

Ralph J. Stephenson PE PC
Consulting Engineer
March 24, 1987

Subject: Monitoring Report #243
City of Flint Improvement Program - Flint, Michigan

Project: 83:14 E

Dates of Monitoring: March 21 & 22, 1989 (working day 56 and 57 -
from 1989-90 working day calendar)

Actions taken:

- Worked on computer and project management techniques with Flint DCD Economic Development Division staff
- Assembled and distributed book of selected project management handout material to Economic Development Division staff
- Began refining and planning mission statements and projects of the Economic Development Division with staff
- Began early discussions and planning for Old Northern Town Center
- Gave Mr. Richard King copy of data disk for work covered in two day session

Mission and Planning for Economic Development Division

For lists of those attending see attached meeting notes.

The March 21, 1989 afternoon and March 22, 1989 sessions concentrated on reviewing MacIntosh computer techniques with the staff, primarily on More and MacProject 2 software. Due to time limitations the session material was restricted to showing a few of the common capabilities of the two programs, and providing some hands on drill in using the programs. I highly recommend that further staff study of the More manual particularly, be encouraged, and that internal practice with the system be

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continued. More is a very powerful outlining tool that can be of immense help to the DCD staff in preparing outlines and summaries of almost any nature.

MacProject 2 is a good and highly versatile tool for project and program planning. Due to time limitations we were only able to practice the very early steps in using MacProject 2.

Some of the staff, primarily those involved in administrative processing might not have the same degree of need and interest in network modeling of those actively planning projects and programs. Therefore, I recommend that special sessions in network modeling with MacProject 2 be held for the DCD active planning staff.

On Wednesday morning, March 22, 1989 (working day 57) the Economic Development Division staff met at a north side church and reviewed their mission and the strategies of achieving this mission. These are outlined in the attached set of meeting notes. The mission and the strategies are given below for ease of reference.

The mission of the Economic Development Division is to make Flint a great city by its becoming a center of excellence.

The strategies to achieve this mission include:

1. Develop a world class business incubator system.
2. Develop world class planned business parks.
3. Develop and make available reliable sources of capital.
4. Assist in enhancing the role of post high school educational efforts relative to improving the existing business environment.
5. Assist in enhancing the role of K through 12th grade educational

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efforts relative to improving future work force abilities.

6. Assist existing businesses to improve quality and productivity affecting their success.

7. Implement public and private projects that enhance the quality of life in Flint.

8. Improve City of Flint internal management abilities and practice.

9. Encourage and stimulate innovation in the business community.

10. Simulate and encourage a mutually beneficial linkage between neighborhood and business improvement.

11. Create and encourage an informal partnership of labor, business, government and schools with the goal of improving Flint's educational, neighborhood and business environment.

This mission and the strategies for implementation are preliminary, and for additional study and analysis.

The group next briefly discussed methods of validating the recurring functions of the organization. These are the jobs that must be accomplished as part of the day to day functioning of the DCD irrespective of the project load. There are 16 of these recurring functions and they are to be studied, and the time spent per week or month on each by individual staff members is to be tabulated. This tabulation will then be combined with the time estimates of project work to give a month by month projection of the resources required for both recurring and project activities.

The tabulation will be reviewed at our next department planning session.

The project load was next addressed and several current and future

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projects were identified upon which the Economic Development Division staff are presently, or are to be, involved. These include:

1. Oak Technological Park #1
2. Oak Technological Park #2
3. Strategic land use map plan
4. Downtown strategic plan
5. Lumberyard
6. Thread Lake/South Saginaw development
7. Pavilion Towers
8. Airport airpark
9. Carriagetown West
10. Genesis study
11. Pilot seed fund
12. Business financing pool

As part of the project review we also discussed two related techniques, the weight/value method of decision making, and a standard development plan of work template.

Enclosed with this report is a brief description of the weight/value system. It is a very useful tool when attempting to narrow down alternatives to a mathematical basis of decision making.

The standard development plan is merely an unquantified network model with most of the major steps in a development program shown. Copies of the network were given to the participants in the session. A decision was made to use the development plan of operation to determine major actions and milestones in analyzing staff levels needed for project work. I recommend that at our next planning session we concentrate on formulating the analysis technique with the project staffs.

Old Northern Town Center Redevelopment

For list of those attending see attached meeting notes.

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March 24, 1987

On Wednesday afternoon, March 22, 1989 (working day 57), some of the participants in the Northern Town Center redevelopment met to make an early joint review of current project status and to prepare a near future action plan for the work

The meeting is summarized in the attached meeting notes. Please notice that some of those attending may not have been identified since there were large numbers of people coming and going throughout the session. If there are any corrections to the list please give Mr. Richard King of the DCD the revisions and appropriate corrections will be made.

In essence the Old Northern Town Center is a development project to improve the physical and economic environment of the geographic area through related commercial and institutional development. The project is to be built on the site of several school buildings, some of which will remain, while others are being or are to be demolished.

There is some confusion as to the exact roles of the various organizations involved in land acquisition, project management, market analysis, project planning and design, construction, operation, ownership and maintenance. We initiated work at our meeting to clear some of these confusions and to break out the components of the work to make preliminary responsibility assignments within the total program.

These efforts resulted in preparation of a summary network model showing the early efforts needed and their approximate time frame. This model was distributed to some of those attending for further study and revision. Mr. Richard King has a disk containing this plan of work, and if you desire a copy please contact him at the DCD.

The model shown on sheet #1, issue #1, dated March 22, 1989 (working day 57), and entitled Front End Work, shows early work concentrated on defining the role of the city in the operation of the field house, identification of the properties to be retained by the Flint School Board,

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rezoning by permission of the Board of Education, and the entire complex process of conveying title to the various areas to the parties responsible for their development and use.

Since the logic and durations shown were preliminary and assigned by only a portion of those involved, I urge that the plan of work be studied carefully and the problems posed in its implementation be identified and resolved early.

Of critical importance is to define the relations of the parties, and to effectively partition the property so it can be conveyed and planned effectively.

General

This monitoring report is being sent in a single copy to Mr. Richard King at the Department of Community Development. Further distribution internally and externally will be by Mr. King. I suggest Mr. Don Berry of the Department of Public Works be given a copy for his master report notebook.

I shall be in touch with Mr. King shortly to set the next monitoring and planning session on the Old Northern project.

Ralph J. Stephenson PE

To: Mr. Richard King

Further distribution to be
by Mr. King

Flint Northern Redevelopment notes - disk 094

Flint Northern Redevelopment Notes 1

Flint Northern Redevelopment meeting 1

1:25:11 PM - Wednesday, March 22, 1989 1

By Ralph J. Stephenson PE 1

Copy of original meeting notes on disk given to Richard King... 1

Those attending (to be checked for additions) 1

Those involved 1

Purpose of meeting 2

General discussion. 2

LISC role 4

Meeting adjourned about 5:15 PM. 5

1. Flint Northern Redevelopment Notes

1.1. Flint Northern Redevelopment meeting

1.2. 1:25:11 PM - Wednesday, March 22, 1989

1.3. By Ralph J. Stephenson PE

**1.4. Copy of original meeting notes on disk given to Richard King
3/22/89**

1.5. Those attending (to be checked for additions)

1.5.1. Gary Hurand - at meeting part time

1.5.2. Peter Goodstein - at meeting part time

1.5.3. Carol Walker

1.5.4. John Jacobs

1.5.5. Judy Christenson

1.5.6. Gary Haggart - at meeting part time

1.5.7. Richard King

1.5.8. Norm Bryant - at meeting part time

1.5.9. Beverly Browning

1.5.10. Ron Roland

1.5.11. Fred Dent

1.5.12. Steve Waller

1.5.13. Tom ? - LISC

1.5.14. Dan Parks - at meeting part time

1.5.15. Jim Race

1.5.16. John McGarry

1.5.17. Charlie Towar - at meeting part time

1.5.18. Ralph J. Stephenson - consultant

1.6. Those involved

1.6.1. City of Flint

Gary Haggart

Richard King

Carol Walker

Jim Race

Beverly Browning - Grant preparation

Steve Waller - Dept of Parks & Recreation

John McGarry

1.6.2. Kessel - prime tenant

Al Kessel - President

Flint Northern Redevelopment notes - disk 094

- 1.6.3. Meadowbrook Development Corporation - developer
 - Gary Hurand - principal
 - Peter Goodstein - principal
- 1.6.4. Architect/engineer
 - Dale Grainger - architect of record
 - Dan Parks - lead architect
- 1.6.5. Board of Education
 - Dick Dennis - Executive director of business affairs
 - Charlie Towar - Director of facilities planning
- 1.6.6. FNNIPPDC - Flint Northern non profit corporation - sub organization of NIPP
 - Norm Bryant - Acting Chairman
 - Harold Lewis - Board member
 - Jonathan Jacobs - Board member
- 1.6.7. NIPP
 - Fred Dent - President
 - Ron Roland - Executive director
 - Judy Christenson - Deputy director
- 1.6.8. LISC
 - Tom ?

1.7. Purpose of meeting

- 1.7.1. Review current status of program
 - Conceptual
 - Program
 - Validation
- 1.7.2. Gain orientation on project
- 1.7.3. Prepare laundry list of essential actions
- 1.7.4. Set go/no go decision points
- 1.7.5. Review land conveyance & front end work
- 1.7.6. Review interim status of field house & pool
- 1.7.7. Discuss land acquisition of MLK east side frontage

1.8. General discussion

- 1.8.1. City's role
 - Concerns field house, roads and other existing facilities and utilities
 - To be decided Thursday, March 23, 1989

Flint Northern Redevelopment notes - disk 094

1.8.2. Concept

- Important that money be put back into project from the neighborhood.
- Developer desires to have no debt on phase 1, only income.

Phase 1 - 40 to 60 thousand sq feet for new business const

Supermarket

Bank

Retail tenant

Mini police

Community service - wellness center and social service

Field house

Mixed retail

Phase 2

1.8.3. Physical characteristics

Some facilities are to be saved

Maintenance garage - 4,000 sq ft

Garfield School for the gifted 45,000 sq ft- remains
±7 acre site

Total site - ±22 acres (areas must be reviewed and checked)

School Board property - ±15 acres

Developable site - deduct field house, maintenance building, pool areas

Renovation of field house, maintenance and maintenance building to be part of project

Approx 2 acres to be allocated

Garfield school - ±7 acres

Field house - ?

Swimming pool - ?

If buildings to be left must be brought up to code must decide now which to retain

If additional hazardous material must be removed, will the buildings stay?

Who will own the facility?

How are the public/private programs dependent on each other?

Road work to be done as public area site improvements

Construction and maintenance to be responsibility of city

Flint Northern Redevelopment notes - disk 094

Power house in middle of site still serves school

How long will the power house remain operative?

Board of Education proceeding with plans for new heating plant

1.8.4. Front end work - partial list of items to be done - listed at random

Kessel has done food store market analysis

Some question as to validity of market analysis - LISC must review

Architect/engineer yet to be retained for entire project

Grainger will recommend site boundaries to school board

Easements & right of ways to be considered

Consumers Power easement - high pressure line

Jamison Steet may be vacated - not a necessity for school operation

Probably right of way utilities to be relocated or abandoned

What other easements must be considered?

Zoning

Property is presently zoned residential

Will have to be rezoned - will be zoned neighborhood business

Prepare & submit rezoning package - rki & gdu to prepare

Decide on land use plan for property

Review and approve rezoning

Site plan review

Prepare & submit site plan review package

Review and approve site plan

Surrounding utilities serving the site

What surrounding PASI are needed to be constructed?

Property acquisition

Must determine who is going to own what?

Complete form organizational entities for project

NIPP acquire property from Board of Education

Prepare applications and obtain grants

FNC lease to tenant

1.9. LISC role

1.9.1. \$30,000 provided for market analysis

1.9.2. May not be needed if preleasing goes well

1.10. Meeting adjourned about 5:15 PM

1. General notes - these are to be updated as work proceeds

2. 9:58:39 AM - Wednesday, March 22, 1989

2.1. Those involved

2.2. Those attending

2.2.1. Denise Heath

2.2.2. John Martin

2.2.3. Carol Walker

2.2.4. Gary Haggart

2.2.5. Richard King

2.2.6. Nancy Jurkiewicz

2.2.7. Jim Race

2.2.8. Fred Kump

2.2.9. Mattie Smith

2.2.10. Alma McGuire

2.2.11. Ralph J. Stephenson - consultant

2.3. General discussion

2.3.1. 1. Validate mission

jra says it is a pattern of approach

jma says is a behavioral pattern

jra - is important

rki - took broad approach

gha - do you agree that the people in this room are not in a position to effect total change

Fred - the 8 of us cannot do the whole job

gha - department needs mission

gha - need a strategic objective

jra - proposal to go the mayor

need concurrence of the decision makers

need something to buy into

gha - is the scale correct - do we want to shoot high to start with

Fred - statement is perhaps too broad

dhe, jma, cwa - need to focus the statements

rki - need to set tone

jra - gha asked how he would like to alter the mission

gha

Don't really control the mission

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Must focus on the strategy

It's a different matter to get to the delivery method

Fred - Overall mission of area being generated by Genesis

jra - What makes Genesis valid

gha - has the support of the entire community

Has the backing of EDA

jra - does it represent the constituency

gha

Who is our customer?

What are we selling?

To whom are we selling?

What is the product we are selling?

rka - Selling to a customer - need a context

cwa, dhe, jma

**The mission of the Economic Division is to make
Flint a great city by becoming a center of
excellence.**

**The strategies of achieving the mission are as
follows:**

- 1. Develop a world class business incubator system.**
- 2. Develop world class planned business parks.**
- 3. Develop and make available reliable sources of capital.**
- 4. Assist in enhancing the role of post high school educational efforts relative to improving the existing business environment.**
- 5. Assist in enhancing the role of K through 12th grade educational efforts relative to improving future work force abilities.**

6. Assist existing businesses to improve quality and productivity affecting their success.

7. Implement public & private projects that enhance the quality of life in Flint.

8. Improve City of Flint internal management abilities and practice.

9. Encourage & stimulate innovation in the business community

10. Stimulate and encourage a mutually beneficial linkage between neighborhood and business improvement.

11. Create and encourage an informal partnership of labor, business, government & schools with the goal of improving Flint's educational, neighborhood and business environment.

2.3.2. 2. Validate 16 recurring activities

Will be done at staff level and on a one time meeting basis

2.3.3. 3. Confirm potential for 17 projects

1. Oak Technology Park #1
2. Oak Technology Park #2
3. Strategic land use map plan
4. Downtown strategic plan
5. Lumberyard
6. Thread Lake/South Saginaw development
7. Pavilion Towers
8. Airport airpark
9. Carriagetown West
10. Genesis study
11. Pilot seed fund
12. Business financing pool

2.3.4. 4. Review LOA and development network

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Consulting Engineer
May 9, 1989**

Subject: Monitoring Report *244
City of Flint Improvement Program - Flint, Michigan

Project: 83:14 E

Dates of Monitoring: April 4, 1989 and May 1, 1989 (working days 66
and 85 respectively)

Actions taken:

April 4, 1989 (working day 66)

DCED Management Work

- Reviewed current economic development organizational structure of Genesee County
- Made initial efforts to identify City of Flint role in regional economic development
- Defined basic terms to be used in economic development discussions
- Discussed functions that make up an economic development program

Northern Redevelopment Project

- Reviewed Northern Redevelopment project characteristics
- Identified and classified land parcels and buildings involved in Northern Redevelopment project
- Discussed the role of the various organizations involved in the Northern Redevelopment project.
- Prepared initial network model for early front end work on Northern

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May 9, 1989

Development project.

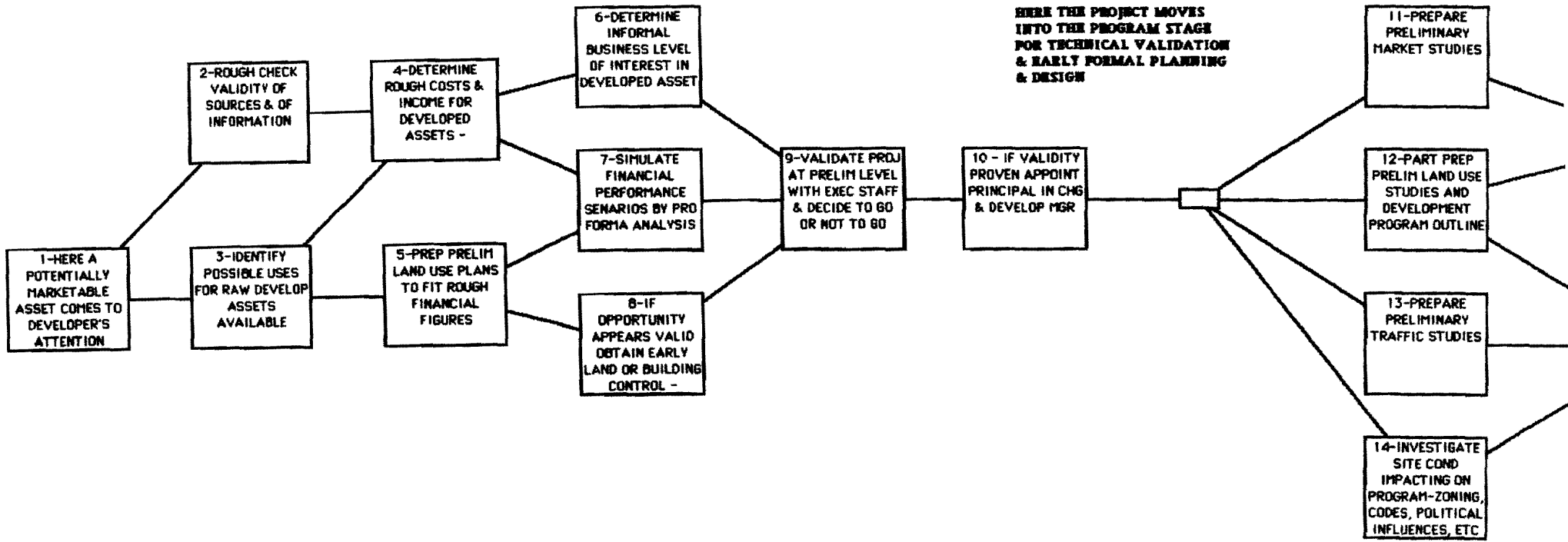
May 1, 1989 (working day 85)

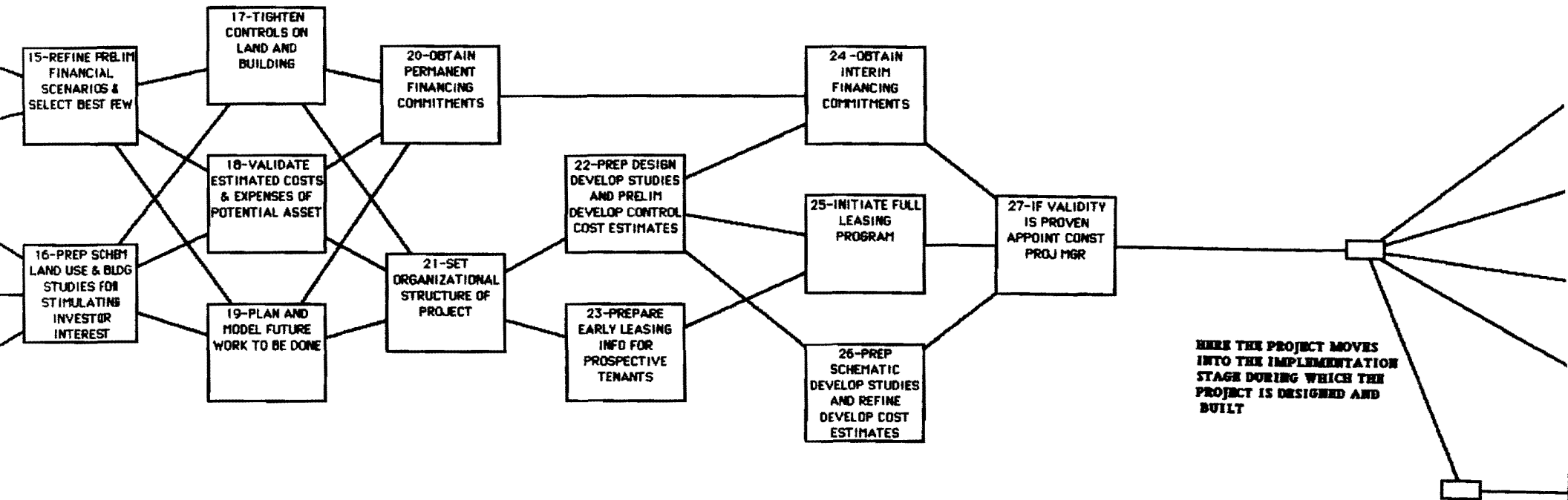
Northern Redevelopment Project

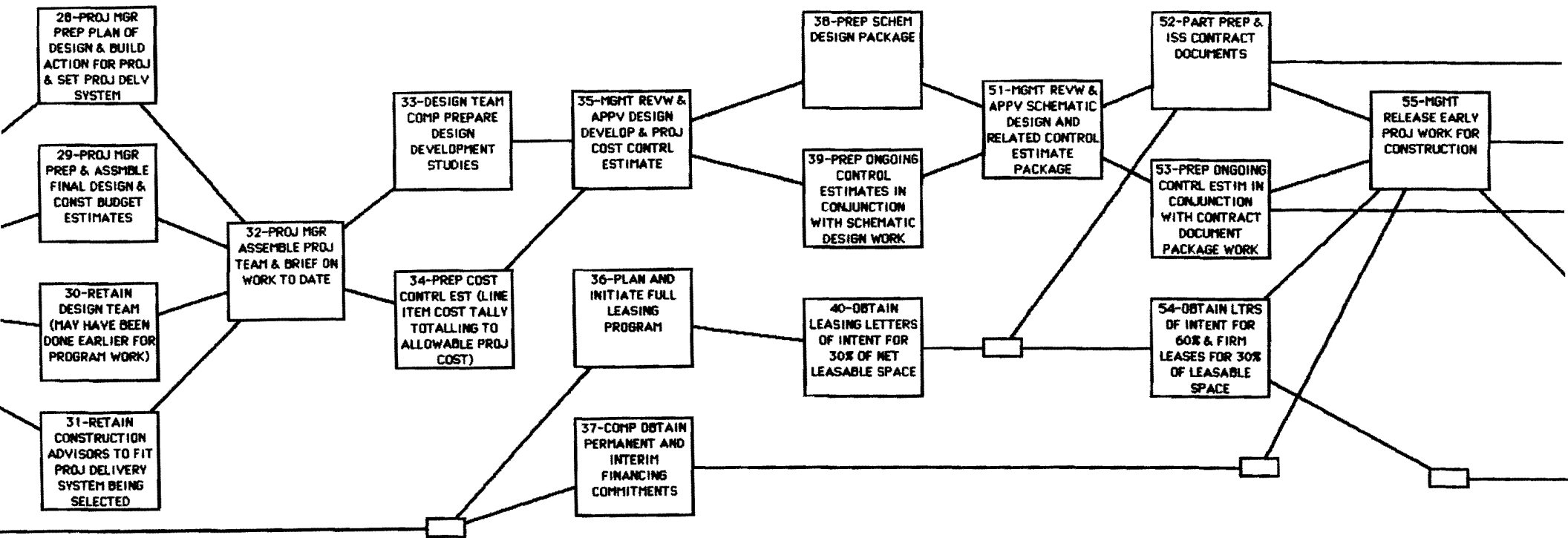
- Refined definition of real estate parcels making up Northern Redevelopment project
- Identified development phases of Northern Redevelopment
- Reviewed estimated costs of Northern Redevelopment field house renovation
- Prepared procedural laundry list for obtaining property control of various Northern Redevelopment parcels

DCED Management Work

- Discussed allocation and management of time within DCED staff
- Began analysis of goals, objectives, and ways of achieving these through staff assignments within DCD



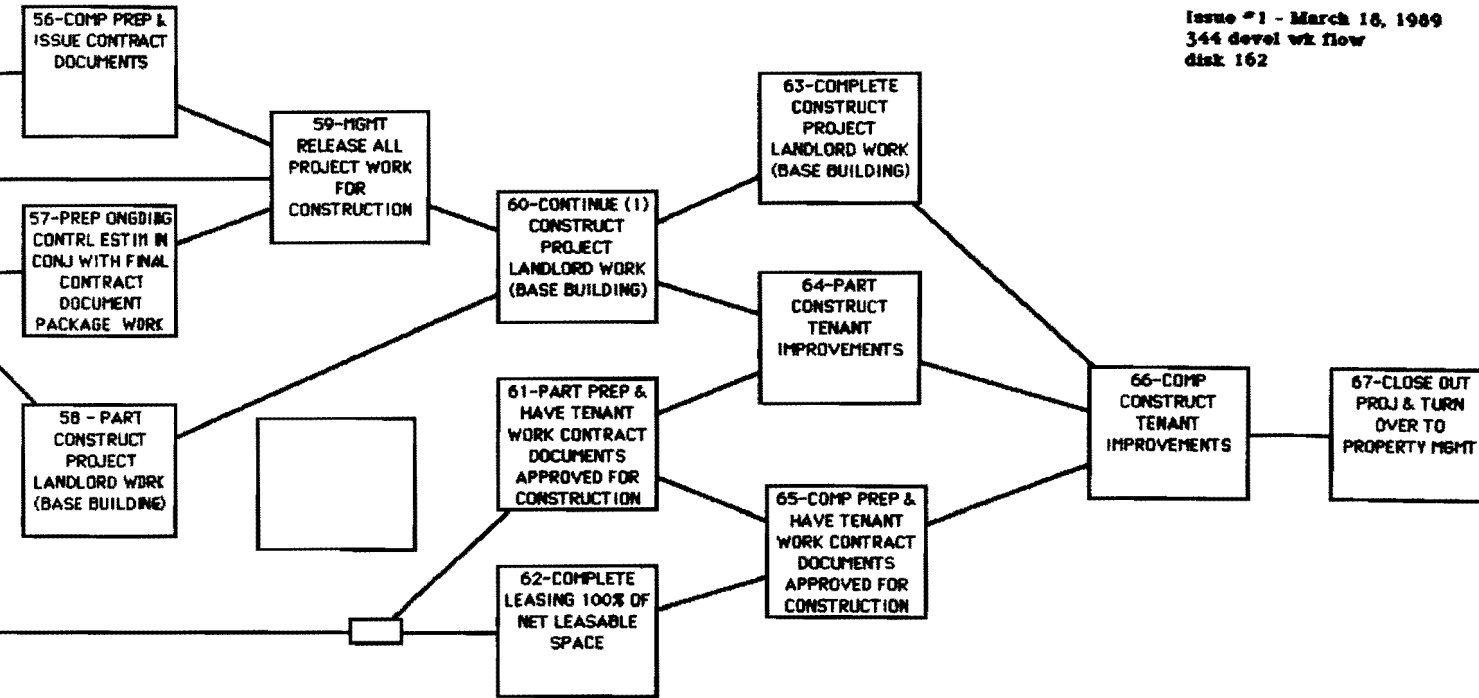




Issue #1 - March 18, 1989
 344 devel wk flow
 disk 162

DEVELOPMENT PROCESS FLOW CHART

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RESERVED ROOM NUMBERS

41	46
42	47
43	48
44	49
45	50

Handout #344

SHEET #D-1

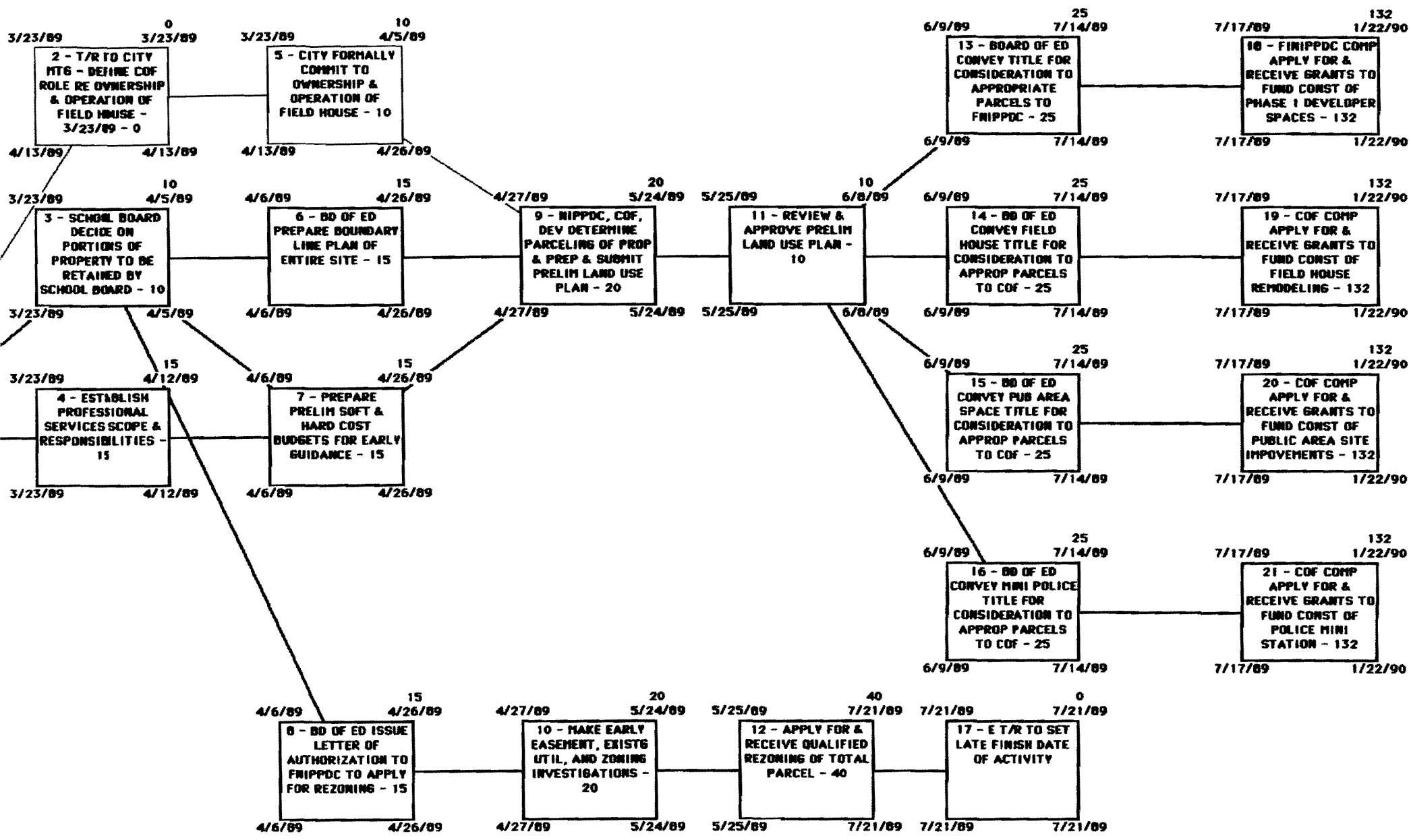
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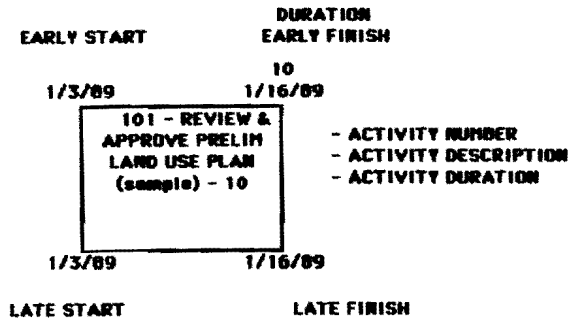
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1 - T/R TO MARCH
23, 1989

3/23/89

3/23/89





TASK INFORMATION KEY

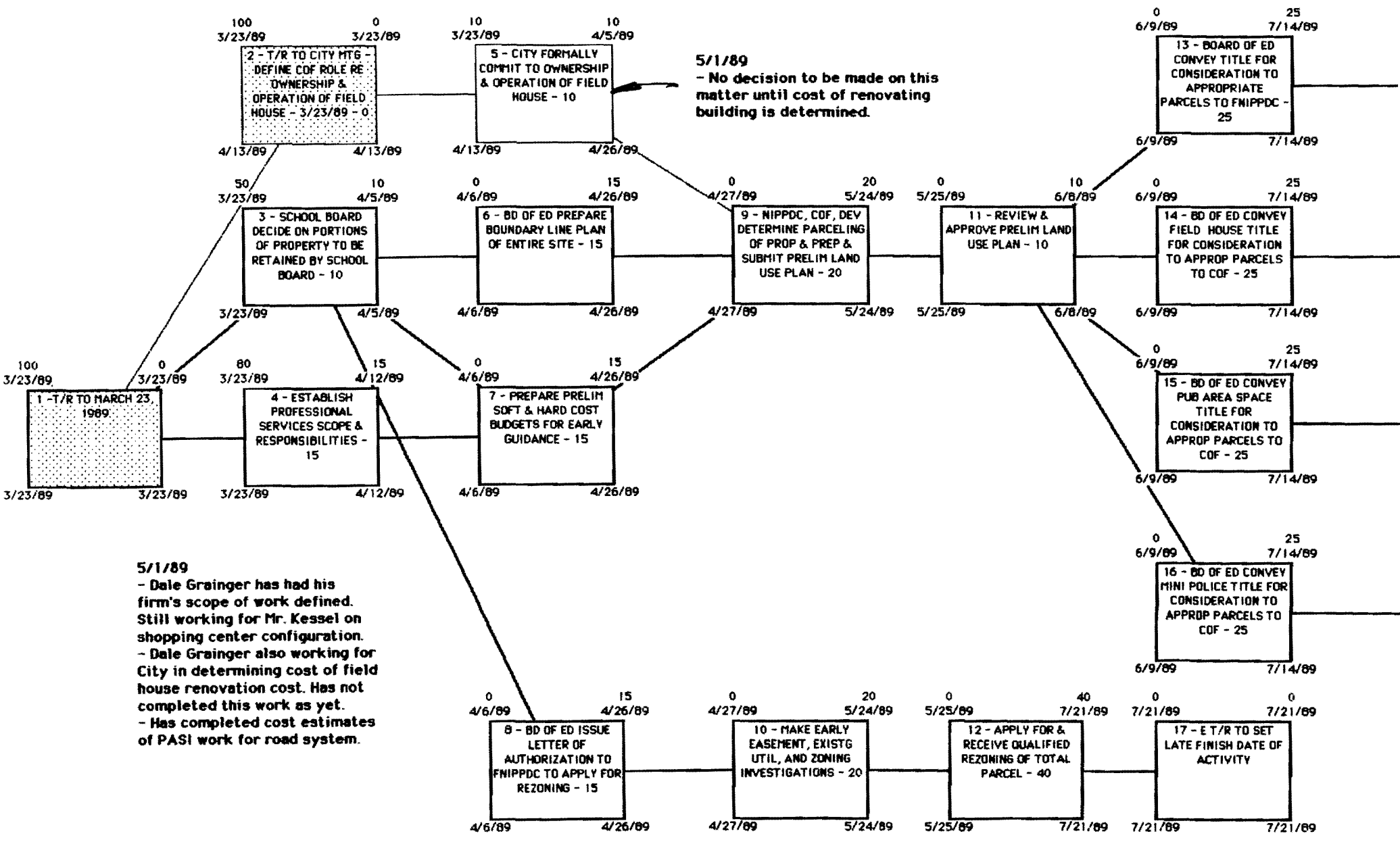


Front End Work

Issue #1 - March 22, 1989
 flst*lfendv
 disk 7

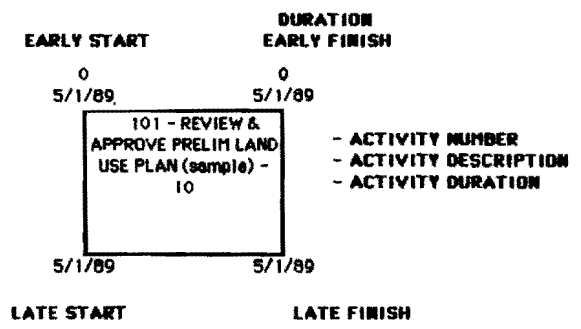
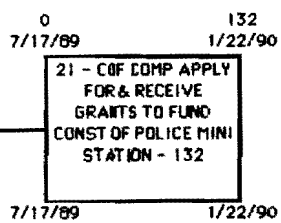
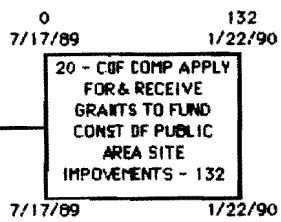
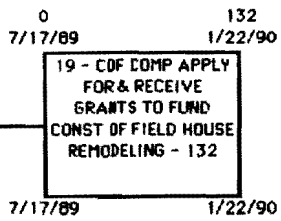
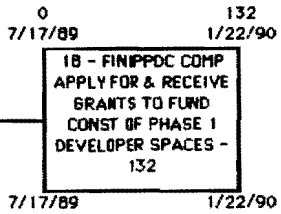
**NETWORK MODEL FOR NORTHERN
 REDEVELOPMENT PROJECT
 Flint, Michigan**

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 Consulting Engineer
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5/1/89
 - No decision to be made on this matter until cost of renovating building is determined.

5/1/89
 - Dale Grainger has had his firm's scope of work defined. Still working for Mr. Kessel on shopping center configuration.
 - Dale Grainger also working for City in determining cost of field house renovation cost. Has not completed this work as yet.
 - Has completed cost estimates of PASI work for road system.



TASK INFORMATION KEY

Front End Work

Issue #1 - March 22, 1989
 Item #1 - Plan - Rev 1 5/1/89
 List# HENDVMOAIT5/1/89
 disk 094

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

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**Ralph J. Stephenson PE PC
Consulting Engineer
May 10, 1989**

Subject: Monitoring Report #244B - Olde Northern Town Center
City of Flint Improvement Program - Flint, Michigan

Project: 83:14 E

Dates of Monitoring: April 4, 1989 and May 1, 1989 (working days 66
and 85 respectively)

Monitored from: Sheet #1, issue #1, dated March 23, 1989 (working
day 57)

Actions taken:

April 4, 1989 (working day 66)

- Reviewed Northern Redevelopment project characteristics
- Identified and classified land parcels and buildings involved in Northern Redevelopment project
- Discussed the role of the various organizations involved in the Northern Redevelopment project.
- Prepared initial network model for early front end work on Northern Development project.

May 1, 1989 (working day 85)

- Refined definition of real estate parcels making up Northern Redevelopment project
- Identified development phases of Northern Redevelopment
- Reviewed preliminary estimated costs of Northern Redevelopment field house renovation

**Ralph J. Stephenson PE PC
Consulting Engineer
May 10, 1989**

- Prepared procedural laundry list for obtaining property control of various Northern Redevelopment parcels

General: The notes taken during our meetings are yet to be edited. These will be reviewed and corrected as required in future meetings with the Northern project team. The notes have been given to Mr. Richard King on disk for his use

Flint Olde Northern Town Center

Efforts during the two sessions revolved around identifying the real estate needs and responsibility patterns evolving within the Northern Redevelopment project. Of particular importance in these early stages is to insure that management continuity is given the entire program. This is essential if the project, which is a combination private, quasi and public program is to succeed.

A large number of organizations are apparently very interested in the project including the following:

- Board of Education - current owner
- NIPP - Interim land owner (?) and grant fund channel
- Flint Northern Redevelopment Corporation - Ultimate land owner (?)
- Flint DCED - Project manager for planning, design and construction
- LISC - Front end services financing
- Flint Police Department - Operator of mini station
- Department of Parks and Recreation - Operator of field house
- Meadowbrook - Developer and development manager
- Kessel - Prime tenant of shopping center
- Dale Grainger - Architect of record for shopping center

At present the implementation process requires that decision making at the real estate level be concentrated as intently as possible on parceling

**Ralph J. Stephenson PE PC
Consulting Engineer
May 10, 1989**

and transferring the land. In light of this need, considerable attention was given land parcel definition, development phase definition and field house rehabilitation efforts during our discussions in April and May, 1989.

Land parcel definition

After extensive discussions the project team generally agreed on the following broad definitions of six land parcels to be considered as making up the development phases. These parcels are being delineated in detail and shown on a site plan by Mr. Grainger for use in phasing discussions.

The parcels are generally as follows (these descriptions should be checked carefully by the project team):

Parcel #1 - All property currently owned by the Board of Education and north of the south right of way line of New Road (the name temporarily given the through access road on the site).

Parcel #2 - All property occupied by the Citizen's Bank, Holy Trinity Missionary, the bakery and other improvements, and bounded by Martin Luther King east right of way line, Jamison north right of way line, parcel #1 and #6 west boundary line, Dewey south right of way line, and excluding the Consumer's property.

Parcel #3 - All property bounded by the Dewey south right of way line, the Martin Luther King east right of way line, south of the Pasadena south right of way line, and the Essex east right of way line.

Parcel #4 - All property bounded by McClellan, Martin Luther King, the Jamison north right of way line, the western boundary of the parcel currently owned by the Board of Education, and a line extended from that boundary south to McClellan.

Parcel #5 - All property bounded by the east boundary of parcel #4, McClellan, and extending east about 150' into the Garfield school area.

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May 10, 1989**

Parcel #6 - All property south of the New Road south right of way line, north of Garfield Elementary School boundary line, and bounded on the west by lane parcel #2 and Consumer's, and on the east by ? (note: this description to be completed and checked).

These parcels make up the geographic components of the development phases

Development Phase Definition

Development Phase A

Requires control of land parcels #1 & #2.

Proposed land uses include:

- Food market
- Initial retail tenant areas
- Police mini station
- Required parking and circulatory improvements for above

Development Phase B

Requires control of land parcel #6

Proposed land use - community services including field house

Development Phase C

Requires control of land parcel #3

Proposed land uses

- Extension of retail shopping center facility
- Required parking and circulatory improvements for above

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May 10, 1989

Development Phase D

Requires control of land parcels #4 and #5

Proposed land uses - as yet undefined, probably buffer zone

Estimated costs of field house renovation

At the April 4, 1989 (working day 66) meeting Dale Grainger was asked to prepare some rough construction cost estimates for renovating the existing field house. These estimates were to be for work needed to make the field house usable. They generally included roof repairs and interior remodeling. The preliminary estimates were discussed informally at our meeting of May 1, 1989 (working day 85), but a formal discussion was deferred until May 15, 1989 (working day 95) to allow a check to be made of the estimates, and to insure the decision making parties were able to attend the meeting

It was pointed out by several of the people present that the current cost estimates are based on considerable neighborhood working help, and direction of this help, being provided by residents in the area.

Procedures for obtaining land control for development

It is generally agreed by all who have been attending the project meetings that land control and rezoning are major steps needed to successfully bring the development on line. To help plan the steps in land control and rezoning, a preliminary random laundry list of the activities to be done was prepared. These are as follows:

- Control of land parcel #1 - (items listed at random)
- Board of Education have prepared ALTA survey of land to be conveyed - land parcel #1
- City of Flint survey and prepare property plan of land parcel #1
- Check need to replat properties to be conveyed - John McGarry will do

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Consulting Engineer
May 10, 1989

- Prepare right of way definition for New Road
 - If required replat properties to be conveyed
 - Complete prepare master land use plan for parcel #1
 - Have land parcel #1 rezoned - must first be conveyed
 - Board of Education prepare & pass resolution to convey to COF
 - City Council accept land conveyance
 - City of Flint approve & execute land transfer agreement
 - City of Flint initiate parcel #1 rezoning
 - Prepare site plan review package for parcels #1
 - City Council approve & pass parcel #1 conveyance resolution to NIPP development corporation
 - NIPP board approve & execute land transfer agreement
 - NIPP complete rezoning of parcel #1
 - Determine rezoning class of parcel #1 - D2
 - Define boundaries
 - Prepare parcel & phase site plan - Dale Grainger
 - Prepare site survey of parcel #1 - Board of Education
 - Prepare audit trail on land ownership
- Control of land parcel #2 - (items listed at random)
- Have land parcels #2 rezoned
 - NIPP complete rezoning of parcel #2
 - Determine rezoning class of parcel #2 - D2 or D3
 - Prepare right of way definition for New Road
 - If required replat properties to be conveyed
 - Identify budget for acquisition
 - Identify ownership and property restrictions
 - Make first offers to present property owners
 - Determine offering costs for properties
 - Run pro forma to determine amount that can be spent on property
 - Accept offers and execute purchase agreements for parcels
 - Check need to replat properties to be conveyed - John McGarry will do
 - Prepare & approve gas line easements
 - Execute gas line easements
 - Prepare audit trail on land ownership

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- Control of land parcel #3 - (items listed at random)
 - Prepare & approve gas line easements
 - Execute gas line easements
 - Prepare audit trail on land ownership

- Control of land parcel #4 - (items listed at random)
 - Prepare & approve gas line easements
 - Execute gas line easements
 - Prepare audit trail on land ownership

- Control of land parcel #5 - to be defined

- Control of land parcel #6 - (items listed at random)
 - Board of Education prepare legal description of land to be retained by them at Garfield site
 - Board of Education have prepared ALTA survey of land to be conveyed - land parcel #6
 - City of Flint survey and prepare property plan of land parcel #6
 - Check need to replat properties to be conveyed - John McGarry will do
 - If required replat properties to be conveyed
 - Prepare master land use plan for parcel #6
 - Have land parcels #6 rezoned - must first be conveyed
 - Board of Education prepare & pass resolution to convey to COF
 - City Council accept land conveyance
 - City of Flint approve & execute land transfer agreement
 - City of Flint initiate parcel #6 rezoning
 - Prepare site plan review package for parcels #6
 - Determine rezoning class of parcel #6 - ?
 - City complete rezoning of parcel #6
 - Board of Education prepare legal description of land to be retained by them at Garfield site
 - Board of Education have prepared ALTA survey of land to be conveyed - land parcel #6
 - City of Flint survey and prepare property plan of land parcel #6
 - Check need to replat properties to be conveyed - John McGarry will do

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- If required replat properties to be conveyed

Preliminary laundry list of early miscellaneous items to be done
(this list should be kept current and incorporated into the model as planning proceeds)

● Field house rehabilitation

- Complete prepare cost estimates of rehabilitating field house
- Review and comment on cost estimates for rehabilitation of field house
- Determine funding alternatives for rehabilitation
- Establish social program for use of field house
- Determine police academy use characteristics of field house

● Operational items

- Review characteristics of security systems relative to mini station & police academy
- Prepare phasing site plan
- Review phasing site plan
- Approve phasing site plan
- Check project store liquor licenses & proximity of schools and churches to center
- Check project restaurant liquor licenses & proximity of schools and churches to center
- Determine cross access easements to be executed

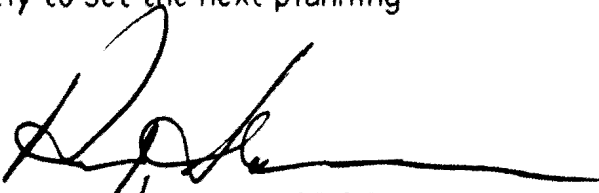
General

Overall the project currently depends heavily for success on the proper transfer of land from the Board of Education to the ultimate owner. Of importance in this matter is the use of the existing field house and the construction phasing of the new power house to service Garfield School. The existing power house occupies a central area of the site. Its timely deactivation and demolition plays an important role in the proper phasing of the shopping center's construction.

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I suggest we continue we complete preparing network models for all front end work for land control, transfer and rezoning. I further recommend that the project be monitored closely, in the early phases particularly, due to the complexity of the organizational interrelations and physical configuration resulting from multiple land ownerships and conflicting uses.

I shall be in touch with Mr. Richard King shortly to set the next planning and monitoring session.



Ralph J. Stephenson PE PC

To: Mr. Richard King

Further distribution to
be by Mr. King