr. Reddin of CMU was on campus the other day.
    - i) Has a catalog of funding available
    - ii) Is interested in minority enrollment
- (6) plo dream is to have Flint become the education capital of Michigan
  - (a) Are looking at the physical plant of the system
  - (b) Would like to see a renovation project for Central High School proceed.
  - (c) Want to build 3 new schools across the city. One in each third of the City.
  - (d) Are studying the school planning process now.
  - (e) What are community schools - being defined
  - (f) Teach for America - new program recruiting people to teach.
    - i) Draws from a very diverse cross section
    - ii) Drawn from diverse disciplines
    - iii) Many will ultimately work in their fields.
  - (g) Need more linkages across student body lines - consortium
- (7) jlo of Baker - a career skills college
  - (a) Area of strength is in the health related fields.
  - (b) Medical records technology
  - (c) Physical therapy
  - (d) Do grant bachelor degrees
  - (e) Still have many students getting associate's degrees
  - (f) Few start out to get a bachelor's degree
  - (g) Have a comprehensive technical course offering
  - (h) Are teaching a Spanish language course this year
  - (i) jlo would like to see us as a college consortium getting involved in head start type programs.
  - (j)
- (8) tir - wants to attract people to our community
- (9) ddo - GMI
  - (a) 5% students are from Genesee County
  - (b) Are looking to get into the environmental evaluation and technology.
  - (c) Moving into the international market
  - (d) Are creating partnerships with colleges in other countries
  - (e) Looking at the broad picture - GMI must be involved to improve Flint
  - (f) Would like more qualified students applying from Genesee County
  - (g) Would like to have more jobs for their Genesee County students to go to.
- e) wdo asked what's next?
  - (1) mda said need to get into more detail on the issues.
- f) Concerns to be taken to the board.

**5. Thoughts that might be taken to the Board for discussion**

- a) Fully understand the process of empowerment and site based management that is being used in Flint. This is a powerful feature that can attract development and economic improvements to the City of Flint.

- (1) Site based management

- Giving power to the parents and to the individual schools to make decisions that affect the future and the schools.

- Managing at the operating and parent level.

- b) What is the flow of benefits desired between the occupants of the UP and the UP itself as an entity.

**6. Adjourned at about 3:25 PM - September 21, 1992**

**G. Neighborhood & housing team #2 meeting**

**1. Date of meeting - 4:07:56 - PM September 21, 1992**

**2. Those attending**

- a) Beth McClendon - Michigan State Development Authority - 517 335 4473
- b) Ronald Roland - Director of Flint NIPP - 313 766 7212
- c) Dave Doherty - Vice President - GMI - 313 762 9869
- d) Wayne Hatch - Flint CDC - National Bank of Detroit - Flint - 313 760 8253
- e) Kathy Stoughton - Director of Department of Community Development & Neighborhood and housing team leader - 313 766 7436
- f) Vicki Van Buren - Director of Mayor's office on neighborhoods - 313 766 7428
- g) Martha Ailles - Director of Carriage Town Neighborhood Association - 313 767 3513
- h) Richard King - Project Director & Marketing & Development team leader - 313 766 7426
- i) Larry Cywin - Board of Education - 313 760 1120
- j) Ralph J. Stephenson - Consultant - 517 772 2537

**3. Team objectives**

- a) Define critical development projects
- b) Implement community input mechanism(s)
- c) Develop neighborhood development plans for existing neighborhoods
- d) Develop spot clearance & public improvement budgets for existing neighborhoods.

**4. Agenda**

- a) rki present orientation on UP.
- b) Review team objectives

**5. General**

- a) rki gave brief orientation of the characteristics of the University Park program
  - (1) Discussed the color map
  - (2) Presented mission of the UP program
  - (3) Presented goals of the project
  - (4) Presented objectives of the committee
  - (5) kst asked about construction of facilities
  - (6) Presented vision draft #1 to team
  - (7) kst & ddo asked if the map was a fait accompli (an accomplished fact)? - rki said no.
    - (a) We should be working on things that we can do something about
  - (8) ddo said the neighborhood preservation and value enhancing area must be given some code enforcement action.

- (9) who spoke of the need to add value to the areas being planned.
- (10) bmc mentioned about Detroit's Victoria Station
  - (a) On east side off Jefferson Avenue. Upgraded entire neighborhood.
  - (b) Lots of subsidies used
  - (c) Somebody must provide the subsidies

- b) Are we going along with the city's plan or do we develop a plan of action from the team
- c) What is a neighborhood?
- d) ddo described the work plan they are considering to be done by jjr.

**6. Adjourned at 5:08:45 PM**

**H. Follow up notes**

**1. Define new terms**

- a) Program
- b) Project
- c) Enterprise zone
- d) Site based management

Giving power to the parents and to the individual schools to make decisions that affect the future and the schools.

Managing at the operating and parent level.

**2. To consider taking to the Board for discussion.**

- a) Extension of program boundaries
  - (1) Great Lakes Technology Center inclusion in the program
  - (2) Northern Park inclusion in the program
  - (3) Farmer's market inclusion in the program
- b) How are the efforts of the teams to be financed?
- c) What policy should we adopt in the collection and use of proprietary information?
- d) How do we insure the missions of UP and the missions of its inhabitants are in concert to the greatest possible degree without proprietary disclosures?
- e) Fully understand the process of empowerment and site based management that is being used in Flint. This is a powerful feature that could attract development and economic improvements to the City of Flint.
  - (1) Site based management
    - Giving power to the parents and to the individual schools to make decisions that affect the future and the schools.

Managing at the operating and parent level.

- f) What is the flow of benefits desired between the occupants of the UP and the UP itself as an entity.
- g) Discuss the involvement of jjr group in a master plan for a major portion of the area (SOL area). Potential contributors to the master plan include Hurley, McLaren, GMI. and others.
  - (1) People have not talked to each other in the intervening period.
  - (2) Within three months must give the SOL group an answer about the area planning.
  - (3) SOL area extends from 5th on the north, river on the south, King on the east, Dupont on the west. Must be checked.

**3. Marketing & development competence team #1 meeting**

1. Date of meeting - 12:07:16 PM - September 8, 1992
2. Those attending
  1. Joanne Sullenger - Vice Chancellor for Institutional Advancement - University of Michigan - Flint
  2. Ken Rice - Vice President for Development - Baker College & Director of Public Relations for the Baker College system
  3. Richard King - Project Director 7 Marketing & Development team leader
  4. Mark E. P. Parston - Vice President Planning and Business Development - McLaren Health Care Corporation
  5. Ralph J. Stephenson - Consultant
3. General
  1. Met at TGIF for lunch
  2. rki gave brief orientation of total project.
  3. mpa asked about committee make up & its relation to the mission statement of the project.
  4. DCED supports the University Park concept - the teams are supposed to test the premises and to bring it to life.
  5. Must have the occupant institutional input.
  6. What are the missions of the institutions that occupy the University Park.
  7. Where are the master plans?
    1. All have master plans
  8. Discussion topics
    1. Statagic plans
    2. Facilities plans
    3. What should fill the interstices between the major institutions
    4. The neighborhoods around the institutions must be made safe & attractive & economically productive.
    5. In patient treatment facilities of St. Joe hospital to be moved to Grand Blanc.
    6. Must find ways by which the faculty of the institutions can be attracted and retained.
    7. People don't want to live in Flint
    8. How do we enhance the area
    9. What kind of an area can be developed in University Park to attract the people to the institutions.
  10. Talked about territorial imperatives
  11. Flint has a long history of territorial protectionism
  12. The major concept that came out of this meeting was the fact that the areas between the mJOR facilities must be made healthy developments. How can this be done?

13. How do we make linkages mutually valuable?

*University Park Development - City of Flint, Michigan*

**City of Flint - University Park Project**

1. **By Ralph J. Stephenson - Consultant**
2. **General - these are basic reference notes about University Park, and are revised and added to regularly, to provide current data about the program and project.**

1. **Those involved**

1. Inez Brown - Senior policy advisor - Senator Donald Riegler
2. Mark Davis - Education team leader
3. William Donahue - President Genesee Area Focus Council
4. Dr. David Doherty - Vice President for External Relations - GMI
5. Kathy Edwards - Deputy Director - Michigan Department of Commerce
6. Nancy Jurkiewicz - Project management team leader
7. Ben Mason - former Department of Commerce representative for Flint area
8. Doctor from tech center recycling
9. Richard King - Project Director & Marketing & development team leader
10. Fred Kump - Economic Development Manager
11. Jim Race - Planning team leader
12. Senator Donald Riegler - US Congress
13. Bob Sinnot - AC Rochester Plant Manager
14. Carl Schwartz - Business man
15. Mr. Emerson Sharrod - Field representative Department of Housing and Development
16. Mayor Woodrow Stanley
17. Ralph J. Stephenson - Consultant
18. Kathryn G. Stoughton - Neighborhood & housing team leader
19. Jan Tannehill - Board member - General Manager, A/C Rochester
20. William White - President Mott Foundation
21. Karl B. Williams - Director of Michigan Department of Commerce - Southeastern Michigan office

1. Formerly with MDOT

2. **Definitions - generally those in common use on the project**

1. **Benchmark**

An individual, organization, model or other physical or mental entity that has qualities worth while replicating.

2. **Closed System**

A system in which there is no import or export of information or physical materials, and in which, therefore, there is no change of components.

3. **Core Competence Teams - see individual definitions**

The unit teams formed to accomplish a vision, a mission, and specific goals and objectives within certain definitions of the team talents.

1. **Education**

2. **Marketing and development**

3. **Neighborhood & housing**

4. **Planning**

5. **Program administration (formerly project management)**

4. **Diversification**

Expanding the number and variety of public and private operations that add value to the economic structure of the city, and create jobs within the community.

5. **Economic model**

6. **Education competence team**

Those responsible for and having the authority to provide university and other educational resources to those who now occupy, and those who will occupy University Park in the



*University Park Development - City of Flint, Michigan  
future.*

This action entails development and implementation of a total linkage between the educational system of the Flint Metro Area and those interested in occupying University Park.

**7. Goals**

The unquantified desires of an organization or individual expressed without time or other resources assigned. (See objectives for related definitions.)

**8. Infrastructure**

The publicly or privately, and centrally or collectively owned and operated facilities and services that support the human activity conducted in an area.

**9. Integrate**

Find out what the U of M, GMI, City of Flint, etc. has determined to be their master plan and mesh it with the University Park Plan

**10. Linkages**

The things that connect a set of functions and populations within a related system.

**11. Manage**

To define, assemble and direct the application of resources.

**12. Marketing & development competence team**

Those responsible and having the authority to define, locate, and obtain users, occupants, developers and others who will populate the University Park project.

**13. Neighborhood & housing competence team**

Those responsible for and having the authority to conceive, have planned, finance, and improve existing residential facilities and total neighborhoods within the University Park area.

**14. New town - in town**

An area within a city that is a microcosm of the total city with all services and needs are contained within the boundaries.

**15. Objectives**

Quantified targets derived from established goals (see goals). The most commonly used resources in converting goals to objectives are money, time, human abilities, human actions, equipment, and space.

**16. Open system**

A system which exchanges energy, information and physical components with its environments.

**17. Planning competence team**

Those who have the responsibility and authority to prepare physical plans for the total site and its various components.

Includes the incorporation and meshing of all master plans for facilities and organizations in the University Park area with the new planning for the total University Park program.

**18. Position - operative word in the mission statement**

To create a positive condition that encourages economic diversification, alleviates conventional social ills, and provides the information needed by the people of the Flint market area so they can achieve the mission

This definition also suggests improving the image of Flint so that Flint area institutions and people become a source of entrepreneurial and manufacturing excellence known throughout the world.

**19. Program**

**20. Program - as defining a step in the design process**

A narrative oriented statement of the needs and character of the proposed user operation, the requirements of the user and owner, the nature of the environment to be planned, designed and built, and the corresponding characteristics of the space that will satisfy these needs and requirements.

Sometimes called the brief.

**21. Program administration competence team**

Those who are responsible for and have the authority to make & implement day-to-day management decisions & actions needed to administer and support the total project effort. May include the acquisition of funding and other resources needed to achieve program health.

**22. Project**

**23. Project - as a set of work actions**

A set of work actions having identifiable objectives, and a beginning and an end.

**24. Project Manager**

One who helps establish objectives generated by a need, plans how these objectives are to be reached through a set of work actions, and then assembles and directs the application of available resources to achieve the objectives on one or more projects.

Usually the project manager is most concerned with supportive actions which bring resources to the point of effective use.

**25. Project mission**

The mission of the project is to position Flint to become a great city. This is to be done through its development as an urban center for entrepreneurial and manufacturing excellence.

(see definition of position as an operative word)

**26. Ultimate Decision Maker (UDM)**

The individual or group at the lowest management level that has the authority to make a final binding decision in any job related matter.

**27. Urban model**

**28. War room**

Is a space devoted to meeting, conferring, simulating and working on project elements with staff and present and future occupants of University Park.

Contains digital map of the area to be used to show planning representations to developers. Is a space for what ifs to happen.

**3. Definitions to be discussed or completed**

**1. Alternative neighborhood plans**

**2. Business**

A commercial enterprise or establishment.

**3. Business and technology parks**

**4. Community (second tier) technology transfer**

**5. Community input mechanism**

**6. Community stabilization and revitalization program**

**7. Computer data base**

**8. Downtown**

**9. Effective**

Producing a desired effect, response, impression or action.

*University Park Development - City of Flint, Michigan*

10. **Efficient**  
Acting directly and with least expenditures of resources to produce an effect.  
  
A car is efficient if it can be driven at a gas consumption rate of 100 miles per gallon. It is ineffective for rapid transportation if its maximum speed is only three miles per hour.
11. **Enhancement**  
The act of increasing or making greater such qualities as value, beauty, or repute. The act of adding value.
12. **Enterprise zone**
13. **Entrepreneurial**  
The manner in which a person acts who organizes, operates, and assumes the risk for a business venture.
14. **Entrepreneurial infrastructure**
15. **Financial feasibility projection**
16. **Flint university park strategic research alliance**
17. **Governance**  
The act, process or power of governing. The state of being governed.
18. **Human resource opportunity**
19. **Program - as defining a step in the design process**  
A narrative-oriented statement of the needs and character of the proposed user operation, the requirements of the user and owner, the nature of the environment to be planned, designed and built, and the corresponding characteristics of the space that will satisfy these needs and requirements.  
  
Sometimes called the brief.
20. **Program - as defining a total environmental effort**  
A major environmental construction effort made up of several projects
21. **Project - as a set of work actions**  
A set of work actions having identifiable objectives, and a beginning and an end.
22. **Project - as related to management**  
A specific management assignment to achieve a set of objectives by accomplishing a group of related, discrete operations which have a defined beginning & end.
23. **Project vision plan**
24. **Redevelopment opportunity zones**
25. **Simultaneous Engineering**
26. **Strategy**  
The science and art of combining and managing resources to plan and direct program and project operations. Usually concerns the longer range goals and objectives in comparison with tactics.
27. **Sub project**
28. **Tactics**  
A mode of operation used to achieve the goals and objectives of a program or project. Usually concerns the shorter range goals and objectives in comparisons with strategy.
29. **Technology incubation facility**
30. **Technology transfer**
31. **Work force of the future**
32. **World class**
4. **Vision components - as of September, 1992 - from Exhibit #4 of memo from rki.**
  1. Develop the Oak Park Sectors 1 & 2 - in the area east of Saginaw Street - into private, quality, multi-use industrial and technology-based parks, including a speculative

*University Park Development - City of Flint, Michigan*

- industrial building. This component would also include residential developments with a planned single family subdivision oriented for middle income families.
2. Cooperate and assist A/C Rochester West with its preliminary plans to rehabilitate and demolish surplus property, create open spaces, and develop industrial facilities for multiple tenants.
  3. Revitalize and redevelop Carriage Town and The Hurley East and West neighborhoods through new construction in-fill, concentrated rehabilitation, and limited demolition.
  4. Provide for the south and eastward expansion of the GMI campus, utilizing excess GM property.
  5. Help businesses by empowering the University of Michigan-Flint - through the successful implementation of the Community Stabilization and Renewal Project (CSR) - to become a one-stop research and technology transfer center. The CSR Project would provide area businesses with full-access to the knowledge resources and expertise of the university's Flint and Ann Arbor campuses.
  6. Provide land along the Flint River for the expansion of U of M Flint campus. This land could be used for academic, housing, or related uses - such as athletic fields, outdoor recreation and intramural sports activities.
  7. Develop an affordable, planned single family subdivision and a planned industrial-commercial district in the Chippewa District, west of Saginaw Street.
  8. Link the neighborhoods and major economic and knowledge-based institutions through a new and renovated infrastructure system that will contain open space, pedestrian transportation, streetscapes, and telecommunications.
  9. Develop neighborhood preservation activities and value enhancing rehabilitation programs to improve neighborhoods and retain middle class homeowners.
  10. Redevelop Autoworld into a University Park Town Center - consisting off office, retail, recreational, convention and meeting facilities, residential, or other economically viable uses.
- 5. Flint University Park Goals - as of September, 1992 - from Exhibit #1 of memo from rki.**
1. Organizational Development and Internal Management Improvement
    1. Implement an effective University Park project management and governance structure.
  2. Entrepreneurial and Business Climate Enhancement
    1. Create market demand for City of Flint residential, commercial, and industrial development.
    2. Create a business climate which supports increased innovation, entrepreneurship, business expansion & General Motors investment in Flint.
    3. Work to eliminate blight, middle-class flight, and disinvestment in both downtown and low and moderate income areas by promoting commercial, industrial, residential, and neighborhood developments which project the highest standards of architectural excellence consistent with market and financial feasibility.
  3. University & Knowledge Resource Enhancement
    1. Enhance and focus university resources on accelerating their role in economic development, technology transfer and producing the work force of the future.
    2. Develop world-class Center(s) for Applied Industrial Information, Simultaneous Engineering and New Product Development.
    3. Function as an urban laboratory for the development and implementation of new concepts and techniques for Community (second tier) Technology Transfer.
  4. World-class Technology & Industrial Development
    1. Transform the Oak Business Center into a quality business development & technology incubation facility

*University Park Development - City of Flint, Michigan*

2. Develop world-class planned business & technology parks

**6. Objectives - laundry list for individual team competence committees**

1. Program administration competence team - formerly project management team.

Those who are responsible for and have the authority to make & implement day-to-day management decisions & actions needed to administer and support the total project effort. May include the acquisition of funding and other resources needed to achieve program health.

1. Appoint Board of Governors - complete as of September, 1992.

2. Obtain project management/operations plan development grant - complete as of September, 1992.

3. Appoint core competence teams - in process as of September, 1992.

4. Retain project management/operations plan consultant - in process as of September, 1992.

5. Conduct Board of Governors vision development - to be completed by 10/02/92.

6. Prepare draft developer RFP's - to be completed by 10/02/92.

7. Prepare aggregate project plan, critical path schedule, sub project plans and operations manual - to be completed by 12/11/92.

8. Prepare aggregate financial program & budget - to be completed by 12/11/92.

9. Make federal submission - to be completed by 12/11/92.

10. Identify sub-project(s) funding sources - to be completed by February, 1993

2. Planning competence team

Those who have the responsibility and authority to prepare physical plans for the total site and its various components.

Includes the incorporation and meshing of all master plans for facilities and organizations in the University Park area with the new planning for the total University Park program.

1. Establish a computer data base of all property within the current university park area - complete

2. Prepare first draft of the project vision plan - complete

3. Develop physical site and building space/size specifications for draft project vision plan financial feasibility projections - to be completed by 09/25/92.

4. Make war room computer system recommendations - to be completed by 10/02/92.

5. Integrate A/C Rochester redevelopment plans (?) - to be completed by 10/02/92.

6. Develop infrastructure and transportation (pedestrian & vehicular) plan - to be completed by 11/25/92.

7. Integrate existing higher education institutional and downtown physical development plan - to be completed by 11/25/92.

8. Integrate existing and develop alternative neighborhood plans - to be completed by 11/25/92.

9. Integrate existing and develop new sub-project plans - to be completed by 11/25/92.

10. Prepare enterprise zone application(s) - to be completed by 12/09/92.

11. Complete overall project master plan - to be completed by 12/11/92.

3. Marketing & development competence team

Those responsible and having the authority to define, locate, and obtain users, occupants, developers and others who will populate the University Park project.

1. Commission Auto World existing condition assessment - to be completed by 10/02/92.

2. Finalize vision plan - to be completed by 10/02/92.

3. Inventory redevelopment sites & existing conditions component of data base - to be completed by 10/30/92.

*University Park Development - City of Flint, Michigan*

4. Identify redevelopment opportunity zones such as - to be completed by 10/30/92.
  1. University technology park - sectors 1 & 2
  2. Chippewa commercial/industrial district
  3. Small business districts
  4. A/C Rochester river redevelopment district
  5. Autoworld regional center
5. Identify critical development projects with redevelopment opportunity zones - to be completed by 11/13/92.
6. Prepare preliminary financial feasibility studies of critical development project - to be completed by 11/25/92.
7. Identify & define additional study needs such as market studies, etc. - to be completed by 11/25/92.
8. Identify economic development and technology/university linkage opportunities by developing a plan for establishing a Flint University Park Research Strategic Alliance - to be completed by 12/11/92.
9. Establish war room - to be completed by 12/18/92.
4. Education competence team  
Those responsible for and having the authority to provide university and other educational resources to those who now occupy, and those who will occupy University Park in the future.

This action entails development and implementation of a total linkage between the educational system of the Flint Metro Area and those interested in occupying University Park.

1. Inventory existing educational assets - to be completed by ?.
2. Implement community stabilization and revitalization project - to be completed by ?.
3. Recommend intellectual property opportunity development plan - to be completed by ?.
4. Identify GM/University technology, research and human resource opportunity - to be completed by ?.
5. Identify new health care research/economic development interface opportunities - to be completed by ?.
6. Develop a plan to improve university linkage and cooperation (to what?) - to be completed by ?.
7. Develop a plan to improve K thru 12 for University Park residents - to be completed by ?.
5. Neighborhood & housing competence team  
Those responsible for and having the authority to conceive, have planned, finance, and improve existing residential facilities and total neighborhoods within the University Park area.
  1. Institute community input mechanism for existing neighborhoods - to be completed by 09/11/92.
  2. Develop existing neighborhood development plan(s) - to be completed by 09/18/92.
  3. Develop neighborhood development sub-project plans - to be completed by 10/30/92.
  4. Estimate acquisition, spot clearance, and rehab costs - to be completed by 11/25/92.
  5. Conduct public or neighborhood hearings to obtain community input on the neighborhood development plan - to be completed by ?.

**City of Flint - University Park Project**

1. **By Ralph J. Stephenson - Consultant**
2. **Date of meeting - 8:15:30 AM - September 8, 1992**
  1. **Project administration competence team meeting #1 meeting**
    1. Date of meeting - 8:15:30 AM - September 8, 1992
    2. Those attending
      1. Susan Piper - Vice President - McLaren Regional Medical Center
      2. Rick Carter - Administrator for O. H. Hurley Medical Center
      3. Richard King - Project Director & Marketing & Development team leader
      4. Nancy Jurkiewicz - Project administration team leader
      5. Ralph J. Stephenson - Consultant
    3. Agenda
      1. Provide overview of project
      2. Review goals of project
      3. Review project vision
      4. Review project objectives
    4. General
      1. rki and nju provided some overview comments re project
      2. rjs gave those attending a set of notes containing
        1. Those involved
        2. Definitions
        3. Vision
        4. Goals
        5. Objectives
      3. nju explained the function of the competence team.
      4. rca - have you already identified personnel for the committees? nju and rki said still in formation.
      5. Mayor is to be involved at the Board level.
      6. nju asked about the structure of the project meetings
        1. rki said that he and rjs are resources
        2. rki mentioned the committee can meet as they desire.
      7. spi said the Project Administration Team can be most effective to plan their work after the other teams have met.
      8. spi said that funding is a crucial part of each action.
      9. rki agreed the funding and the priority of funding is critical
      10. The Project Administration team must take their direction from the work and decisions of the other teams. Should have other team input prior to the next meeting.
      11. Are the other teams aware of the work of the full set of teams?
      12. It all starts from the vision and the goals.
      13. Has the Board of Governors approved the vision and the goals.
      14. Are we spinning our wheels. Not necessarily - the Board wants to hear the comments of the teams.
      15. Discussed the economic, political and planning dynamics of the total project. To date all are trying to concentrate on the mission.
      16. rca suggested the project administration team be placed above the line action groups to be a staff or assisting team to the Project Director.
      17. spi stressed that this program has be reality based!
      18. We must convince people that this program will work!

19. Approach may be through the use of sub-projects within the mission, goals, vision and objectives.
20. What are some of the issues this project should be dealing with?
5. Review of goals
  1. Organizational Development and Internal Management Improvement
  2. Entrepreneurial and Business Climate Enhancement
  3. University & Knowledge Resource Enhancement
  4. World-class Technology & Industrial Development
6. Review of vision
  1. rki went through the physical developments of the program
  2. The economic strength of the development is to be discussed in greater detail.
  3. An important part of the development is to use both campuses of the University of Michigan - Flint and Ann Arbor.
  4. Points #1 through #4 ok.
  5. Point #5 should be revised to the following - "Help businesses by collaborating with the University of Michigan - through ..... etc."
  6. Point #6 should be revised to the following - "Identify expansion opportunities for the Flint River University Campus ..... etc."
  7. Point #7 - ok
  8. Point #8 - ok
  9. Point #9 - ok
  10. Point #10 - ok
7. Possible assignments from day's meetings
  1. Prepare list of items and equipment to be put in war room
    1. Good large scale map of Flint
    2. Good vertical aerial photo of Flint
    3. Location of all major facilities in the Flint Metropolitan area
    4. Copies of master plans for facilities in the University Park area
2. **Planning competence team meeting #1 meeting**
  1. Date of meeting - 10:04:24 AM - September 8, 1992
  2. Those attending
    1. Rick Carter - Administrator for O. H. Hurley Medical Center
    2. Denise Heath - City of Flint
    3. Jim Race - City of Flint
    4. John Brown - Vice President for Academics for the Baker College system
    5. Dorothy K. Russell - Vice Chancellor for Administration - University of Michigan - Flint
    6. Richard King - Project Director & Marketing & Development team leader
    7. Mark Davis - Education team leader - came into meeting at 11:20 am
    8. Ralph J. Stephenson - Consultant
  3. Agenda
    1. Provide overview of project
    2. Review the mission of the project
    3. Review the goals of the project
    4. Review the vision generated from the goals
    5. Review the objectives of each team relative to the project
  4. General
    1. rki gave brief overview of project



2. rki mentioned success of Riverview (Windmill) place
  1. Created market for the project
3. rki stressed the importance of goals as desires without numbers.
4. The vision statement results from the goal statements.
5. dru asked if there is a representation of K through 12 interests on the Board of Governors?
  - 6. One of the important functions of the planning team is to gather information about the area occupants and their plans.
  - 7. Defined the CRS - Community Stabilization and Revitalization Project.
  8. Should stress in land use discussions that the work now is generic
  - 9. dru asked the team to consider extending the south boundary south of I-69. Saginaw Street is a critical spine of the City. dru would consider extending to the northern boundary of Burton. Would include the Great Lakes Technology Center.
    1. What are the plans for GM expansion in the areas south of I-69
    2. How many people are employed by Great Lakes Technical Center - 4000 people.
    3. Hurley Medical Center has a facility in the area.
    4. People from Grand Blanc come in on Saginaw
- 5. Vision components
  1. Item #6 should be revised to - "Provide land along the Flint River for programmatic expansion of the University of Michigan Flint campus."
  6. Discussions for approval and critique
    1. Mission statement and definition
    - 2. Position definition should be revised to read - "To a condition that encourages economic diversification and provides the information needed by the people of the Flint market area so they can achieve the mission." This is under consideration.
    - 3. The word position should be removed from the mission definition.
    - 4. The mission should read - "The mission of the project is to make Flint a great city." (end of mission statement.)
  - 7. dru feels there is a need to define who can set priorities on projects.
    1. The teams can recommend priorities, the Board of Governors will make them official.
  8. How do the various teams work in concert with each other?
    - 1. The teams work to define what is to be done at the working level to achieve the mission within their knowledge and responsibility. Analogous to a single purpose plan - one produced with the main drive being to achieve the purpose of the originating group.
    - 2. Next the team efforts are reviewed, merged and shaped by the Project Director to reflect the intent of the project teams within the total concept.
    - 3. The teams re review the projects and their nature and come to a consensus as to what is to be presented to the Board of Governors for their ultimate decision about priorities and plans.
  9. Objectives discussion
10. Agenda for Monday, September 21, 1992 - 10:00 am
  - 1. Discuss and approve the mission statement
  - 2. Discuss and adopt the project team objectives
3. Marketing & development competence team #1 meeting
  1. Date of meeting - 12:07:16 PM - September 8, 1992
  2. Those attending
    1. Joanne Sullenger - Vice Chancellor for Institutional Advancement - University of Michigan - Flint

*University Park Development - City of Flint, Michigan*

2. Ken Rice - Vice President for Development - Baker College & Director of Public Relations for the Baker College system
3. Richard King - Project Director & Marketing & Development team leader
4. Mark E. P. Parston - Vice President Planning and Business Development - McLaren Health Care Corporation
5. Ralph J. Stephenson - Consultant
3. General
  1. Met at TGIF for lunch
  2. rki gave brief orientation of total project.
  3. mpa asked about committee make up & its relation to the mission statement of the project.
  4. DCED supports the University Park concept - the teams are supposed to test the premises and to bring it to life.
  5. Must have the occupant institutional input.
  6. What are the missions of the institutions that occupy the University Park.
  7. Where are the master plans?
    1. All have master plans
  8. Discussion topics
    1. Strategic plans
    2. Facilities plans
    3. What should fill the interstices between the major institutions
    4. The neighborhoods around the institutions must be made safe & attractive & economically productive.
    5. In patient treatment facilities of St. Joe hospital to be moved to Grand Blanc.
    6. Must find ways by which the faculty of the institutions can be attracted and retained.
    7. People don't want to live in Flint
    8. How do we enhance the area
    9. What kind of an area can be developed in University Park to attract the people to the institutions.
    10. Talked about territorial imperatives
    11. Flint has a long history of territorial protectionism
    12. The major concept that came out of this meeting was the fact that the areas between the major facilities must be made healthy developments. How can this be done?
    13. How do we make linkages mutually valuable?
4. **Education competence team #1 meeting**
  1. Date of meeting - 2:09:29 PM - September 8, 1992
  2. Those attending
    1. Mark Davis - Team leader - Education competence team
    2. Richard King - Project Director - University Park
    3. Dave Doherty - Vice President - GMI
    4. Victor Wong - Provost - University of Michigan - Flint
    5. Lenetta Coney - Mott Community College
    6. Rick Carter - Administrator for O. H. Hurley Medical Center
    7. Jeff Love - Baker College
    8. Ralph J. Stephenson - Consultant
  3. General discussion
    1. rki presented brief review of the project and the principles driving it.

2. Goals
  1. Group had no major revisions to make on goal statements
  2. Important to create demand for University Park space
3. C4 development - a shortening of the production cycle.
4. World-class industrial park
5. Organization chart
6. Vision components
  1. Need good planned middle income subdivision in the City
  2. A/C Rochester West development is to center around a redeveloped surplus building and vacant land.
  3. Carriage Town, Hurley East and West need infrastructure attention
  4. GMI expansion is a critical part of the western edge development
  5. U of M & CSR program to give University Park occupants access to the U of M facilities
  6. Expansion of U of M along the Flint River
7. Mark Davis distributed 2nd draft of the team nature and objectives
  1. The education team  
Team members are primarily responsible for providing both K-12 education and higher educational services from within the University Park to a variety of constituencies both within and outside of the Flint University Park.
    1. vwo asked what the implications of the name University Park are? What is the focus of the University Park project.
8. Discussion
  1. Might the name University Park produce an exclusionary feeling among others.
  2. General feeling if the educational institutions are involved it is good for the area.
  3. The name connotation must be looked at within the development process.
  4. Those organizations that might be interested in coming into Flint want to know what the quality of University Park is all about.
  5. ok - all seem to be satisfied with the name.
9. Quality of service
10. How to provide jobs that will help add value to the community and to the people in the community.
11. dwh suggested we take out the General Motors name as specifically mentioned in the draft. Too much attention to the entity.
12. mda transitioned briefly from the educational role of the team to the planning role of the team.
13. mda definitions of higher education services should be reviewed carefully.
14. vwo asked about industrial training and retraining.
15. The scope of the team's work extends far beyond facilities planning and land planning.
16. The team members mentioned Triangle Park, The Boston Loop, etc.
17. How does a community change?
18. If you believe communities can change - you are right
19. vwo feels there must be some coalescence
20. Mentioned fiber optics.
21. mda completed his presentation of the second draft for the education team.
22. What facilities plans are available to be used for reference material.

23. mda requested that each team member provide him with their institution's facilities plan.
    1. Strategic plans are 1 to 5 to 10 years out
    2. Much of the planning is to be done for the next 5 year period.
  24. Primary objectives of the education committee are to:
    1. Develop higher quality services to constituencies
    2. To provide more services and jobs (where realistic) from within the University Park to constituencies located both within and outside of the University Park, and
    3. To creatively increase cooperation between the various Park institutions.
  25. vwo mentioned there is a great coorelation between education and the economic status of the community.
  26. What do we need and when?
    1. Planning reference material
    2. Will be placed in the war room at City Hall
  27. mda would like to meet in the war room as soon as possible
    1. Next meeting will be on September 21, 1992
  28. vwo said new plan will be revised and submitted for approval by Board.
  29. Questions?
    1. The focus of the analysis is to be on what?
    2. What is the analysis of the data to be used for?
    3. What is the method to be used in analyzing the data?
    4. What programmatic planning is important to the UP project?
  30. rca said their plan probably will not be available for at least 6 months.
  31. Team must decide the direction they want to follow.
  32. rca feels k through 12 is a very important element of the total plan
5. Neighborhood & housing team #1 meeting - cancelled
3. General - these are basic reference notes about University Park, and are revised and added to regularly, to provide current data about the program and project.
1. Those involved
    1. Inez Brown - Senior policy advisor - Senator Donald Riegler
    2. Rick Carter - Administrator for O.H. Hurley Medical Center
    3. Mark Davis - Education team leader
    4. William Donahue - President Genesee Area Focus Council
    5. Dr. David Doherty - Vice President for External Relations - GMI
    6. Kathy Edwards - Deputy Director - Michigan Department of Commerce
    7. Nancy Jurkiewicz - Project administration team leader
    8. Ben Mason - former Department of Commerce representative for Flint area
    9. Indian doctor from tech center recycling
    10. Richard King - Project Director & Marketing & development team leader
    11. Fred Kump - Economic Development Manager
    12. Susan Piper - Vice President - McLaren Regional Medical Center
    13. Jim Race - Planning team leader
    14. Senator Donald Riegler - US Congress
    15. Bob Sinnot - AC Rochester Plant Manager
    16. Carl Schwartz - Business man
    17. Mr. Emerson Sharrod - Field representative Department of Housing and Development
    18. Mayor Woodrow Stanley
    19. Ralph J. Stephenson - Consultant

20. Kathryn G. Stoughton - Neighborhood & housing team leader
21. Jan Tannehill - Board member - General Manager, A/C Rochester
22. William White - President Mott Foundation
23. Karl B. Williams - Director of Michigan Department of Commerce - Southeastern Michigan office

1. Formerly with MDOT

**2. Definitions - generally those in common use on the project**

1. **Alleviate**  
To minimize, lessen, mitigate, or reduce in intensity and frequency.
2. **Benchmark**  
An individual, organization, model or other physical or mental entity that has qualities worth while replicating.
3. **Business**  
A commercial enterprise or establishment.
4. **Closed System**  
A system in which there is no import or export of information or physical materials, and in which, therefore, there is no change of components.
5. **Community stabilization and revitalization program**  
A project designed to assist small local businesses and small community based organizations through help from the two campuses of the University of Michigan.
6. **Core Competence Teams - see individual definitions**  
The unit teams formed to accomplish a vision, a mission, and specific goals and objectives within certain definitions of the team talents.
  1. **Education**
  2. **Marketing and development**
  3. **Neighborhood & housing**
  4. **Planning**
  5. **Program administration (formerly project management)**
7. **Create**  
To bring into being. To cause to exist.
8. **Diversification**  
Expanding the number and variety of public and private operations that add value to the economic structure of the city, and create jobs within the community.
9. **Economic model**
10. **Education competence team**  
Those responsible for and having the authority to provide university and other educational resources to those who now occupy, and those who will occupy University Park in the future.

This action entails development and implementation of a total linkage between the educational system of the Flint Metro Area and those interested in occupying University Park.

11. **Effective**  
Producing a desired effect, response, impression or action.
12. **Efficient**  
Acting directly and with least expenditures of resources to produce an effect.

A car is efficient if it can be driven at a gas consumption rate of 100 miles per gallon. It is ineffective for rapid transportation if its maximum speed is only three miles per hour.

13. **Empower**  
Giving people the opportunity to do things that they could not do previously.
14. **Goals**  
The unquantified desires of an organization or individual expressed without time or other resources assigned. (See objectives for related definitions.)
15. **Infrastructure**  
The publicly or privately, and centrally or collectively owned and operated facilities and services that support the human activity conducted in an area.
16. **Integrate**  
Find out what the U of M, GMI, City of Flint, etc. has determined to be their master plan and mesh it with the University Park Plan
17. **Linkages**  
The things that connect a set of functions and populations within a related system.
18. **Manage**  
To define, assemble and direct the application of resources.
19. **Marketing & development competence team**  
Those responsible and having the authority to define, locate, and obtain users, occupants, developers and others who will populate the University Park project.
20. **Neighborhood & housing competence team**  
Those responsible for and having the authority to conceive, have planned, finance, and improve existing residential facilities and total neighborhoods within the University Park area.
21. **New town - in town**  
An area within a city that is a microcosm of the total city with all services and needs are contained within the boundaries.
22. **Objectives**  
Quantified targets derived from established goals (see goals). The most commonly used resources in converting goals to objectives are money, time, human abilities, human actions, equipment, and space.
23. **Open system**  
A system which exchanges energy, information and physical components with its environments.
24. **Planning competence team**  
Those who have the responsibility and authority to prepare physical plans for the total site and its various components.  
  
Includes the incorporation and meshing of all master plans for facilities and organizations in the University Park area with the new planning for the total University Park program.
25. **Position - operative word in the mission statement**  
To create a positive condition that encourages economic diversification, alleviates conventional social ills, and provides the information needed by the people of the Flint market area so they can achieve the mission

This definition also suggests improving the image of Flint so that Flint area institutions and people become a source of entrepreneurial and manufacturing excellence known throughout the world.

26. **Program**

**27. Program - as defining a step in the design process**

A narrative oriented statement of the needs and character of the proposed user operation, the requirements of the user and owner, the nature of the environment to be planned, designed and built, and the corresponding characteristics of the space that will satisfy these needs and requirements.

Sometimes called the brief.

**28. Program administration competence team**

Those who are responsible for and have the authority to make & implement day-to-day management decisions & actions needed to administer and support the total project effort. May include the acquisition of funding and other resources needed to achieve program health.

**29. Project**

**30. Project - as a set of work actions**

A set of work actions having identifiable objectives, and a beginning and an end.

**31. Project Manager**

One who helps establish objectives generated by a need, plans how these objectives are to be reached through a set of work actions, and then assembles and directs the application of available resources to achieve the objectives on one or more projects.

Usually the project manager is most concerned with supportive actions which bring resources to the point of effective use.

**32. Project mission**

The mission of the project is to position Flint to become a great city. This is to be done through its development as an urban center for entrepreneurial and manufacturing excellence.

(see definition of position as an operative word)

**33. Ultimate Decision Maker (UDM)**

The individual or group at the lowest management level that has the authority to make a final binding decision in any job related matter.

**34. Urban model**

**35. War room**

Is a space devoted to meeting, conferring, simulating and working on project elements with staff and present and future occupants of University Park.

Contains digital map of the area to be used to show planning representations to developers. Is a space for what ifs to happen.

**3. Definitions to be discussed or completed**

**1. Alternative neighborhood plans**

**2. Business and technology parks**

**3. Collaborate**

**4. Community (second tier) technology transfer**

The process of transferring new or existing technical information out to the community.

**5. Community input mechanism**

**6. Computer data base**

**7. Downtown**

8. **Enhancement**  
The act of increasing or making greater such qualities as value, beauty, or repute. The act of adding value.
9. **Enterprise zone**
10. **Entrepreneurial**  
The manner in which a person acts who organizes, operates, and assumes the risk for a business venture.
11. **Entrepreneurial infrastructure**
12. **Financial feasibility projection**
13. **Flint university park strategic research alliance**
14. **Governance**  
The act, process or power of governing. The state of being governed.
15. **Human resource opportunity**
16. **Physical plan**
17. **Program - as defining a step in the design process**  
A narrative-oriented statement of the needs and character of the proposed user operation, the requirements of the user and owner, the nature of the environment to be planned, designed and built, and the corresponding characteristics of the space that will satisfy these needs and requirements.  
  
Sometimes called the brief.
18. **Program - as defining a total environmental effort**  
A major environmental construction effort made up of several projects
19. **Project - as a set of work actions**  
A set of work actions having identifiable objectives, and a beginning and an end.
20. **Project - as related to management**  
A specific management assignment to achieve a set of objectives by accomplishing a group of related, discrete operations which have a defined beginning & end.
21. **Project vision plan**
22. **Redevelopment opportunity zones**
23. **Simultaneous Engineering**
24. **Strategy**  
The science and art of combining and managing resources to plan and direct program and project operations. Usually concerns the longer range goals and objectives in comparison with tactics.
25. **Sub project**
26. **Tactics**  
A mode of operation used to achieve the goals and objectives of a program or project. Usually concerns the shorter range goals and objectives in comparisons with strategy.
27. **Technology incubation facility**
28. **Technology transfer**
29. **Vision**  
The translation of the goals into tangible results and objects.
30. **Work force of the future**
31. **World class**  
Able to compete effectively in a world economic market.
4. **Vision components - as of September, 1992 - from Exhibit #4 of memo from rki.**
  1. Develop the Oak Park Sectors 1 & 2 - in the area east of Saginaw Street - into private, quality, multi-use industrial and technology-based parks, including a speculative



- industrial building. This component would also include residential developments with a planned single family subdivision oriented for middle income families.
2. Cooperate and assist A/C Rochester West with its preliminary plans to rehabilitate and demolish surplus property, create open spaces, and develop industrial facilities for multiple tenants.
  3. Revitalize and redevelop Carriage Town and The Hurley East and West neighborhoods through new construction in-fill, concentrated rehabilitation, and limited demolition.
  4. Provide for the south and eastward expansion of the GMI campus, utilizing excess GM property.
  5. Help businesses by empowering the University of Michigan-Flint - through the successful implementation of the Community Stabilization and Renewal Project (CSR) - to become a one-stop research and technology transfer center. The CSR Project would provide area businesses with full-access to the knowledge resources and expertise of the university's Flint and Ann Arbor campuses.
  6. Provide land along the Flint River for the expansion of U of M Flint campus. This land could be used for academic, housing, or related uses - such as athletic fields, outdoor recreation and intramural sports activities.
  7. Develop an affordable, planned single family subdivision and a planned industrial-commercial district in the Chippewa District, west of Saginaw Street.
  8. Link the neighborhoods and major economic and knowledge-based institutions through a new and renovated infrastructure system that will contain open space, pedestrian transportation, streetscapes, and telecommunications.
  9. Develop neighborhood preservation activities and value enhancing rehabilitation programs to improve neighborhoods and retain middle class homeowners.
  10. Redevelop Autoworld into a University Park Town Center - consisting of office, retail, recreational, convention and meeting facilities, residential, or other economically viable uses.
- 5. Flint University Park Goals - as of September, 1992 - from Exhibit #1 of memo from rki.**
1. Organizational Development and Internal Management Improvement
    1. Implement an effective University Park project management and governance structure.
  2. Entrepreneurial and Business Climate Enhancement
    1. Create market demand for City of Flint residential, commercial, and industrial development.
    2. Create a business climate which supports increased innovation, entrepreneurship, business expansion & General Motors investment in Flint.
    3. Work to eliminate blight, middle-class flight, and disinvestment in both downtown and low and moderate income areas by promoting commercial, industrial, residential, and neighborhood developments which project the highest standards of architectural excellence consistent with market and financial feasibility.
  3. University & Knowledge Resource Enhancement
    1. Enhance and focus university resources on accelerating their role in economic development, technology transfer and producing the work force of the future.
    2. Develop world-class Center(s) for Applied Industrial Information, Simultaneous Engineering and New Product Development.
    3. Function as an urban laboratory for the development and implementation of new concepts and techniques for Community (second tier) Technology Transfer.

4. World-class Technology & Industrial Development
  1. Transform the Oak Business Center into a quality business development & technology incubation facility
  2. Develop world-class planned business & technology parks
6. Objectives - laundry list for individual team competence committees
  1. Program administration competence team - formerly project management team.

Those who are responsible for and have the authority to make & implement day-to-day management decisions & actions needed to administer and support the total project effort. May include the acquisition of funding and other resources needed to achieve program health.

    1. Appoint Board of Governors - complete as of September, 1992.
    2. Obtain project management/operations plan development grant - complete as of September, 1992.
    3. Appoint core competence teams - in process as of September, 1992.
    4. Retain project management/operations plan consultant - in process as of September, 1992.
    5. Conduct Board of Governors vision development - to be completed by 10/02/92.
    6. Prepare draft developer RFP's - to be completed by 10/02/92.
    7. Prepare aggregate project plan, critical path schedule, sub project plans and operations manual - to be completed by 12/11/92.
    8. Prepare aggregate financial program & budget - to be completed by 12/11/92.
    9. Make federal submission - to be completed by 12/11/92.
    10. Identify sub-project(s) funding sources - to be completed by February, 1993
  2. Planning competence team

Those who have the responsibility and authority to prepare physical plans for the total site and its various components.

Includes the incorporation and meshing of all master plans for facilities and organizations in the University Park area with the new planning for the total University Park program.

    1. Establish a computer data base of all property within the current university park area - complete
    2. Prepare first draft of the project vision plan - complete
    3. Develop physical site and building space/size specifications for draft project vision plan financial feasibility projections - to be completed by 09/25/92.
    4. Make war room computer system recommendations - to be completed by 10/02/92.
    5. Integrate A/C Rochester redevelopment plans (?) - to be completed by 10/02/92.
    6. Develop infrastructure and transportation (pedestrian & vehicular) plan - to be completed by 11/25/92.
    7. Integrate existing higher education institutional and downtown physical development plan - to be completed by 11/25/92.
    8. Integrate existing and develop alternative neighborhood plans - to be completed by 11/25/92.
    9. Integrate existing and develop new sub-project plans - to be completed by 11/25/92.
    10. Prepare enterprise zone application(s) - to be completed by 12/09/92.
    11. Complete overall project master plan - to be completed by 12/11/92.
  3. Marketing & development competence team

Those responsible and having the authority to define, locate, and obtain users, occupants, developers and others who will populate the University Park project.

*University Park Development - City of Flint, Michigan*

1. Commission Auto World existing condition assessment - to be completed by 10/02/92.
2. Finalize vision plan - to be completed by 10/02/92.
3. Inventory redevelopment sites & existing conditions component of data base - to be completed by 10/30/92.
4. Identify redevelopment opportunity zones such as - to be completed by 10/30/92.
  1. University technology park - sectors 1 & 2
  2. Chippewa commercial/industrial district
  3. Small business districts
  4. A/C Rochester river redevelopment district
  5. Autoworld regional center
5. Identify critical development projects with redevelopment opportunity zones - to be completed by 11/13/92.
6. Prepare preliminary financial feasibility studies of critical development project - to be completed by 11/25/92.
7. Identify & define additional study needs such as market studies, etc. - to be completed by 11/25/92.
8. Identify economic development and technology/university linkage opportunities by developing a plan for establishing a Flint University Park Research Strategic Alliance - to be completed by 12/11/92.
9. Establish war room - to be completed by 12/18/92.

4. Education competence team

Those responsible for and having the authority to provide university and other educational resources to those who now occupy, and those who will occupy University Park in the future.

This action entails development and implementation of a total linkage between the educational system of the Flint Metro Area and those interested in occupying University Park.

1. Inventory existing educational assets - to be completed by ?.
  2. Implement community stabilization and revitalization project - to be completed by ?.
  3. Recommend intellectual property opportunity development plan - to be completed by ?.
  4. Identify GM/University technology, research and human resource opportunity - to be completed by ?.
  5. Identify new health care research/economic development interface opportunities - to be completed by ?.
  6. Develop a plan to improve university linkage and cooperation (to what?) - to be completed by ?.
  7. Develop a plan to improve Kg thru 12 for University Park residents - to be completed by ?.
5. Neighborhood & housing competence team
- Those responsible for and having the authority to conceive, have planned, finance, and improve existing residential facilities and total neighborhoods within the University Park area.
1. Institute community input mechanism for existing neighborhoods - to be completed by 09/11/92.
  2. Develop existing neighborhood development plan(s) - to be completed by 09/18/92.
  3. Develop neighborhood development sub-project plans - to be completed by 10/30/92.

4. Estimate acquisition, spot clearance, and rehab costs - to be completed by 11/25/92.
5. Conduct public or neighborhood hearings to obtain community input on the neighborhood development plan - to be completed by ?.
4. **Date of meeting - September 3, 1992**
  1. **Agenda for meeting with Richard King**
    1. Review Board of Governor's meeting - October 2, 1992
      1. Agenda
      2. Participants
      3. Management of meeting
      4. Location
      5. Purpose of meeting
    2. Meet with team leaders - 1:30 PM
      1. Agenda
      2. Objectives of meeting
      3. Duties
    3. ✓ Discuss overview of project
    4. ✓ Discuss management of core competence teams
      1. Goals
      2. Objectives
      3. Methods
      4. Techniques
    5. ✓ Complete discussions on contract
      1. Cost
      2. Insurance
      3. Products
      4. Specialized consultants
      5. Other costs
      6. Retention
  2. **Overview of project - with Richard King**
    1. General
      1. Mission ok
      2. Is a new town - in town project
      3. City growth often is the result of private integration with the urban plans
      4. City growth often can be driven by combining entrepreneurial drive with university knowledge.
      5. The framework of a benchmark to use for physical, informational, technological interfaces - can it be replicated.
      6. Can or should Stanford or Silicone Valley be used as economic models or a program benchmark?
      7. Are trying to create an entrepreneurial infrastructure so Flint can get economic spin off from the institutions that exist now in Flint.
      8. Diversification is an objective of the program
      9. Must start the program off with a bang
      10. Want to have a specific plan of action by December, 1992
      11. What can we do to get specific actions in process?
      12. Must define priorities
      13. Examples of specific projects to be put in work by December, 1992
        1. Establish plan of action for A/C West land reuse

2. Prepare physical plan for University Technology Park
  1. Set boundaries
  2. Establish desired land uses
    1. Office/technology
    2. Commercial
    3. Residential
    4. Industrial
    5. Institutional
  3. Determine economic feasibility of key proposed projects, for instance
    1. University Technology Park - sector 2
3. Establish and build war room
4. Build inventory of all land and building uses within University Park area
  1. Method of data collection, storage and retrieval
  2. Method of collecting data
  3. Tabulate assessed valuations of properties in area
  4. Is a stand alone, flat file data base system.
  5. etc.
5. Collect and catalog all master plans for facilities and organizations in the University Park area.
6. Establish a plan of action to link, develop and improve the University Park infrastructure
7. etc.
2. Free discussion by rki
  1. Steps in the process of development
    1. Board desires and actions
      1. Define and state mission
      2. Define and state goals
      3. Define the vision
      4. Set objectives and products
      5. Define common set of objectives and products
      6. Decide on specific projects and timetables
      7. Prepare operational plans
      8. Implement projects
    2. City desires and actions
      1. Define and state mission
      2. Define and state goals
      3. Prepare vision draft #1
      4. Set tentative objectives and products
      5. Define common set of objectives and products
      6. Decide on specific projects and timetables
      7. Prepare operational plans
      8. Implement projects
    3. Team desires and actions
      1. Define and state mission
      2. Define and state goals
      3. Prepare vision draft #1
      4. Set team objectives and products
      5. Define common set of objectives and products
      6. Decide on specific projects and timetables

7. Prepare operational plans
    8. Implement projects
  - 3. Team leader meeting - 1:30 pm - September 3, 1992**
    1. Agenda
      1. Review specific plan of action from September, 92 through December, 1992.
      2. Discuss JJR proposal to prepare revitalization plan
        1. Suggested by
          1. GMI
          2. Hurley Hospital
          3. McLaren Hospital
          4. 3rd Avenue Credit Union
          5. Mott-Turri school
          6. Community mental health
    2. What are we to do in this meeting this afternoon?
      1. Restate the mission and goals of the project - rki
      2. Define the functions of the teams
      3. Discuss what the teams are to do in the coming months
      4. Discuss what the teams are to do Tuesday, September 8, 1992
- 5. Date of meeting - Tuesday, August 25, 1992**
  1. **Place of meeting - GEAR Conference Room**
  2. **Those attending**
    1. Core Competence Team
      1. Jim Race - Planning team leader
      2. Kathy Stoughton - Neighborhood & housing team leader
      3. Mark Davis - Education team leader
      4. Nancy Jurkiewicz - Project management team leader
      5. Richard King - Project Director & Marketing & development team leader
    2. Fred Kump
    3. Ralph J. Stephenson - Consultant
  3. **Agenda**
    1. Read letter to Board of Governors
    2. Set objectives to be achieved for Board meeting on Friday, October 2, 1992
    3. Review project objectives
    4. Set preliminary operating mode for Core Competence Team
      1. Project Management
      2. Planning
      3. Marketing/Development
      4. Education
      5. Neighbor & Housing
    5. Review concept of partnering & its application to University Park
  4. **General notes**
    1. nju wants to know how she can start her work
      1. Needs project definition
      2. Needs priorities
      3. Needs something to start from
      4. Needs planning dollars
        1. 302a must be tied to specific project
        2. Must set priorities

3. Must help formulate public policy and direction
  4. UP is a plan for setting public policy and direction for the defined area.
2. Questions
  1. How is the program to be written?
  2. What do the buzz words mean?
  3. What is eligible? (mentioned by mda as an important basis upon to build an acceptable program)
5. **Definitions - some of these have been revised - see current General Notes - item I**
  1. Mission
    1. Position  
To create a positive condition which improves the image of Flint, encourages economic diversification, alleviates conventional social ills, and to provide the information needed by the people of the Flint market area by which they can achieve the mission.
    2. Mission  
The mission of the project is to position the institutions and people which constitute the City of Flint and its market area to become a source of entrepreneurial and manufacturing excellence influence throughout the world.
  2. War room
  3. Core Competence Team
  4. Project management competence team
  5. Planning competence team
  6. Marketing/Development competence team
  7. Education competence team
  8. Neighborhood & Housing competence team
6. **Abbreviations**
  1. nju - Nancy Jurkiewicz - Project management team leader
  2. kst - Kathy Stoughton - Neighborhood & housing team leader
  3. rki - Richard King - Project Director & Marketing & development team leader
  4. mda - Mark Davis - Education team leader
  5. jra - Jim Race - Planning team leader
  6. fkl - Fred Kump
  7. rjs - Ralph J. Stephenson - Consultant
7. **Those involved or impacting on total program**
  1. Karl B. Williams - Director of Michigan Department of Commerce - Southeastern Michigan office
    1. Formerly with MDOT
  2. Ben Mason - former Department of Commerce representative for Flint area
  3. Mr. Emerson Sharrod - Field representative Department of Housing and Development
  4. Carl Schwartz - Business man
  5. William White - President Mott Foundation
  6. Mayor Woodrow Stanley
  7. Inez Brown - Senior policy advisor - Senator Donald Riegler
  8. Senator Donald Riegler - US Congress
  9. William Donahue - President Genesee Area Focus Council
  10. Bob Sinnot - AC Rochester Plant Manager
  11. Indian doctor from tech center recycling
  12. Fred Kump -
  13. Kathy Edwards - Deputy Director - Michigan Department of Commerce

*University Park Development - City of Flint, Michigan*

14. Jim Race - Planning team leader
15. Kathy Stoughton - Neighborhood & housing team leader
16. Mark Davis - Education team leader
17. Nancy Jurkiewicz - Project management team leader
18. Richard King - Project Director & Marketing & development team leader





DEPARTMENT OF COMMUNITY & ECONOMIC DEVELOPMENT

92:39

Woodrow Stanley  
MAYOR

Kathryn G. Stoughton  
DIRECTOR

August 9, 1993

TO: University Park  
Core Competence Team Members

FROM: Richard L. King, Jr. *RLK*  
Project Director

The next Core Competence Team meeting has been scheduled for Friday, August 20, 1993, at 8:00 a.m., at Sarvis Food Center located at 1231 E. Kearsley St.

The purpose of this meeting is to review the workplan. Mr. Ralph Stephenson will give a presentation on the network model and whatever comments you have, you can make them at that time. Necessary information has been enclosed for your review.

Please confirm your attendance with Alma at 766-7426. Thank you in advance for your participation. I look forward to seeing you at the meeting.

RLK/am

Enclosures

cc: R. Stephenson  
K. Williams

***City of Flint - University Park Project***

- I. ***Date of meeting - Tuesday, August 25, 1992***
- II. ***Place of meeting - GEAR Conference Room***
- III. ***Those attending***
  - A. Core Competence Team
    1. Jim Race - Planning team leader
    2. Kathy Stoughton - Neighborhood & housing team leader
    3. Mark Davis - Education team leader
    4. Nancy Jurkiewicz - Project management team leader
    5. Richard King - Project Director & Marketing & development team leader
- IV. ***Agenda***
  - A. Read letter to Board of Governors
  - B. Set objectives to be achieved for Board meeting on Friday, October 2, 1992
  - C. Review project objectives
  - D. Set preliminary operating mode for Core Competence Team
    1. Project Management
    2. Planning
    3. Marketing/Development
    4. Education
    5. Neighbor & Housing
  - E. Review concept of partnering & its application to University Park

## **A. *Mission***

### **1. *Position***

*To create a positive condition which improves the image of Flint, encourages economic diversificat<sup>6</sup>in, alleviates conventional social ills, and to provide the information needed by the people of the Flint market area by which they can achieve the mission.*

### **2. *Mission***

*The mission of the project is to position the institutions and people which constitute the City of Flint and its market area to become a source of entrepreneurial and manufacturing excellence influence throughout the world.*

## **Check List**

### **University Park Residential Market Study**

#### **A. Purpose**

The Residential Market Study will be used by University Park Board of Governors, local government and private developers to determine and quantify the feasibility and form of redevelopment in University Park.

The Residential Market Study will be the product of an analysis of the supply and demand of for-sale and rental housing in University Park, and in a market area and surrounding competitive area as defined through the study. The study will also provide a feasibility analysis for marketable new construction of single-family detached, attached, and condominium development in four sub-areas of University Park known as University Technology Park, Carriage Town, McFarlan Place, the Downtown and an area bounded by Third Avenue, Chevrolet, Bluff Street and Stevenson. Lastly, the study will provide a feasibility analysis for market rate rental housing in the Downtown and in Carriage Town. Student rental housing for the University of Michigan-Flint and GMI would be a part of the rental housing market to be analyzed.

Should additional demand for single-family and/or market rate rental housing be determined in University Park, a fifth sub-area will be identified. Such area may be geographically non-specific.

#### **B. Work Plan Components Required in the Market Study**

1. Define the geographic market area in Flint through a narrative and map illustration.
2. Define the competitive area surrounding the market area through a narrative and map illustration.
3. Provide a general socio-economic narrative profile of the market area to include at least the following analysis. Illustrate the profile of trends and current conditions with graphs, charts and maps. Use trends for the profile beginning with 1980.
  - a. Types of employment sectors and the growth/decline of employment sectors
  - b. Income concentrations and trends
  - c. Race and ethnic background concentrations and trends
  - d. Age distributions and trends

- e. Mobility of populations
4. Provide an analysis of any actual or perceived barriers to salable housing in the market area (i.e., services, schools, crime, racial, employment, income, housing values, etc.). Recommend measures to remedy barriers to salable housing.
  5. Project Housing Demand in the market area through narrative and table illustration. At a minimum, address the following in the projection and compare to competitive area.
    - a. Population growth/decline and population characteristics to include 20 year historical trends and 10 year projections.
    - b. Household and non-household population trends and projections in household formation to include household size. In addition to a comparison of the market area to competitive area trend, compare to state and national trends.
    - c. Housing units and vacancy trends.
    - d. Changes in the housing inventory to include demolition trend and forecast. Include potential demolition of uneconomically repairable units on city lists awaiting demolition funds. Exclude one-time demolition events not apt to be repeated such as urban renewal clearance areas.
    - e. Determine type of housing units available as a ratio of all units. Project type required. Provide a narrative and table.
    - f. Determine unit price range for housing types and project unit price range relative to income patterns and inflation. Provide a narrative and tables for single-family detached, single-family attached and condominiums. Each table should include current and projected number of units for each price range.
    - g. Identify niche markets or voids in the market for the market area.
  6. Inventory housing supply, conduct a survey and provide narrative evaluation, table and map of new competitive development projects in the market, and competitive areas. The surveyed, narrative and tables will include the following information. The proposal may also recommend a focus group(s) component if the consultant deems necessary, cost effective and relevant to substantiate quantitative data. The focus group component should be on costed out as an add-deduct expense.
    - a. map location
    - b. development name and address

- c. recent or planned completion date
  - d. unit mix (bedrooms, baths)
  - e. size of unit in livable square feet
  - f. price and price per square foot
  - g. sales absorption including units planned, built, sold, absorption rate
  - h. unit features
  - i. project/development features if applicable
  - j. sales term (e.g. down payment percent and mortgage terms)
7. Determine market capture of units for the five subject sites as applied to the total number of incremental units of the type and price range anticipated. Translate market capture units into a projected annual absorption rate. Include a table for each site with price range, market area demand, market capture by site and average absorption per year.
8. For the five subject sites, recommend housing type(s), amenities, and incentives which will provide the greatest probability of success and rapid absorption.
9. Residential Market Study Reproduction
- a. Provide an executive summary of the market study at the beginning of the study report.
  - b. Reproduce 100 copies of the market study.
  - c. Reproduce 100 copies of the executive summary separately.
  - d. Provide a reproduceable original.

## **Check List**

### **University Park Office Market Study**

#### **A. Purpose**

The Office Market Study will be used by the University Park Board of Governors, local government and private developers to determine and quantify the feasibility and form of redevelopment in University Park.

The Office Market Study will be the product of an analysis of the supply and demand of office space in market area and surrounding competitive area as defined through the study. The study will also provide an office demand and feasibility analysis for new construction on the east side of N. Saginaw Street and the west side of North Industrial Avenue between Cornelia and Hamilton Streets.

The study will also provide an office demand and feasibility analysis for the downtown bounded by Fifth Avenue/Longway, I-475 expressway, I-69 expressway and Grand Traverse Street.

#### **B. Work Plan Components Required in the Market Study**

1. Establish the demand for office space in the metropolitan area through narrative and table form. Use historical trends from 1980 and projections for 15 years in five year increments.
  - a. Show trend in total employment
  - b. Show trend in office related employment as a percentage of total employment.
  - c. Analyze the level of office related employment in the area. The analysis should include but not necessarily be limited to the office categories of finance, real estate, advertising, legal, insurance, medical, engineering, and government services.
  - d. Translate office employment into building space per employee as a space/employee ratio.
  - e. Determine trend and projection for net rented office area.
  - f. Determine trend and projection for a vacancy allowance percentage.
  - g. Determine trend and projection for net rentable area (rented area plus vacancy).
  - h. Determine trend and project for gross building area.
  - i. Determine trend and projection for an efficiency ratio between net rentable and gross building area.
  - j. Determine trend and project for average annual increase in net rentable area.

2. Provide an analysis of the competitive market through a survey. Provide a narrative summary and table. Include the following information:
  - a. Map location by sub-areas and address (e.g., CDB, Flint Township, Dort Highway, etc.)
  - b. Date built
  - c. Square footage gross net, rented and vacant
  - d. Annual rent per square foot
  - e. Minimum lease term in years
  - f. Tenant finish allowance cost and items included (e.g., carpet, drapes, partitioning, telephone and electrical outlets)
  - g. Building services provided within basic rent (i.e., utilities, trash removal)
  - h. Number of parking stalls provided and monthly charge
  - i. Judgmental rating of overall competitiveness (i.e., very good to poor)
  - j. Provide separately from the table a list of major tenants by category and general profile of other tenants.
3. Analyze demand by locations projected 10 years in square feet for the metropolitan area. Provide narrative summary and chart. Chart should show subgroups of existing clusters (i.e., CBD, North Saginaw St., Flint Township), new clusters and scattered locations. Total square feet of demand should be included.
4. Estimate market capture by square feet on subject site on North Saginaw Street. Use factors of location, relationship to nearby activities; access to estimate demand projected for ten years in five year increments. Provide narrative and chart.
5. Identify most suitable types of business categories for subject site.
6. Define most suitable types of buildings (i.e., single-tenant, multi-tenant, office park).
7. Office market study reproduction
  - a. Provide an executive summary of the market study at the beginning of the study report.
  - b. Reproduce 100 copies of the market study
  - c. Reproduce 100 copies of the executive summary separately
  - d. Provide a reproduceable original of the study report



## **Check List**

### **University Park Retail /Entertainment/Recreational Study**

#### **A. Purpose**

The Retail and Entertainment Market Study will be used by the University Park Board of Governors, local government and private developers to determine the feasibility and form of private retail/entertainment/recreational redevelopment in University Park.

The Retail/Entertainment/Recreational Market Study (market study) will have at a minimum five components.

1. The market study will determine and quantify the direction and potential for new retail and entertainment in a downtown area generally defined as I-69 expressway on the south, I-475 on the east, Fifth Avenue/Longway Blvd. on the north, and Grand Traverse on the west.
2. The market study will determine and quantify the feasibility for up to three new retail and/or entertainment locations in the University Park area.
3. The market study will determine the feasibility of a full line competitively-priced grocery store in the northwest section of Flint. Should such grocery be feasible, the study would determine suitable locations.
4. The study will determine any market sustainable and financially feasible uses for Atwood Stadium.
5. The study will provide financial feasibility and cash plan projections for all retail and entertainment development recommended.
6. The Retail and Entertainment Market Study will be the product of an analysis of the supply and demand of retail and entertainment space in the market area.

#### **B. Work Plan Components Required in the Market Study**

1. Defining Trade Areas
  - a. Define the geographic trade area for a downtown retail and entertainment district.
  - b. Define the geographic trade area for additional retail trade centers in the University Park area.

- c. Define the geographic trade area of a full line grocery for an area of northwest Flint generally bounded by Carpenter Road, I-475, the Flint River, Ballenger Highway and Clio Road.

## 2. Analyze Expenditures by Trade Areas Residents

For each of three trade areas defined in #1 above, analyze past, present, and future retail expenditures by residents. Provide a narrative and table. In the analysis, consider growth or decline of the trade area expenditures compared to the total urbanized area. Evaluate opportunities for future growth related to increasing/decreasing population densities and land availability. Evaluate mix of household income in trade area and compare to the urbanized area. Evaluate employment mix in trade area and compare to urbanized area. Evaluate age composition of the trade area and compare to the urbanized area.

## 3. Perform Competitive Surveys

- a. Include size of each competitive center in gross leasable area with a breakdown by major categories of goods and services.
- b. Identify major anchor tenants.
- c. Make evaluation of the whole center's quality from excellent to poor (i.e., shopping ambiance, interstore relationships, maintenance, etc.).
- d. Make a qualitative evaluation of the tenants merchandising ability (i.e., store appearance, merchandising techniques, price and sales personnel).
- e. Make a qualitative evaluation of area around the center involving type and quality of land uses.
- f. Perform an analysis of the number of parking stalls and ease of traffic movement. Include any parking charges to customers.

## 4. Develop Retail Sales Data

- a. Obtain five years of retail sales data for stores that service trade area residents. Categorize data by shopper goods (with sub-categories in apparel, general merchandise, household furnishings and specialty stores), convenience goods, personal services, specialized services and entertainment for the downtown and two University Park components.
- b. Obtain five years of retail sales data for grocery stores that service trade area residents in north Flint.

g. Perform Consumer Survey(s) of Trade Area Residents Shopper Attitudes. The consultant may recommend focus groups if necessary to substantiate quantitative data. If included, focus groups should be shown as an add-deduct cost.

a. Design questionnaires to include the following:

- (1) Stores, establishments and centers most frequently used for purchase of similar goods and services to those carried by potential businesses in downtown, two other University Park centers and grocery store.
- (2) Obtain attitudes toward businesses frequently used.
- (3) Obtain attitudes toward potential principle downtown stores University Park centers, and northwest Flint grocery uses.
- (4) Obtain data on respondent by age, family size, employment and income.

b. Draw a random sample of trade area residents for the survey. Insure sample is statistically accurate. Specify number of interviews and confidence levels.

c. Conduct telephone interviews within a reasonable time based on sample size.

d. Code data gathered to allow flexibility in cross-analysis of types of information such as retail goods by income level or type of entertainment by age.

6. Determine Current Retail Dollar Flow

Illustrate the retail dollar flow into and out of the trade area using information determined in above steps.

a. Retail expenditures by trade area residents

b. Less: Expenditures outside trade area

c. Resident expenditures within trade area

d. Add: sales to non-trade area residents

e. Total retail sales within trade area

7. Projected Retail Demand in the Trade Area

Determine future retail sales within the trade area using information determined in above steps modified by anticipated changes in the trade area and surrounding area. Illustrate by table

for 5-year increments for current and future ten years. Use 6a, b, c, d and e above in this analysis.

8. Project Demand for the Downtown Area

Determine the market capture through growth in retail and entertainment expenditures, reduction of sales at existing businesses and any loss of retail dollar leaving the trade area. Consider location, accessibility and visibility. Illustrate the following with a table the current and future ten years in five year increments.

- a. Projected sales in market area
  - b. Capture by downtown area in percent
  - c. Projected demand on downtown in dollars
  - d. Estimated sales per square foot in downtown
  - e. Square feet required in downtown
  - f. Recommended square footage by category
  - g. Estimate rental cost and absorption rates of the recommended square footage
9. Project Demand for two additional retail locations in the University Park area. Follow 8 above in format.
10. Project Demand for competitive priced grocery store in northwest Flint. Follow 8 above in format.
11. Project downtown and two additional University Park retail locations by square feet per retail line. Use retail categories from 4 above.
12. Determine suitable locations in northwest Flint for full in competitive grocery store if such store is found feasible in prior analysis above.
13. Reproduce 100 copies of the market study.
14. Reproduce 100 copies of the executive summary separately.
15. Provide a reproduceable original of the market study.

## **Check List**

### **University Park Industrial Market Study**

#### **A. Purpose**

The Industrial Market Study will determine and quantify the most likely industries to be attracted to Oak Technology Park, University Technology Park, and to surplus building at A C Rochester West). General categories of industries to be studied would include manufacturing, research, high technology development, and distribution.

#### **B. Work Plan Requirement for the Market Study**

1. Provide an inventory of the types of industries in the market area, Genesee County and the city of Flint area since 1980. Categorize the industries by three-digit Standard Industrial Classification (SIC). Include employment data for 1980 and 1990 by industry. Summarize the inventory in a narrative and provide a table of the inventory.
2. Provide a survey with a table of similar facilities in the competitive area compared to the target sites.
  - a. Location of the facilities (i.e., industrial parks and multi-tenant buildings comparable to AC West, Bldg. 3)
  - b. Accessibility to transportation and transportation modes
  - c. Utility availability and comparative cost
  - d. Tax structure and comparative cost
  - e. University and higher education compatibilities
  - f. Facility amenities (e.g., recreational center, conference facilities, landscaping)
  - g. Development controls
  - h. Development alternatives (e.g., land sale, build-to-suite, building lease)
  - i. Price/rental terms for each development alternative
  - j. Acreage sold to date
  - k. Average annual absorption
  - l. Remaining acreage available for sale
  - m. Profile of major firms located in the facilities
  - n. Evaluation of overall competitiveness of the facilities
3. Determine and quantify target industries likely to be attracted to sites.
  - a. Evaluate the general character of the two sites
  - b. Location
  - c. Accessibility to transportation
  - d. Utility availability
  - e. Development controls
  - f. Project amenities
  - g. Development alternatives (e.g., land sale, build to suit, building lease)

- h. Price/rental terms for development alternatives
  - i. Financial incentives
4. Review existing industrial base and determine and quantify existing firms likely to expand and be attracted to one of the sites.
  5. Project future land absorption by target industries in the Genesee County area as a narrative and tables. Use historical data beginning with 1980 and 5 year projection for the following fifteen years:
    - a. Show total manufacturing employment
    - b. Percentage in target industries
    - c. Number of target industries employees
    - d. Employees per acre
    - e. Land used
    - f. Vacant land to include land held for expansion
    - g. Total land absorbed (land used plus vacant land)
    - h. Land absorption for period
  6. Estimate target industries demand on Oak Technology Park and University Technology Park sites (in acres). Project the demand for ten years in two five year periods for the site through a narrative and table using the following. The estimates should be based on the advantages and disadvantages of the site relative to competitive sites.
    - a. Absorption for each five year period in the metropolitan area
    - b. Percent capture by sites for each period
    - c. Site absorption for each period in acres
    - d. Average annual absorption for the site in acres
    - e. Recommend most marketable parcel
  7. Project target industries demand on A C West Building 3 for ten years in annual periods through a narrative and table using the following. The projections should be based on the advantages and disadvantages of the site relative to competitive sites.
    - a. Absorption for each annual period in the metropolitan area in square feet
    - b. Percent capture by AC West surplus buildings
    - c. Surplus building absorption annually in square feet
  8. Industrial Market Study Reproduction
    - a. Provide an executive summary of the market study at the beginning of the study report
    - b. Reproduce 100 copies of the market study
    - c. Reproduce 100 copies of the executive summary separately
    - d. Provide a reproduceable original of the study report

*Pending*

**Ralph J. Stephenson, P. E.**

Consulting Engineer  
323 Hiawatha Drive  
Mt. Pleasant, Michigan  
ph 517 772 2537

August 5, 1992

Kathryn Stoughton, Director  
Richard L. King, Jr., Administrator  
Department of Community and Economic Development  
City of Flint  
1101 South Saginaw Street  
Flint, Michigan 40502

***Re: Proposal for providing project management, critical path scheduling, and operations plan development consultant services for the Flint University Park Project.***

Dear Ms. Stoughton and Mr. King:

The following proposal information is submitted in accordance with your request for proposal, dated July 26, 1992 to provide project management and related services for the Flint University Park project.

**II-A. Business organization**

Ralph J. Stephenson, P. E., P. C.  
323 Hiawatha Drive  
Mt. Pleasant, Michigan 48858  
phone (517) 332 2537

The company operates as a Michigan professional corporation, and the work will be performed by Ralph J. Stephenson, P. E., principal.

**II-B. Statement of my understanding of the project**

1. The work to be done under this request for proposal is to result in a set of management action plans to guide future programming, planning, design and implementation of physical improvements to made to the area included in the Flint University Park Project.

2. The management plans prepared under this proposal are to be developed in the form of network and narrative models showing how the actions and resources needed to achieve the mission of the Flint University Park Project are to be interrelated, assigned, and managed.

This information is to be developed in conjunction with the Board of Governors, the Core Competence Teams and the Project Director for the Flint University Park Project.

3. As appropriate and necessary, the network and narrative models showing management action plans

**Ralph J. Stephenson, P. E.**

Consulting Engineer  
323 Hiawatha Drive  
Mt. Pleasant, Michigan  
ph 517 772 2537

August 5, 1992

are to be translated into other forms needed to effectively communicate the needs of the program and to provide an implementation action guide for the Flint University Park Project.

#### **II-C. Management summary**

1. The material prepared under this proposal will be in the form of critical path diagrams, bar charts, slant charts, narrative descriptions, graphic models, and other translations showing recommended courses of action to be followed. The entire effort is to be summarized in a written operational plan report to be provided during the course of the work and at its conclusion,

#### **II-D. Work plan**

1. The work to be accomplished under this request for proposal will be prepared in the period from September 1, 1992 through June 30, 1993. The project time allocated each month will be spent in working with the Board of Governors, the Core Competence Teams and the Project Director,

2. Work plan elements will include:

- a) Defining major planning and implementation units.
- b) Preparing summary network models and translations for major planning and implementation units.
- c) Dividing major planning and implementation units into defined sub units.
- d) Preparing detailed network models and translations for sub unit planning and implementation.
- e) Preparing narrative operational reports and monitoring evaluations of work in progress.
- f) Preparing recommendations regarding present, near future and distant future courses of action to be followed to achieve the Flint University Park Project mission.

#### **II-E. Prior Experience**

- 1. Please see enclosed for professional and personal resume.
- 2. Please see attachment B for examples of projects and assignments on which I have recently worked as a management, planning, and monitoring advisor and consultant

#### **II-F. Labor requirements**

All work on this portion of the Flint University Park Project will be done by, or under the direct supervision of Ralph J. Stephenson, P. E., the principal of Ralph J. Stephenson P. E., P. C.

#### **II-G. Authorized negotiator**

Ralph J. Stephenson, P. E. - principal - phone (517) 772 2537



**Ralph J. Stephenson, P. E.**

Consulting Engineer  
323 Hiawatha Drive  
Mt. Pleasant, Michigan  
ph 517 772 2537

August 5, 1992

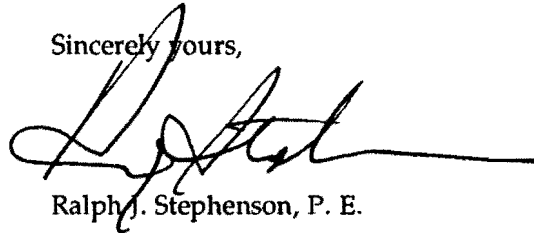
**II-H. Bid Price and Cost and Price Analysis**

See Attachment B for bid price, and cost and price analysis.

**II-I. Additional Information and Comments**

I greatly appreciate being given the opportunity to review the Flint University Park Project, and to propose the use of my services on the program. The need for urban improvement is a constant challenge to every community. It is especially so in Flint where the potential for significant development is so great. Thank you for your interest and confidence in allowing me to propose on the project.

Sincerely yours,

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

Ralph J. Stephenson, P. E.

encl.: attachments

Ralph J. Stephenson, P. E.  
Consulting Engineer

August 5, 1992

**Attachment A - Recent Typical Projects**

Below are listed examples of recent projects and assignments on which I was engaged as a management, planning and monitoring advisor and consultant

- City of Flint Redevelopment - Flint, Michigan - several major urban real estate, development, design and construction projects in the Flint Metropolitan area.
- Plant Soil and Science Building - Michigan State University, East Lansing, Michigan - new classroom, laboratory and greenhouse facility.
- Springhill Conference Center - Wayzata, Minnesota - new conference center.
- Water Plant Expansion Analysis - Flint, Michigan - ongoing program of analysis for future water treatment needs.
- Grand Traverse Village - Acme, Michigan - Hotel and convention center facilities.
- Hotels - Midwest, West and South - several hotels for major operating chains, through developers and general contractors.
- Chrysler Center moves and renovation - Highland Park, Michigan - major move planning for present and future space use.
- International Court Building - St. Paul, Minnesota - renovation of International Harvester warehouse to speculative office space.
- University Library - St. Benedict's College, St. Joseph, Minnesota - new library facility.
- Paint laboratory building - Inmont - Detroit, Michigan - new experimental paint line.
- Office and retail facilities - Phoenix, Arizona - various proposed development facilities for Opus Southwest.
- Management seminars - for the City of Flint, the Construction Association of Michigan, the University of Wisconsin, and the General Services Administration.
- Minneapolis Star Tribune - Minneapolis, Minnesota - new office and press facility.
- Genesee County jail - Flint, Michigan - new correctional facility.
- ATR remodeling - St. Paul, Minnesota - historic landmark renovation to residential use.

**Ralph J. Stephenson, P. E.**  
Consulting Engineer

August 5, 1992

- Interstate Highway renovation and replacement projects - Michigan, Indiana and Pennsylvania.
- Parts warehouse - Swartz Creek, Michigan - large auto parts transshipment warehouse and paint facility.
- Office, retail and entertainment facility - Livonia, Michigan - Laurel Park Center.
- Classroom and lab building - University of Michigan, Flint, Michigan - Flint campus facility.
- Research and Development center - Austin, Texas - new research and development facility for 3M Corporation.
- Office, parking and retail facility - Detroit and Grosse Pointe, Michigan - Pointe Plaza support complex at St. John Hospital.
- Regional Shopping Center - Cincinnati - Kenwood Towne Centre regional center addition.
- Residential facilities - Midwest - several single and multiple residential facilities.
- Flagship retail facility - Minneapolis, Minnesota - new downtown store for Saks Fifth Avenue.
- Remodeling of Ceresota grain elevator to multiple residential use - Minneapolis, Minnesota.
- Corporate campus - Omaha, Nebraska - ConAgra world headquarters.
- Regional shopping center - Columbus, Indiana - Columbus Center.
- Michigan Capitol restoration - Lansing, Michigan - Department of Management & Budget analysis of work for Capitol restoration work.
- First Bank Place - Minneapolis, Minnesota - new high rise for First Bank Place and IBM by Opus in downtown Minneapolis.
- Classroom building renovation - Flint, Michigan - Rehabilitation of Mott Memorial Building at Mott Community College.
- Horticultural Garden - Michigan State University, East Lansing, Michigan - Expansion of display gardens for horticultural school.
- Power plant addition - Michigan State University, East Lansing, Michigan - boiler and turbine generator addition to existing plant.
- Natatorium restoration - Flint, Michigan - replacement of existing skin of pool facility at Mott Community College.

**Ralph J. Stephenson, P. E.**  
Consulting Engineer

August 5, 1992

- Facilities and maintenance building - Flint, Michigan - new service building on campus of Mott Community College.

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*About Ralph J. Stephenson, P.E.*

Ralph J. Stephenson, P.E., is an engineering consultant who has a diversified background in land planning, facilities location, building design, and construction.

Mr. Stephenson earned degrees at Lawrence Institute of Technology (Bachelor of Science, Mechanical Engineering), and Michigan State University (Master of Science, Civil Engineering). He has been associated with such firms as Smith, Hinchman, and Grylls, Victor Gruen Associates, Benjamin Schulz Associates, and the H. F. Campbell Company. With the latter three organizations Mr. Stephenson occupied executive positions as vice president. In 1962 he started his own consulting practice, specializing primarily in providing operational and management direction to owners, designers, and contracting firms.

He is a registered professional engineer in Michigan, Wisconsin, Illinois, Indiana, Ohio, Pennsylvania, West Virginia, Virginia, Florida, and Minnesota. He is a member of the Engineering Society of Detroit, the Michigan and National Society of Professional Engineers, the American Planning Association, the Detroit Area Economic Forum, and the Mid-America Economic Development Council.

Since 1952 Mr. Stephenson has been involved at middle and upper management levels in the planning, programming, design, construction, and operation of several billion dollars worth of construction related projects. These include work on industrial, commercial, and institutional programs throughout North America. He has taught hundreds of technical and management seminars in the United States, Canada, and Europe and is the author of several magazine articles. He also is the co-author of a book on critical path method. His broad experience has given him an understanding of the nature of small, medium, and large size companies, and of the need to solve their management problems through creative, systematic, and workable approaches.

**Ralph J. Stephenson, P.E., P.C.**  
Consulting Engineer

***Personal and Professional Background***

Name: Ralph J. Stephenson, P. E.  
Date of birth: August 25, 1922  
Address: 323 Hiawatha Drive  
Mt. Pleasant, Michigan 48858  
Phone: (517) 772-2537 Office  
(517) 773-2282 Residence

**Education:**

School	Dates attended	Degree earned	Major field
Wayne State University Detroit, Michigan	1970 - 1973	Pre-doctoral in industrial engineering	
Michigan State University East Lansing, Michigan	1946 - 1948	M . S . C . E	Civil engineering
Lawrence Institute of Technology Detroit, Michigan	1940 - 1943	B . S . M . E.	Mech. engineering
Highland Park High School Highland Park, Michigan	1936 - 1940	-	-

**Employment:**

Firm	Dates employed	Position
Engineering consultant	September 1962 to present	Principal
H. F. Campbell Company	March 1960 to September 1962	Vice president
Benjamin Schulz & Associates	October 1958 to March 1960	Vice president
Victor Gruen Associates Detroit office	1956 to 1958 1954 to 1956 1952 to 1954 1950 to 1952	Vice president Production manager Chief structural engineer Structural squad leader
Detroit Water Board	July 1950 to October 1950	Structural engineer
Smith, Hinchman, and Grylls	January 1948 to July 1950	Structural engineer
United States Army	November 1943 to August 1946	Infantry & engineers

**Registrations:**

- Florida – professional engineer
- Illinois – professional engineer and structural engineer
- Indiana – professional engineer
- Michigan – professional engineer
- Minnesota – professional engineer
- Ohio – professional engineer
- Pennsylvania – professional engineer
- Virginia – professional engineer
- West Virginia – professional engineer
- Wisconsin – professional engineer

**Society Memberships:**

- Engineering Society of Detroit
- Detroit Chapter – Michigan Society of Professional Engineers
- Michigan Society of Professional Engineers
- National Society of Professional Engineers
- American Planning Association
- Detroit Area Economic Forum
- Mid-America Economic Development Council – past president

**Education and Training Activities:**

- Director – Institute for Construction Management – Construction Association of Michigan
- Instructor – University of Wisconsin department of engineering – professional development
  - Project management
  - Effective field administration – job documentation
- Seminar instructor for private and institutional organization
  - Project management
  - Critical path planning
  - Construction project delivery systems
  - Design and build systems
  - Claim avoidance
  - Management techniques in planning, design, and construction work

**Books and articles:**

- Co author of college text "Critical Path Method" – published by Cahnerns – 1967
- Articles on downtown urban development - Today's Business
  - Article on urban planning matrixes - American Society of University Architects
  - Critical Path Method - published by Builders Exchange of Detroit– 1963
  - Author of several essays on planning, design, and construction topics – seminar material

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## *Resume of Professional Experience*

### Engineering Consultant Practice - -since August 1962

Entered practice as a private consulting professional engineer in August 1962. Performed technical services in design and construction project management, construction planning, project programming, plant location, structural evaluation, land planning, organizational management consulting, and in training and education for the planning, design, and construction profession.

Prepared project sequencing plans for several hundred commercial, institutional, industrial, land use and management projects ranging in size from \$100,000 to \$200,000,000. Conducted hundreds of seminars on design and construction related subjects in the United States, Canada, and Europe, and have written two texts on critical path method.

Acted as project consultant and director on several large land use studies. Retained by many owners and architectural, engineering and contracting firms as a technical management consultant for functional and organizational matters.

### H. F. Campbell Company, design and build -- April 1960 to August 1962

Vice president responsible for estimating, graphics, and marketing. Work carried out under my supervision by a technical staff of 18 men and women. Activities included preparation of technical studies, preparation of contract documents, technical evaluations on design and construction programs, and contract negotiations. Reported directly to Mr. H. F. Campbell.

### Benjamin Schulz & Associates, architects and engineers -- September 1958 to April 1960

Vice president with direct reporting responsibility to Mr. Schulz. Specific activities included structural engineering, land use studies, urban planning, and project direction.

### Victor Gruen Associates, planners, architects and engineers -- November 1950 to August 1958

Joined firm as senior structural engineer working for Dr. Warren Yee. Advanced through positions of chief structural engineer, project coordinator, production manager and vice president. Direct reporting responsibility as an officer to Mr. Karl O. Van Leuven, partner in charge.

Activities included structural engineering, land use and urban planning studies, investment research, technical office administration, and project programming.

Served as structural engineer and department head for Northland and Eastland shopping centers in the Detroit metropolitan area. These were among the first regional



**Ralph J. Stephenson, P.E., P.C.**

Consulting Engineer

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retail centers in the world.

Served as project manager on major downtown urban redevelopment planning program for the Kalamazoo, Michigan mall, one of the first downtown malls in North America.

**Water Board, City of Detroit -- July 1950 to November 1950**

Senior assistant structural engineer. Responsible for preparing preliminary structural and civil studies of large Detroit water treatment plant.

**Smith, Hinchman & Grylls, Inc. -- January 1948 to July 1950**

Structural engineer performing wide range of drafting and design activities. Prepared structural calculations for variety of steel, concrete, and wood structures.

**U. S. Army -- October 1943 to August 1946**

Infantry, Corps of Engineers. Engineering activities included responsible charge of field engineering and demolition projects as line officer. Commissioned First Lieutenant upon discharge from armed forces.

Ralph J. Stephenson, P. E.  
Consulting Engineer

August 5, 1992

**Attachment B - Bid Price and Cost and Price Analysis**

**1. Bid Price for Scope of Services**

a.) Total cost of services - \$44, 275

b.) Allocation of costs to scope of services as defined in Part V of the request for proposal

(1) Facilitate and make recommendations to the Project Board of Governors, the Project Director, and the Core Competence Teams and Team Leaders for formulating, evaluating, prioritizing, estimating and leveling resource requirements, and programming the financial requirements necessary to accomplish Flint University Park Project goals and objectives incorporated or to be incorporated in the operations plan.

\$ 4,463

(2) Assist in the management of war room activities; other consultants as required; and in the preparation and submission of the Initial Project Plan to reserve Flint University Park Project funding.

\$ 6,612

(3) Develop time-phased critical new development project (sub-projects) plans, sub-area master plans, and an Aggregate University Park Master Plan.

Note: Assume the plans referred to in item above are network model plans and schedules of how the actual physical planning and working documents are to be produced.

\$ 24,342

(4) Prepare a written operational plan utilizing appropriate computer-based PERT, Resource Leveling, and Critical Path Scheduling techniques for the concurrent planning and implementation of the Aggregate University Park Master Plan, sub-area master plans, and approved critical new development project(s) to accomplish Flint University Park goals and objectives.

\$ 8,858

**2. Cost and Price Analysis**

- a) Labor costs - 445 hours at \$95 per hour \$ 42,275
- b) Cost of supplies and materials - included as overhead in labor costs
- c) Other direct costs - none anticipated

**Ralph J. Stephenson, P. E.**  
Consulting Engineer

August 5, 1992

d) General and administrative costs - included in labor costs	
e) Transportation costs - included as overhead in labor costs	
f) Printing costs - including ongoing & final reproduction	<u>\$ 2,000</u>
<b>Total cost for entire project</b>	<b>\$ 44,275</b>

	activity	sub title
1	1000: Comp prep operations plan for Bd comments & submit to Board for discussion at July 14, 1993 mtg - 15	work plan - sht 1
2	1002: Board review Consultant selection & operations plan for Board Meeting on July 14, 1993 - 1	work plan - sht 1
3	1003: Bd of Governors meet & appv consultant selection, operations plan, & proj boundaries - 1	work plan - sht 1
4	1101: Refine Work Plan & submit to Core Competence Teams for review & comment - 19	work plan - sht 1
5	1102: Part Prepare Consultants RFP's - 26	work plan - sht 1
6	1103.01: Define Selection Process & Recommend Selection Committees - 13	work plan - sht 1
7	1103.02: Complete prepare & distribute Consultant's RFP - 2	work plan - sht 1
8	1103.03: Publish Advertisement for Proposals - 1	work plan - sht 1
9	1103.04: Receive Proposals from Interested Consultants - 22	work plan - sht 1
10	1103.05: Evaluate Consultant's proposals & prepare short list of finalists - 2	work plan - sht 1
11	1103.06: Interview Finalist Consultants - 5	work plan - sht 1
12	1103.07: Selection Committee Recommend Marketing & Planning Consultants - 3	work plan - sht 1
13	1104: Prepare & Submit Final Marketing & Planning Consultant Selection to Board - 1	work plan - sht 1
14	1105: Prep & submit grant applications & pre funding request to Mott Found for Marketing & Planning Consultants - 8	work plan - sht 1
15	1107: Complete Prepare & Submit Work Plan to Board - 10	work plan - sht 1
16	1110: Core Competence Teams Review & Comment on Work Plan - 10	work plan - sht 1
17	1111: Mott Found review & approve marketing & planning consultant grant application & give verbal approval to program - 33	work plan - sht 1
18	1112: Board review & comment on Work Plan - 5	work plan - sht 1
19	1113: Mott Foundation Make funds available to pay for marketing & planning consultant services - 66	work plan - sht 1
20	1120: Core competence teams review & comment on Consultant's RFP's - 5	work plan - sht 1
21	1201: Develop Methodology and Scope of Services for Planning Consultant - 5	work plan - sht 1
22	1204: Adjust overall conceptual site plan - 37	work plan - sht 1
23	1205.01: Prepare schematic plans of UP Technology & Industrial Mall - 26	work plan - sht 1
24	1205.02: Prepare schematic plans of Year I- University Technology Park - 26	work plan - sht 1
25	1205.04: Prepare schematic plans of year 1- UP public area site improvements - 26	work plan - sht 1
26	1205.06: Prepare schematic plans - McFarlan Place (public area site improvements) - 26	work plan - sht 1
27	1205.08: Prepare schematic plans for downtown - 26	work plan - sht 1
28	1206.01: Adjust schematic plans of UP Technology & Industrial Mall to market opportunities - 33	work plan - sht 1
29	1206.02: Adjust schematic plans of Year I- University Technology Park - 33	work plan - sht 1
30	1207: Prepare schematic open space plans - 33	work plan - sht 1
31	1208: Prepare overall University Park schematic site plan - 25	work plan - sht 1

	activity	sub title
3 2	1209: Develop design objective, standards, and criteria - 25	work plan - sht 1
3 3	1210: Estimate site preparation cost for each development parcel - 38	work plan - sht 1
3 4	1211: Prepare preliminary public area site improvement plans - 44	work plan - sht 1
3 5	1212: Estimate site preparation costs - 50	work plan - sht 1
3 6	1213: Estimate public area site improvement costs - 25	work plan - sht 1
3 7	1214: Conduct appropriate environmental testing - 31	work plan - sht 1
3 8	1215: Estimate environmental costs for Phase I priority dev. projects -	work plan - sht 1
3 9	1216: Prepare construction bid documents for public area site improvements - 40	work plan - sht 1
4 0	1218: Complete overall University Park master plan - 10 ?	work plan - sht 1
4 1	1302.01: Complete Phase I - residential demand study - 56	work plan - sht 1
4 2	1302.02: Complete phase I - industrial demand market study - 56	work plan - sht 1
4 3	1302.03: Complete Phase I - office demand market study - 56	work plan - sht 1
4 4	1302.04: Complete retail and entertainment market incl. Atwood Stadium reuse study - 56	work plan - sht 1
4 5	1303: Determine preliminary site development phasing - 19	work plan - sht 1
4 6	1304: Outline marketing advantages of phasing - 15	work plan - sht 1
4 7	1305: Develop preliminary Phase I Priority Projects Development Program - 15	work plan - sht 1
4 8	1306: Estimate Market Value Ranges of Priority Public & Private Property - 15	work plan - sht 1
4 9	1307: Prepare solicitation strategies and incentives - 15	work plan - sht 1
5 0	1308.01: Complete residential demand market study - 42	work plan - sht 1
5 1	1308.02: Complete industrial demand market study - 42	work plan - sht 1
5 2	1308.03: Complete office demand market study - 42	work plan - sht 1
5 3	1308.04: Complete retail and entertainment market incl. Atwood Stadium reuse study - 42	work plan - sht 1
5 4	1309: Complete University Park redevelopment recommendations - 30	work plan - sht 1
5 5	1310: Review findings with Board of Governors - 3	work plan - sht 1
5 6	1313: Identify external financing needs - 54	work plan - sht 1
5 7	1315: Prepare marketing policy and program - 16	work plan - sht 1
5 8	1318: Prepare priority project prospecti as appropriate - 16	work plan - sht 1
5 9	1508: Review and approve final residential study draft - 3	work plan - sht 1
6 0	1509: Review and approve final residential study - 111	work plan - sht 1
6 1	1510: Identify locally implementable activities from the residential market - 21	work plan - sht 1
6 2	1511: Define possible new construction areas within neighborhoods - 21	work plan - sht 1

	activity	sub title
6 3	1512: Review and Approve Schematic Plans - 40	work plan - sht 1
6 4	2002-PREPARE PRELIM INSTITUTIONAL DEMAND MARKET STUDY	UP master plan - sht 2
6 5	2003-PREPARE PRELIM INDUSTRIAL DEMAND MARKET STUDY	UP master plan - sht 2
6 6	2004-PREPARE PRELIM RESIDENTIAL DEMAND MARKET STUDY	UP master plan - sht 2
6 7	2005-PREPARE PRELIM RETAIL & ENTERTAINMENT MARKET STUDY	UP master plan - sht 2
6 8	2006-PREPARE PRELIM OFFICE DEMAND OFFICE STUDY	UP master plan - sht 2
6 9	2007-IDENTIFY AND CLASSIFY UNIVERSITY PARK EXISTING LAND USES	UP master plan - sht 2
7 0	2008-OBTAIN & REVIEW AREA INSTITUTION DEVELOPMENT PLANS	UP master plan - sht 2
7 1	2009-PREPARE MISSION STATEMENT FOR UP MASTER PLANNING WORK	UP master plan - sht 2
7 2	2010-DEFINE UNIVERSITY PARK NEIGHBORHOODS	UP master plan - sht 2
7 3	2011-ESTABLISH UP AREA NAMES, STAGES, PHASES & OTHER IDENTIFICATION	UP master plan - sht 2
7 4	2012-DEFINE UP NEIGHBORHOOD ORGANIZATIONS & RECVE SUMMARY COMMUNITY INPUT	UP master plan - sht 2
7 5	2013-MAKE EARLY ENVIRONMENTAL ANALYSES OF UP AREA	UP master plan - sht 2
7 6	2014-MAKE EARLY DETERMINATIONS OF UP PUBLIC & PRIVATE TRANSPORTATION NEEDS	UP master plan - sht 2
7 7	2015-SET PRELIMINARY MASTER PLAN DEVELOPMENT STAGING FOR UNIVERSITY PARK	UP master plan - sht 2
7 8	2016-COMP DEFINE OBJECTIVES OF THE UNIVERSITY PARK MASTER PLANNING	UP master plan - sht 2
7 9	2017-DEVELOP BROAD DESIGN GUIDELINES FOR UNIVERSITY PARK AREAS	UP master plan - sht 2
8 0	2018-COMP DEFINE UP OPPORTUNITIES, STRENGTHS, WEAKNESSES & PROBLEMS	UP master plan - sht 2
8 1	2019-PREPARE DEMONSTRATION (DE FACTO) EMPOWERMENT ZONE PROGRAM	UP master plan - sht 2
8 2	2020-PREPARE & SUBMIT PRELIM LAND USE ALLOCATION & TRANSPORT LINKAGES	UP master plan - sht 2
8 3	2021-PART PREPARE UNIVERSITY PARK MASTER PLAN GRAPHICS & REPORT	UP master plan - sht 2
8 4	2022-SET INDIVIDUAL PROJECT PRIORITIES FOR UNIVERSITY PARK AREA	UP master plan - sht 2
8 5	2023-DEFINE ACTUAL AND POTENTIAL UNIVERSITY PARK PROJECTS & OCCUPANTS	UP master plan - sht 2
8 6	2024-SET MUST, WANT & WISH LIST CHARACTERISTICS FOR UNIVERSITY PARK PROJECTS	UP master plan - sht 2
8 7	2025-CONT(1) PREPARE UP MASTER PLAN GRAPHICS & REPORT	UP master plan - sht 2
8 8	2026-PREPARE ROUGH ESTIMATES OF PUBLIC AREA SITE IMPROVEMENT COSTS	UP master plan - sht 2
8 9	2027-CONT(2) PREPARE UP MASTER PLAN GRAPHICS & REPORT	UP master plan - sht 2
9 0	2028-PREPARE RECOMMENDATIONS FOR MASTER PLAN IMPLEMENTATION WORK	UP master plan - sht 2
9 1	2029-COMP PREPARE & SUBMIT UNIVERSITY PARK MASTER PLAN GRAPHICS & REPORT	UP master plan - sht 2
9 2	3004-ESTIMATE PROPOSED AC FACILITIES LEASING POTENTIAL & DISCUSS WITH PROSPECTS	UP AC rochester schmatic site planning - sht 3
9 3	3005-DETERMINE AC MARKET CHARACTERISTICS OF SITE AND PROPOSED FACILITIES	UP AC rochester schmatic site planning - sht 3

	activity	sub title
9 4	3006-PREPARE ALTA SURVEY OF AC SITE	UP AC rochester schmatic site planning - sht 3
9 5	3007-PREPARE TOPOGRAPHIC SURVEY OF AC SITE	UP AC rochester schmatic site planning - sht 3
9 6	3008-PREPARE DETAILED TABULATION OF EXISTING LAND AND BUILDING USES ON AC SITE	UP AC rochester schmatic site planning - sht 3
9 7	3009-CONDUCT INTERVIEWS WITH AC PLANNING FINALISTS ON SHORT LIST	UP AC rochester schmatic site planning - sht 3
9 8	3010-PREPARE AC SITE INFORMATION MANUAL FOR SELECTED CONSULTANT'S USE	UP AC rochester schmatic site planning - sht 3
9 9	3011-SELECT FIRM TO DO AC SCHEMATIC PLANNING WORK	UP AC rochester schmatic site planning - sht 3
1 0 0	3012-SET AC SCHEMATIC SITE WORK MEETINGS AND IDENTIFY TENTATIVE AGENDA FOR EACH	UP AC rochester schmatic site planning - sht 3
1 0 1	3013-FINAL INTERVIEW SELECTED AC SITE PLANNER & NEGOTIATE SCOPE OF WORK AND FEES	UP AC rochester schmatic site planning - sht 3
1 0 2	3014-ISSUE AC NOTICE TO PROCEED TO SELECTED PLANNING FIRM	UP AC rochester schmatic site planning - sht 3
1 0 3	3016-PREP SCHEMATICS OF EXISTING TRANSPORT FACILITIES SERVING AC SITE	UP AC rochester schmatic site planning - sht 3
1 0 4	3017-SELECT AND TABULATE POTENTIAL AC LAND USES AND AREA ALLOCATIONS	UP AC rochester schmatic site planning - sht 3
1 0 5	3018-VALIDATE TABULATIONS OF AC EXISTING LAND AND FACILITY USES	UP AC rochester schmatic site planning - sht 3
1 0 6	3019-DEFINE TIME PHASING OF AC SITE WORK IMPLEMENTATION	UP AC rochester schmatic site planning - sht 3
1 0 7	3020-UPDATE EARLY AC PRO FORMA PROJECTIONS	UP AC rochester schmatic site planning - sht 3
1 0 8	3021-DEFINE AC PROJECT DESIGN GOALS, OBJECTIVES, STANDARDS	UP AC rochester schmatic site planning - sht 3
1 0 9	3022-WRITE WORK PROGRAM FOR AC PUBLIC AND PRIVATE SITE WORK	UP AC rochester schmatic site planning - sht 3
1 1 0	3023-PART PREPARE PROPOSED AC LAND USE PLAN SCHEMATICS	UP AC rochester schmatic site planning - sht 3
1 1 1	3024-RECHECK AND UPDATE AC SITE WORK CASH FLOW PROJECTIONS	UP AC rochester schmatic site planning - sht 3
1 1 2	3025-DEFINE SCOPE OF WORK FOR EACH TIME PHASE OF AC SITE WORK IMPLEMENTATION	UP AC rochester schmatic site planning - sht 3
1 1 3	3026-CONT(1) PREPARE PROPOSED AC SITE PLAN SCHEMATICS & REPORT	UP AC rochester schmatic site planning - sht 3
1 1 4	3027-SET PRO FORMA COST ALLOCATIONS FOR SITE WORK	UP AC rochester schmatic site planning - sht 3
1 1 5	3028-REVIEW & COMMENT ON 50% AC SITE SCHEMATICS & REPORT	UP AC rochester schmatic site planning - sht 3
1 1 6	3029-CONTINUE LOCATING & SOLICITING FUNDS FOR AC SITE WORK IMPLEMENTATION	UP AC rochester schmatic site planning - sht 3
1 1 7	3030-ADJUST AC SCHEMATIC SITE PLAN LAND USES AND PHASING TO FUNDING AVAILABILITY	UP AC rochester schmatic site planning - sht 3
1 1 8	3031-SOLICIT AND LOCATE POTENTIAL SITE DEVELOPERS FOR AC AS REQUIRED	UP AC rochester schmatic site planning - sht 3
1 1 9	3032-ADJUST AC SCHEMATIC SITE PLAN & TIME PHASING TO CURRENT MARKET CONDITIONS	UP AC rochester schmatic site planning - sht 3
1 2 0	3033-PREPARE & DISTRIBUTE EARLY AC LEASING DESCRIPTIVE MATERIALS	UP AC rochester schmatic site planning - sht 3
1 2 1	3034-REVIEW AC SCHEMATIC SITE PLANS WITH OTHER OCCUPANTS OF UNIVERSITY PARK	UP AC rochester schmatic site planning - sht 3
1 2 2	3035-PREPARE AC SCHEMATIC SITE PLAN PRELIM COST ESTIMATES & MATCH FUNDING & MARKET POTENTIAL	UP AC rochester schmatic site planning - sht 3
1 2 3	3036-UNIVERSITY PARK BD OF GOVERNORS REVIEW 90% SCHEMATIC SITE PLANS & COMMENT	UP AC rochester schmatic site planning - sht 3
1 2 4	3037-COMPLETE PREPARE & ISSUE AC SCHEMATIC SITE PLANS & REPORT	UP AC rochester schmatic site planning - sht 3

	activity	sub title
1 2 5	3038-FINAL APPROVE AC SCHEMATIC SITE PLANS & REPORT, PRINT & ISSUE FOR DISTRIBUTION	UP AC rochester schmatic site planning - sht 3
1 2 6	4004-CONDUCT INTERVIEWS WITH AC ARCHITECTS & ENGINEERS ON SHORT LIST	UP AC rochester bid documents & const - sht 4
1 2 7	4005-SELECT ARCHITECT ENGINEERING FIRM TO DO AC CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4
1 2 8	4006-SET AC CONSTRUCT DOCUMENT MEETINGS & TENTATIVE AGENDA FOR EACH	UP AC rochester bid documents & const - sht 4
1 2 9	4007-FINAL INTERVIEW SELECTED AC ARCH & ENGR & NEGOTIATE WORK SCOPE & FEES	UP AC rochester bid documents & const - sht 4
1 3 0	4008-ISSUE AC NOTICE TO PROCEED WITH CONSTR DOCUMENTS TO SELECTED ARCH & ENGR	UP AC rochester bid documents & const - sht 4
1 3 1	4009-PREPARE BASE LINE TARGET COSTS TO PROVIDE DESIGN PROGRAM CONSTRAINTS	UP AC rochester bid documents & const - sht 4
1 3 2	4010-PREPARE AC BASE BUILDING & SITE SCHEMATIC DESIGN PACKAGE & SUBMIT TO DCED	UP AC rochester bid documents & const - sht 4
1 3 3	4011-REVIEW & APPROVE AC LANDLORD WORK SCHEMATIC DESIGN PACKAGE	UP AC rochester bid documents & const - sht 4
1 3 4	4012-UPDATE AC PRO FORMA PROJECTIONS	UP AC rochester bid documents & const - sht 4
1 3 5	4013-PART PREPARE LANDLORD WORK DESIGN DEVELOPMENT PACKAGE & UPDATE COST ESTIMATES	UP AC rochester bid documents & const - sht 4
1 3 6	4014-REVIEW & APPROVE 50% AC LANDLORD WORK DESIGN DEVELOPMENT PACKAGE	UP AC rochester bid documents & const - sht 4
1 3 7	4015-PREPARE AC TENANT WORK STANDARDS & DRAFT PRELIMINARY LEASING DOCUMENTS	UP AC rochester bid documents & const - sht 4
1 3 8	4016-COMP PREPARE LANDLORD WORK DESIGN DEVELOPMENT PACKAGE & UPDATE COST ESTIMATES	UP AC rochester bid documents & const - sht 4
1 3 9	4017-RECHECK AND UPDATE AC LANDLORD WORK CASH FLOW PROJECTIONS	UP AC rochester bid documents & const - sht 4
1 4 0	4018-PART PREPARE AC LANDLORD WORK CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4
1 4 1	4019-SOLICIT AC TENANTS & OBTAIN 40% LETTERS OF INTENT	UP AC rochester bid documents & const - sht 4
1 4 2	4020-REVIEW & APPROVE 50% AC LANDLORD CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4
1 4 3	4021-COMP REVIEW & APPROVE AC LANDLORD WORK DESIGN DEVELOPMENT PACKAGE	UP AC rochester bid documents & const - sht 4
1 4 4	4022-COMP PREPARE AC LANDLORD WORK CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4
1 4 5	4023-OBTAIN AC LTRS OF INTENT FOR 70% OF SPACE & FIRM LEASES FOR 30% OF SPACE	UP AC rochester bid documents & const - sht 4
1 4 6	4024-FINAL REVIEW & APPROVE AC LANDLORD WORK CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4
1 4 7	4025-ADVERTISE AC PROJECT	UP AC rochester bid documents & const - sht 4
1 4 8	4026-PRINT & ISSUE AC LANDLORD CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4
1 4 9	4027-PART PREPARE AC TENANT CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4
1 5 0	4028-SOLICIT & RECEIVE AC LANDLORD CONSTRUCTION PROPOSALS	UP AC rochester bid documents & const - sht 4
1 5 1	4029-PART REVIEW & APPROVE AC TENANT WORK CONSTRUCTION DOCUMENTS	UP AC rochester bid documents & const - sht 4
1 5 2	4030-SELECT AC LANDLORD WORK CONTRACTOR & PROVIDE NOTICE TO PROCEED	UP AC rochester bid documents & const - sht 4
1 5 3	4031-TENANTS SOLICIT & RECEIVE EARLY TENANT WORK PROPOSALS	UP AC rochester bid documents & const - sht 4
1 5 4	4032-PART CONST AC LANDLORD WORK TO POINT WHERE TENANT IMPROVEMENT WORK CAN BEGIN	UP AC rochester bid documents & const - sht 4
1 5 5	4033-TENANTS PART AWARD EARLY TENANT WORK CONSTRUCTION CONTRACTS	UP AC rochester bid documents & const - sht 4



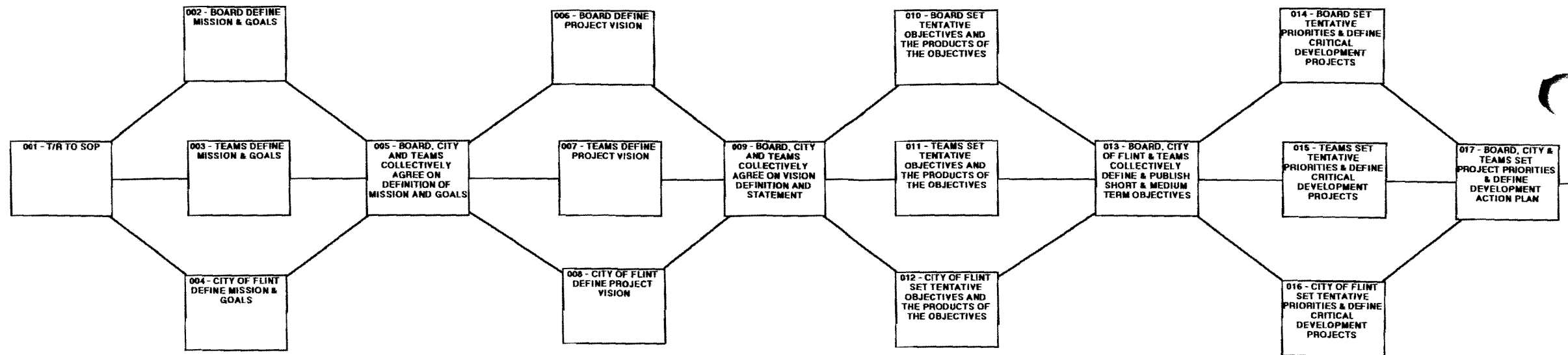
	activity	sub title
156	4034-COMP CONSTRUCT AC LANDLORD WORK	UP AC rochester bid documents & const - sht 4
157	4035-PART CONSTRUCT TENANT IMPROVEMENTS FOR SIGNED LEASES & TENANTS MOVE IN	UP AC rochester bid documents & const - sht 4
158	4038-COMP CONSTRUCT TENANT IMPROVEMENTS FOR SIGNED LEASES	UP AC rochester bid documents & const - sht 4
159	5002-ESTIMATE PROPOSED UTP DEVELOPMENT POTENTIAL & DISCUSS WITH PROSPECTS	UP tech park schematic site plnng - sht 5
160	5003-DETERMINE UTP MARKET CHARACTERISTICS OF SITE AND PROPOSED FACILITIES	UP tech park schematic site plnng - sht 5
161	5004-PREPARE ALTA SURVEY OF UTP SITE	UP tech park schematic site plnng - sht 5
162	5005-PREPARE TOPOGRAPHIC SURVEY OF UTP SITE	UP tech park schematic site plnng - sht 5
163	5006-PREPARE DETAILED TABULATION OF EXISTING LAND AND BUILDING USES ON UTP SITE	UP tech park schematic site plnng - sht 5
164	5007-PREPARE UTP SITE INFORMATION MANUAL FOR SELECTED CONSULTANT'S USE	UP tech park schematic site plnng - sht 5
165	5008-SELECT FIRM TO DO UTP SCHEMATIC PLANNING WORK	UP tech park schematic site plnng - sht 5
166	5009-CONDUCT INTERVIEWS WITH UTP PLANNING FINALISTS ON SHORT LIST	UP tech park schematic site plnng - sht 5
167	5009-SET UTP SCHEMATIC SITE WORK MEETINGS AND IDENTIFY TENTATIVE AGENDA FOR EACH	UP tech park schematic site plnng - sht 5
168	5010-FINAL INTERVIEW SELECTED UTP SITE PLANNER & NEGOTIATE SCOPE OF WORK AND FEES	UP tech park schematic site plnng - sht 5
169	5011-ISSUE UTP NOTICE TO PROCEED TO SELECTED PLANNING FIRM	UP tech park schematic site plnng - sht 5
170	5013-PREP SCHEMATICS OF EXISTING TRANSPORT FACILITIES SERVING UTP SITE	UP tech park schematic site plnng - sht 5
171	5014-SELECT AND TABULATE POTENTIAL UTP LAND USES AND AREA ALLOCATIONS	UP tech park schematic site plnng - sht 5
172	5015-VALIDATE TABULATIONS OF UTP EXISTING LAND AND FACILITY USES	UP tech park schematic site plnng - sht 5
173	5016-DEFINE TIME PHASING OF UTP SITE WORK IMPLEMENTATION	UP tech park schematic site plnng - sht 5
174	5017-UPDATE EARLY UTP PRO FORMA PROJECTIONS	UP tech park schematic site plnng - sht 5
175	5018-CONT(1) LOCATE & EXPLORE UTP POTENTIAL WITH INTERESTED DEVELOPERS	UP tech park schematic site plnng - sht 5
176	5019-DEFINE UTP PROJECT DESIGN GOALS, OBJECTIVES, STANDARDS	UP tech park schematic site plnng - sht 5
177	5020-WRITE WORK PROGRAM FOR UTP PUBLIC AND PRIVATE SITE WORK	UP tech park schematic site plnng - sht 5
178	5021-PART PREPARE PROPOSED UTP LAND USE PLAN SCHEMATICS	UP tech park schematic site plnng - sht 5
179	5022-RECHECK AND UPDATE UTP SITE WORK CASH FLOW PROJECTIONS	UP tech park schematic site plnng - sht 5
180	5023-DEFINE SCOPE OF WORK FOR EACH TIME PHASE OF UTP SITE WORK IMPLEMENTATION	UP tech park schematic site plnng - sht 5
181	5024-CONT(1) PREPARE PROPOSED UTP SITE PLAN SCHEMATICS & REPORT	UP tech park schematic site plnng - sht 5
182	5025-SET PRO FORMA COST ALLOCATIONS FOR UTP SITE WORK	UP tech park schematic site plnng - sht 5
183	5026-REVIEW & COMMENT ON 50% UTP SITE SCHEMATICS & REPORT	UP tech park schematic site plnng - sht 5
184	5027-CONTINUE LOCATING & SOLICITING FUNDS FOR UTP SITE WORK IMPLEMENTATION	UP tech park schematic site plnng - sht 5
185	5028-ADJUST UTP SCHEMATIC SITE PLAN LAND USES AND PHASING TO FUNDING AVAILABILITY	UP tech park schematic site plnng - sht 5
186	5029-CONT (2) SOLICIT AND LOCATE POTENTIAL SITE DEVELOPERS FOR UTP	UP tech park schematic site plnng - sht 5

	activity	sub title
187	5030-ADJUST UTP SCHEMATIC SITE PLAN & TIME PHASING TO CURRENT MARKET CONDITIONS	UP tech park schematic site plnng - sht 5
188	5031-PREPARE & DISTRIBUTE EARLY UTP DEVELOPMENT DESCRIPTIVE MATERIALS	UP tech park schematic site plnng - sht 5
189	5032-REVIEW UTP SCHEMATIC SITE PLANS WITH OTHER OCCUPANTS OF UNIVERSITY PARK	UP tech park schematic site plnng - sht 5
190	5033-PREPARE UTP SCHEMATIC SITE PLAN PRELIM COST ESTIMATES & MATCH FUNDING & MARKET POTENTIAL	UP tech park schematic site plnng - sht 5
191	5034-UNIVERSITY PARK BD OF GOVERNORS REVIEW 90% SCHEMATIC SITE PLANS & COMMENT	UP tech park schematic site plnng - sht 5
192	5035-COMPLETE PREPARE & ISSUE UTP SCHEMATIC SITE PLANS & REPORT	UP tech park schematic site plnng - sht 5
193	5036-FINAL APPROVE UTP SCHEMATIC SITE PLANS & REPORT, PRINT & ISSUE FOR DISTRIBUTION	UP tech park schematic site plnng - sht 5
194	6004-CONDUCT INTERVIEWS WITH UTP ARCHITECTS & ENGINEERS ON SHORT LIST	UP tech park bid documents & const - sht 6
195	6005-SELECT ARCHITECT ENGINEERING FIRM TO DO UTP CONSTRUCTION DOCUMENTS	UP tech park bid documents & const - sht 6
196	6006-SET UTP CONSTRUCT DOCUMENT MEETINGS & TENTATIVE AGENDA FOR EACH	UP tech park bid documents & const - sht 6
197	6007-FINAL INTERVIEW SELECTED UTP ARCH & ENGR & NEGOTIATE WORK SCOPE & FEES	UP tech park bid documents & const - sht 6
198	6008-ISSUE UTP NOTICE TO PROCEED WITH CONSTR DOCUMENTS TO SELECTED ARCH & ENGR	UP tech park bid documents & const - sht 6
199	6009-PREPARE UTP BASE LINE TARGET COSTS TO PROVIDE DESIGN PROGRAM CONSTRAINTS	UP tech park bid documents & const - sht 6
200	6010-PREPARE UTP PRELIM PUBLIC AREA SITE IMPROVEMENT PACKAGE & SUBMIT TO DPW & DCED	UP tech park bid documents & const - sht 6
201	6011-REVIEW & APPROVE PRELIM UTP PUBLIC AREA SITE IMPROVEMENT DESIGN PACKAGE	UP tech park bid documents & const - sht 6
202	6012-UPDATE UTP PRO FORMA PROJECTIONS	UP tech park bid documents & const - sht 6
203	6013-PART PREPARE UTP PASI CONSTRUCTION DOCUMENTS & UPDATE COST ESTIMATES	UP tech park bid documents & const - sht 6
204	6014-REVIEW & APPROVE 50% UTP PASI CONSTRUCTION DOCUMENTS	UP tech park bid documents & const - sht 6
205	6015-PART PREPARE UTP DEVELOPER WORK STANDARDS, COVENANTS & AGREEMENTS	UP tech park bid documents & const - sht 6
206	6016-COMP PREPARE UTP PASI CONSTRUCTION DOCUMENTS & UPDATE COST ESTIMATES	UP tech park bid documents & const - sht 6
207	6017-RECHECK AND UPDATE UTP DEVELOPMENT CASH FLOW PROJECTIONS	UP tech park bid documents & const - sht 6
208	6018-SOLICIT UTP DEVELOPERS & OBTAIN EARLY LETTERS OF INTENT & CLOSINGS	UP tech park bid documents & const - sht 6
209	6019-COMP REVIEW & APPROVE UTP PUBLIC AREA SITE IMPROVEMENT CONSTRUCTION DOCUMENTS	UP tech park bid documents & const - sht 6
210	6020-ADVERTISE UTP PUBLIC AREA SITE IMPROVEMENT WORK	UP tech park bid documents & const - sht 6
211	6021-PRINT & ISSUE UTP PUBLIC AREA SITE IMPROVEMENT CONSTRUCTION DOCUMENTS	UP tech park bid documents & const - sht 6
212	6022-DEVELOPERS PREPARE UTP CONSTRUCTION DOCUMENTS FOR EARLY FACILITIES	UP tech park bid documents & const - sht 6
213	6023-SOLICIT & RECEIVE UTP PASI CONSTRUCTION PROPOSALS	UP tech park bid documents & const - sht 6
214	6024-REVIEW & APPROVE DEVELOPER EARLY UTP FACILITY CONSTRUCTION DOCUMENTS	UP tech park bid documents & const - sht 6
215	6025-SELECT UTP PASI CONTRACTOR & ISSUE NOTICE TO PROCEED	UP tech park bid documents & const - sht 6
216	6026-UTP DEVELOPERS SOLICIT & RECEIVE EARLY FACILITY CONSTRUCTION PROPOSALS	UP tech park bid documents & const - sht 6
217	6027-PART CONST UTP PASI WORK TO POINT WHERE DEVELOPER FACILITY WORK CAN BEGIN	UP tech park bid documents & const - sht 6

	activity	sub title
218	6028-UTP DEVELOPERS AWARD EARLY FACILITY CONSTRUCTION CONTRACTS	UP tech park bid documents & const - sht 6
219	6029-COMP CONSTRUCT UTP PUBLIC AREA SITE IMPROVEMENT WORK	UP tech park bid documents & const - sht 6
220	6030-PART CONSTRUCT UTP EARLY DEVELOPMENT FACILITIES	UP tech park bid documents & const - sht 6
221	6033-COMP CONSTRUCT UTP EARLY DEVELOPMENT FACILITIES & MOVE IN	UP tech park bid documents & const - sht 6
222	7002-ESTIMATE UP/DR POTENTIALS & DISCUSS WITH PROSPECTIVE DEVELOPERS & OCCUPANTS	UP downtown redevelopment site plnng - sht 7
223	7003-DETERMINE UP/DR MARKET CHARACTERISTICS OF SITES AND PROPOSED FACILITIES	UP downtown redevelopment site plnng - sht 7
224	7004-PREPARE ALTA SURVEY OF UP/DR SITES	UP downtown redevelopment site plnng - sht 7
225	7005-PREPARE TOPOGRAPHIC SURVEY OF UP/DR SITES	UP downtown redevelopment site plnng - sht 7
226	7006-PREPARE DETAILED TABULATION OF EXISTING LAND AND BUILDING USES ON UP/DR SITES	UP downtown redevelopment site plnng - sht 7
227	7007-CONDUCT INTERVIEWS WITH UP/DR PLANNING FINALISTS ON SHORT LIST	UP downtown redevelopment site plnng - sht 7
228	7008-PREPARE UP/DR SITE INFORMATION MANUAL FOR SELECTED CONSULTANT'S USE	UP downtown redevelopment site plnng - sht 7
229	7009-SELECT FIRM TO DO UP/DR SCHEMATIC PLANNING WORK	UP downtown redevelopment site plnng - sht 7
230	7010-SET UP/DR SCHEMATIC SITE WORK MEETINGS AND IDENTIFY TENTATIVE AGENDA FOR EACH	UP downtown redevelopment site plnng - sht 7
231	7011-FINAL INTERVIEW SELECTED UP/DR SITE PLANNER & NEGOTIATE SCOPE OF WORK AND FEES	UP downtown redevelopment site plnng - sht 7
232	7012-ISSUE UP/DR NOTICE TO PROCEED TO SELECTED PLANNING FIRM	UP downtown redevelopment site plnng - sht 7
233	7014-PREP SCHEMATICS OF EXISTING TRANSPORT FACILITIES SERVING UP/DR SITES	UP downtown redevelopment site plnng - sht 7
234	7015-SELECT AND TABULATE POTENTIAL UP/DR LAND USES AND AREA ALLOCATIONS	UP downtown redevelopment site plnng - sht 7
235	7016-VALIDATE TABULATIONS OF UP/DR EXISTING LAND AND FACILITY USES	UP downtown redevelopment site plnng - sht 7
236	7017-DEFINE TIME PHASING OF UP/DR SITE WORK IMPLEMENTATION	UP downtown redevelopment site plnng - sht 7
237	7018-UPDATE EARLY UP/DR PRO FORMA PROJECTIONS	UP downtown redevelopment site plnng - sht 7
238	7019-CONT(1) LOCATE & EXPLORE UP/DR POTENTIALS WITH INTERESTED DEVELOPERS & OCCUPANTS	UP downtown redevelopment site plnng - sht 7
239	7020-DEFINE UP/DR PROJECTS DESIGN GOALS, OBJECTIVES, STANDARDS	UP downtown redevelopment site plnng - sht 7
240	7021-WRITE WORK PROGRAMS FOR UP/DR PUBLIC AND PRIVATE SITE WORK	UP downtown redevelopment site plnng - sht 7
241	7022-PART PREPARE PROPOSED UP/DR LAND USE PLAN SCHEMATICS	UP downtown redevelopment site plnng - sht 7
242	7023-RECHECK AND UPDATE UP/DR SITE WORK CASH FLOW PROJECTIONS	UP downtown redevelopment site plnng - sht 7
243	7024-DEFINE SCOPE OF WORK FOR EACH TIME PHASE OF UP/DR SITE WORK IMPLEMENTATION	UP downtown redevelopment site plnng - sht 7
244	7025-CONT(1) PREPARE PROPOSED UP/DR SITE PLAN SCHEMATICS & REPORT	UP downtown redevelopment site plnng - sht 7
245	7026-SET PRO FORMA COST ALLOCATIONS FOR UP/DR SITE WORK	UP downtown redevelopment site plnng - sht 7
246	7027-REVIEW & COMMENT ON 50% UP/DR SITE SCHEMATICS & REPORT	UP downtown redevelopment site plnng - sht 7
247	7028-CONTINUE LOCATING & SOLICITING FUNDS FOR UP/DR SITE WORK IMPLEMENTATION	UP downtown redevelopment site plnng - sht 7
248	7029-ADJUST UP/DR SCHEMATIC SITE PLAN LAND USES AND PHASING TO FUNDING AVAILABILITY	UP downtown redevelopment site plnng - sht 7

	activity	sub title
249	7030-CONT (2) SOLICIT AND LOCATE POTENTIAL UP/DR SITE DEVELOPERS & OCCUPANTS	UP downtown redevelopment site plnng - sht 7
250	7031-ADJUST UP/DR SCHEMATIC SITE PLANS & TIME PHASINGS TO CURRENT MARKET CONDITIONS	UP downtown redevelopment site plnng - sht 7
251	7032-PREPARE & DISTRIBUTE EARLY UP/DR DEVELOPMENT DESCRIPTIVE MATERIALS	UP downtown redevelopment site plnng - sht 7
252	7033-REVIEW UP/DR SCHEMATIC SITE PLANS WITH OTHER OCCUPANTS OF UNIVERSITY PARK	UP downtown redevelopment site plnng - sht 7
253	7034-PREPARE UP/DR SCHEMATIC SITE PLAN PRELIM COST ESTIMATES & MATCH FUNDING & MARKET POTENTIAL	UP downtown redevelopment site plnng - sht 7
254	7035-UNIVERSITY PARK BD OF GOVERNORS REVIEW UP/DR 90% SCHEMATIC SITE PLANS & COMMENT	UP downtown redevelopment site plnng - sht 7
255	7036-COMPLETE PREPARE & ISSUE UP/DR SCHEMATIC SITE PLANS & REPORT	UP downtown redevelopment site plnng - sht 7
256	7037-FINAL APPROVE UP/DR SCHEMATIC SITE PLANS & REPORT, PRINT & ISSUE FOR DISTRIBUTION	UP downtown redevelopment site plnng - sht 7
257	8004-CONDUCT INTERVIEWS WITH UP/DR ARCHITECTS & ENGINEERS ON SHORT LIST	UP downtown redevelop bid doc & const - sht 8
258	8005-SELECT ARCHITECT ENGINEERING FIRMS TO DO UP/DR CONSTRUCTION DOCUMENTS	UP downtown redevelop bid doc & const - sht 8
259	8006-SET UP/DR CONSTRUCT DOCUMENT MEETINGS & TENTATIVE AGENDA FOR EACH	UP downtown redevelop bid doc & const - sht 8
260	8007-FINAL INTERVIEW SELECTED UP/DR ARCHS & ENGRS & NEGOTIATE WORK SCOPE & FEES	UP downtown redevelop bid doc & const - sht 8
261	8008-ISS UP/DR DESIGN NOTICES TO PROCEED TO SELECTED ARCHS & ENGRS	UP downtown redevelop bid doc & const - sht 8
262	8009-PREPARE UP/DR BASE LINE TARGET COSTS TO PROVIDE DESIGN PROGRAM CONSTRAINTS	UP downtown redevelop bid doc & const - sht 8
263	8010-PREPARE UP/DR PRELIM PUBLIC AREA SITE IMPROVEMENT PACKAGE & SUBMIT TO DPW & DCED	UP downtown redevelop bid doc & const - sht 8
264	8011-REVIEW & APPROVE PRELIM UP/DR PUBLIC AREA SITE IMPROVEMENT DESIGN PACKAGE	UP downtown redevelop bid doc & const - sht 8
265	8012-UPDATE UP/DR PRO FORMA PROJECTIONS	UP downtown redevelop bid doc & const - sht 8
266	8013-PART PREPARE UP/DR PASI CONSTRUCTION DOCUMENTS & UPDATE COST ESTIMATES	UP downtown redevelop bid doc & const - sht 8
267	8014-REVIEW & APPROVE 50% UP/DR PASI CONSTRUCTION DOCUMENTS	UP downtown redevelop bid doc & const - sht 8
268	8015-PART PREPARE UP/DR DEVELOPER WORK STANDARDS, COVENANTS & AGREEMENTS	UP downtown redevelop bid doc & const - sht 8
269	8016-COMP PREPARE UP/DR PASI CONSTRUCTION DOCUMENTS & UPDATE COST ESTIMATES	UP downtown redevelop bid doc & const - sht 8
270	8017-RECHECK AND UPDATE UP/DR DEVELOPMENT CASH FLOW PROJECTIONS	UP downtown redevelop bid doc & const - sht 8
271	8018-SOLICIT UP/DR DEVELOPERS & TENANTS & OBTAIN EARLY LETTERS OF INTENT & CLOSINGS	UP downtown redevelop bid doc & const - sht 8
272	8019-COMP REVIEW & APPROVE UP/DR PUBLIC AREA SITE IMPROVEMENT CONSTRUCTION DOCUMENTS	UP downtown redevelop bid doc & const - sht 8
273	8020-ADVERTISE UP/DR PUBLIC AREA SITE IMPROVEMENT WORK	UP downtown redevelop bid doc & const - sht 8
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278	8025-SELECT UP/DR PASI CONTRACTORS & ISSUE NOTICE TO PROCEED	UP downtown redevelop bid doc & const - sht 8
279	8026-UP/DR DEVELOPERS & OCCUPANTS SOLICIT & RECEIVE EARLY FACILITY CONST PROPOSALS	UP downtown redevelop bid doc & const - sht 8

	activity	sub title
280	8027-PART CONST UP/DR PASI WORK TO POINT WHERE DEVELOPER FACILITY WORK CAN BEGIN	UP downtown redevelop bid doc & const - sht 8
281	8028-UP/DR DEVELOPERS AWARD EARLY FACILITY CONSTRUCTION CONTRACTS	UP downtown redevelop bid doc & const - sht 8
282	8029-COMP CONSTRUCT UP/DR PUBLIC AREA SITE IMPROVEMENT WORK	UP downtown redevelop bid doc & const - sht 8
283	8030-PART CONSTRUCT UP/DR EARLY DEVELOPMENT FACILITIES	UP downtown redevelop bid doc & const - sht 8
284	8033-COMP CONSTRUCT UP/DR EARLY DEVELOPMENT FACILITIES & MOVE IN	UP downtown redevelop bid doc & const - sht 8



#### Agenda for team leader meeting - 09/03/92

- Set overview of the Board of Governors, Team, and City of Flint involvement at each phase up through start of early implementation.
- Define specific projects that the B/T/F should be engaged in from September, 1992 through December, 1992.
- Discuss specific planning processes that should be entered into from September, 1992 through December, 1992.
- Suggested early project elements - for team discussion only. These are listed at random:
  - Set plan of action to establish A/C West land use
  - Define project boundaries
  - Establish desired land uses
  - Set methods of determining economic feasibility of plan components.
  - Collect and catalog all master plans for facilities & organizations in the University Park area.
  - Establish a plan of action to link, develop, and improve the University Park infrastructure.
  - Other?
- Set suggested individual team participation in early project elements - Project management, Planning, Marketing/Development, Education, Neighborhood & Housing.

Team	Activities	Role played	Actions to be taken
<u>Project Management</u>			
<u>Planning</u>			
<u>Marketing &amp; Development</u>			
<u>Education</u>			
<u>Neighborhood &amp; Housing</u>			

The Implementation  
plan encompasses  
funding, sub project  
definition, budget  
structuring & all  
the detailed stuff  
it takes to achieve  
the mission.

018 - TEAMS REFINE  
OPERATIONAL  
PLANS & SET  
TENTATIVE  
BUDGETS

019 - START UP  
IMPLEMENTATION OF  
OPERATIONAL PLAN  
FOR UNIVERSITY  
PARK

**NETWORK MODEL FOR  
FLINT UNIVERSITY PARK  
PROJECT - Flint, Michigan**

Issue # 1 - September 3, 1992  
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SM1**