RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

October 3, 1975

Memo to:

Mr. Andrew Nestor, P.E.

Mr. George Ursuy

Mr. Ed Wilkins

Re: City of Flint Downtown Improvement Program, Flint, Michigan

Project: 75:56

It was decided at our meeting on Friday, September 26, 1975 that the next all day planning session will be on Tuesday, October 7, 1975, using the DCD conference room on the first floor as the headquarters meeting area.

I shall plan to be there at 8 o'clock A.M. to set up the conference room and prepare for the day's work.

The following activities will hopefully be covered that day:

A. Preparation and analysis of network plan for Doyle project up to start of construction

B. Preparation and analysis of network plan for St. Johns project up to start of construction

C. Preparation and analysis of network plan for design work on the University of Michigan campus over the next two years

D. Preparation of summary network plans and models for the Doyle project, St. Johns project and University of Michigan projects during the construction phase over the next two years

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

E. Any interfacing actions that must be imposed upon these projects as a result of the I-475 expressway program and the river beautification project and flood control project

F. Continued evaluation of current work on the flood control project, river beautification project and I-475 expressway work

I suggest the morning session be devoted to St. Johns, Doyle and river beautification with the afternoon to be spent on the integration of these programs with the University of Michigan campus development. Thus, we will need, from 8:30 A.M. until noon, the responsible decision-makers for both Doyle and St. Johns, along with representatives of the Highway Department, the Corps of Engineers and hopefully, the Traffic Department, if this is possible.

In the afternoon, our major focus will be on the University of Michigan campus and we will need representatives of the University of Michigan, preferably Mr. Wilson, the Corps of Engineers, the State Highway Department, and the Traffic Department.

Naturally it would be helpful if Mr. Wilkins and Mr. Ursuy could devote the day to this planning session.

Ralph J. Stephenson, P.E.

RJS
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M.

- CRITICAL PATH PLANNING
- LAND PLANNING
- MANAGEMENT CONSULTING
- PLANT LOCATION

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

15064 WARWICK ROAD
DETROIT, MICHIGAN 48223
PHONE 273-5026

September 3, 1975

Mr. Andrew Nester, P.E.
City Engineer - City of Flint
Municipal Center
1101 South Saginaw
Flint, Michigan 48502

Dear Mr. Nester:

Enclosed is Monitoring Report #2 for the Downtown Improvement Program. Notice a working day calendar for 1975/76 (two sides) is attached. I recommend this calendar be duplicated and attached to the monitoring report when distributed to those concerned.

Also, I would appreciate it very much, as I have discussed with Mr. Ed Wilkins, if you would distribute prints of sheets 1 and 2 of the summary network model, Issue P1, dated August 29, 1975.

We had a good session Friday, August 29, 1975 and I am pleased we have been able to get into the actual programming of activities as quickly as we have. This speaks well for the entire project and is a great help to me in properly carrying out my assignment. Mr. Mike Kiefer attended our meeting but only for a short time since he was quite busy. I was impressed by his enthusiasm and suggest that he be added to our distribution list. Would you please consider this and use your discretion.

As noted in the Monitoring Report #2, I shall be in touch with you shortly to arrange my next session in Flint. The conference room at the Community Development Commission's office is a good place

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

to work and seems to be centrally located for everyone concerned. It might be wise to consider that that is our working headquarters if this is satisfactory to everyone.

At our next meeting I suggest we have present representatives of the State Highway Department, the University of Michigan Flint Campus, and the Corps of Engineers to discuss the detail implementation planning for the interrelation of these three programs. Perhaps in the morning it would be best for Mr. Wilson or his representative from the U of M and Mr. Upson or his representative from the Highway Department to be present to establish the boundaries and direction for near future work on their projects. In the afternoon I would like to have Mr. Jones or his representative from the Corps of Engineers present so he can provide his comments for both the U of M and highway department work and our previous work on the river beautification phase one. Again, I shall leave this in your hands and discuss it with you when I call to set up our next session.

Thanks again for your courtesy and assistance in the day's activities. I shall see you soon.

Best regards,

Ralph J. Stephenson, P.E.

RJS
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Enc.

MR

75.53

• CRITICAL PATH PLANNING

• LAND PLANNING

• MANAGEMENT CONSULTING

• PLANT LOCATION

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

15064 WARWICK ROAD
DETROIT, MICHIGAN 48223
PHONE 273-5026

September 3, 1975

Mr. Robert Jones
Detroit District
Corps of Engineers
150 Michigan Avenue
Detroit, Michigan 48226

Re: Flint River Flood Control Project, Contract C2
(River Front Beautification RB1)

Dear Mr. Jones:

On Friday, August 29, 1975, Mr. George Ursuy, Mr. Ed Wilkins and I met to prepare a preliminary summary network plan for all activities required to advertise and issue for proposals the Corps of Engineers project C2 working drawings and specifications. The network diagram prepared, designated Issue P1 dated August 29, 1975, entitled Summary Network Model for Downtown Improvement Plan, City of Flint, Michigan, sheets 1 and 2 will probably be sent to you by Mr. Nester along with a copy of my monitoring report.

There were several discussion points brought out by the various people attending this meeting. Perhaps many of them have already been considered but in any event, I have listed all I am aware of below for your review, with the hope that Mr. Ursuy and Mr. Wilkins will add to this list.

The network diagram assumed that most of the bulk work on the drawings and specifications for the river beautification project are complete except for minor revisions or additions that may be

RALPH J. STEPHENSON, P.E.
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caused by the working drawings and specifications of Halprin & Associates upon the Corps' working drawings being prepared by Harza Engineering. The points we would appreciate your considering are as follows:

1) An interim traffic plan during the construction period is being prepared by Mr. Doug Baehr and Mr. Jack Wilson of the Traffic Department. These will be forwarded to you through Mr. Ursuy for your critique and use. Traffic movement is a critical part of the program and they would appreciate any advice or assistance you might give in formulating an adequate plan that can become a part of your specifications.

2) The debris removal plan upstream of the Hamilton Dam is proving to be a bit complex. Presently it is under study by the Department of Public Works in Flint and they would like to quickly clarify the requirements such an operational plan might place upon the design of the flood control project with you. Your comments and observations will be of help.

3) Several real estate matters involving acquisitions, demolition, conveyances, easements and property transfers are presently in work. These involve the following organizations:

- C & O Railroad
- Neon Building
- Hamandys properties
- F.O.E. properties
- Flint Business Machines
- Flint Lumber Company
- Grand Trunk Railroad
- Traffic Building

We have planned the necessary steps relative to each of these that must be taken prior to provision to you of a license for construction and an attorney's certificate. It appears that there may be some difficulty achieving all actions necessary prior to the time working drawings and specifications will be available for advertisement and solicitation of proposals. This is a critical matter and one which will require careful attention over the coming weeks. Would you please review the legal and real estate matters to be resolved relative to requirements for bid advertising?

RALPH J. STEPHENSON, P.E.
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4) There are certain cash contributions and escrow agreements that must be completed prior to advertising for bids. We think these are presently well defined but wish to make certain that there is no holdup because of them. Would you please confirm, after a review of sheets 1 and 2 of the network, if they are properly shown in relation to the other network activities.

5) Upon preparation of all working drawings and specs for the C2 program, we have assumed it will require 8 weeks (40 working days) for the Corps of Engineers to make their final review, at all levels, of the working drawings and specs before issuing these drawings. Would you please advise if this is an appropriate time allocation. Would it be possible to reduce this approval time?

6) We have allocated one month to advertise and receive C2 proposals. Is this adequate or can it be reduced further?

7) One month has been allocated for a Corps of Engineer review of the C2 proposals. Is this adequate to allow proper study and award of the work?

8) We would like to review in detail the staging method by which the river beautification work, primarily at the lower improvement area, is related to that work specified in the base contract for the flood control program. As I understand it, alternates are to be proposed that will be for the optional but presently funded part of the C2 program. We think there is a clear understanding of this but it would be wise to review it in depth once more.

9) Is there any missing information you now require from any agency involved locally in the city of Flint for this flood control program? If so, would you please convey this as soon as feasible to the appropriate parties.

The above are only a few of the items, but hopefully, some of the most important, that are presently being considered in order to get this project off and running. I would appreciate any assistance that you can give me in properly correlating the adjoining property improvements to the Flint River improvements projected under the C2 contract. It

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

is considered that this river improvement is the bell cow program and that it will set the pace for practically all adjoining work as it proceeds on through to completion.

I also would like to have your evaluation of a proper and realistic C2 completion date since so many other parts of the operation will depend upon the expedient construction of improvements.

I shall be in touch with you when I return in mid-September to talk in more detail about the various items that have to be completed to bring our planning into focus for the total downtown development plan in Flint. Your assistance is appreciated.

Sincerely yours,

Ralph J. Stephenson, P.E.

RJS
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cc - Mr. Andrew Nester
Mr. Ed Wilkins
Mr. George Ursuy

75:56

- CRITICAL PATH PLANNING
- LAND PLANNING
- MANAGEMENT CONSULTING
- PLANT LOCATION

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

15064 WARWICK ROAD
DETROIT, MICHIGAN 48223
PHONE 273-5026

September 3, 1975

Mr. Ray W. Vyvyan, P.E.
Assistant City Engineer
1101 South Saginaw Street
Flint, Michigan 48502

Dear Mr. Vyvyan:

Attached is a suggested summary proposal for the work I am doing on the Downtown Flint Area Development. I would appreciate your comments and also, would you please let me know how you would like our invoices submitted. Normally I bill once a month and would appreciate any guidance you might give me relative to the form they should take.

Sincerely yours,

Ralph J. Stephenson, P.E.

RJS
m

Enc.

cc - Mr. Andrew Nester, P.E.

• CRITICAL PATH PLANNING
• LAND PLANNING
• MANAGEMENT CONSULTING
• PLANT LOCATION

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

15064 WARWICK ROAD
DETROIT, MICHIGAN 48223
PHONE 273-5026

September 3, 1975

The City of Flint
A Municipal Corporation
c/o Mr. Andrew Nester, P.E.
City Engineer
Municipal Center
1101 South Saginaw
Flint, Michigan 48502

Re: Master Control and Monitoring Program for Downtown Flint Area Development 75:56 - P

Reference Documents: My detail proposal letter of June 16, 1975 and addenda dated July 3, 1975

Dear Sirs:

In accordance with Mr. Nester's and Mr. Vyvyan's request, below is a summary of the proposed work under the above noted program for the Downtown Flint Area Development.

This proposal anticipates that my professional services will be provided to prepare and implement a master control and monitoring program for the downtown Flint Development in the immediate vicinity of the new University of Michigan Flint Campus. Generally it is considered that major projects within a one mile radius of this area are to be a part of the program. My services will be provided as outlined in the detailed description for a period of two and one half years from the start of work under it which is from August 13, 1975.

M

- CRITICAL PATH PLANNING
- LAND PLANNING
- MANAGEMENT CONSULTING
- PLANT LOCATION

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

15064 WARWICK ROAD
DETROIT, MICHIGAN 48223
PHONE 273-5026

September 3, 1975

The City of Flint
A Municipal Corporation
c/o Mr. Andrew Nester, P.E.
City Engineer
Municipal Center
1101 South Saginaw
Flint, Michigan 48502

Re: Master Control and Monitoring Program for Downtown Flint Area Development 75:56 - P

Reference Documents: My detail proposal letter of June 16, 1975 and addenda dated July 3, 1975

Dear Sirs:

In accordance with Mr. Nester's and Mr. Vyvyan's request, below is a summary of the proposed work under the above noted program for the Downtown Flint Area Development.

This proposal anticipates that my professional services will be provided to prepare and implement a master control and monitoring program for the downtown Flint Development in the immediate vicinity of the new University of Michigan Flint Campus. Generally it is considered that major projects within a one mile radius of this area are to be a part of the program. My services will be provided as outlined in the detailed description for a period of two and one half years from the start of work under it which is from August 13, 1975.

• CRITICAL PATH PLANNING

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• PLANT LOCATION

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

15064 WARWICK ROAD
DETROIT, MICHIGAN 48223
PHONE 273-5026

June 16, 1975

The City of Flint
A Municipal Corporation
c/o Mr. Andrew Nester, P.E.
City Engineer
Municipal Center
1101 South Saginaw
Flint, Michigan 48502

Re: Master Control and Monitoring Program for Downtown Flint Area Development, 75:56 - P

Dear Sirs:

In accordance with my discussions with Mr. Nester and other City of Flint staff members, outlined below is a suggested method for preparing and implementing a master control and monitoring program for the downtown Flint development in the immediate vicinity of the new University of Michigan Flint campus. It is my understanding this development encompasses six to eight large individual projects and that because of the timing of each there is a strong need over the next 2½ years to monitor progress with an ongoing control system. This system should help insure that major space and time conflicts are made more predictable and consequently, their avoidance more probable.

It appears the three basic areas of present concern are the U of M Flint Campus development, improvements to the immediate surrounding urban land areas, and flood control improvements to the Flint River area near the campus. In this proposal I have assumed that each of these programs individually will have its own detailed project control system prepared by those responsible for the project management. In my work under this proposal I would offer suggestions and guidelines

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

as to the format for this set of detailed network plans but preparation of these will be basically the responsibility and the job of the individual agencies involved.

I further anticipate that the detail planning for each individual project by others will be accomplished through the use of network techniques or other acceptable planning methods that establish standards of performance from which deviations within that project can be measured. These deviations from expected standards of performance are normally called problems.

The need, as I see it from our several conversations, is for objective implementation control over the large number of activities that must interface with each other. To this end it would be wise to consider ultimately combining the major detail plans into a master control network that will insure the interests of all parties to each of the projects being properly and acceptably related to other activities not under their control.

So far as my participation is concerned, I recommend that the initial master control and monitoring program extend over a period of thirty (30) months or two and one half years. This is a foreseeable period of time which should allow all the projects presently being considered to enter active construction. My background in management, engineering and planning indicates that during this period of time the potential for interferences and disruptions requires a high degree of attention so as to allow the various projects to proceed at maximum effectiveness.

In rough terms preparation of the control system divides into four major phases:

Phase 1	Preparation of preliminary network diagrams
Phase 2	Preparation of master summary diagram
Phase 3	Monitoring and control
Phase 4	Updating (where necessary)

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CONSULTING ENGINEER

Each phase will probably overlap with succeeding or in some cases, preceding stages. However, each is identifiable as a specific part of the control and monitoring program.

The work to be accomplished in each of the phases would be substantially as follows:

Phase 1 Preparation of preliminary network diagrams

Preliminary rough manually computed network diagrams using critical path method would be prepared for each of the interacting projects as that project reached a definitive planning point. It is essential that the parties involved in responsible positions within each project be able to commit relative to future time and space dimensions needed for their programs. It should be emphasized that the purpose of the master control program proposed here is to supplement and knit together the detail plans prepared by those responsible for individual projects within the total area. In some cases these detailed plans of action would be available prior to beginning my work. However, where they were not available, it will be necessary to project the essential elements of each plan as well as they can be stated at the current point in time.

Much of the work in phase 1 will involve visiting responsible parties on each project and questioning and discussing the intent they have in the prosecution of their work. This may be a lengthy portion of the program and although some networks could be prepared very early, others may require further study on the part of the agencies involved before being meshed with the master program.

It would be my intent during this phase 1 work to isolate and identify in conjunction with those to whom I am responsible the proper agencies and organizations with whom I would most effectively work. An important element here is that the control program should not be presented as, nor considered, a substitute for the ongoing day to day project management of each individual program within the area. The purpose of this master plan must be one of showing interfaces, identifying potential problems and suggesting solutions by which these potential problems might be resolved before they become catastrophes.

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

Phase 2 Preparation of master summary diagram

At a suitable point in phase 1 work the information gathered and the plans of action prepared would be tied together with other related plans of work and drafted into final form for issuance to the affected parties. Phase 2 work is basically a translation of the rough manually computed network diagrams into easily read plans of work.

Phase 2 interpretations and translations would probably continue through and past the end of phase 1 with the ultimate result being a master summary network plan of action which will be used by all parties to the entire development to gage their progress along with the progress of adjoining programs.

Phase 3 Monitoring and control

Concurrently with phases 1 and 2, a monitoring and control system utilizing management by exception would be devised and put into work. This system would be used to measure actual project progress on an ongoing basis against the anticipated plans of action shown in the summary diagrams and the master network. Monitoring frequency would vary as the project moved ahead. During phases 1 and 2, each planning session conducted to establish the plans of work would be a monitoring of the job against the initial yardsticks being prepared. Subsequent to preparation of the master summary diagram, frequency of monitoring might vary from bi-weekly to monthly depending upon the needs of the program.

It should be cautioned that monitoring must be conducted in such a manner that it has a strong impact upon the project direction, and thus, must be looked at as points of accountability along the path of the plan. Monitoring also must be conducted so as not to interfere with the ongoing management process. If monitoring becomes an end in itself, it defeats the usefulness of the management by exception system. Fundamentally the work planning process conducted in phases 1 and to some extent 2, should be very visible. The monitoring and control process should be relatively invisible but very sensitive. Again, monitoring must assist, not interfere with implementation.

RALPH J. STEPHENSON, P.E.
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Phase 3 Monitoring and control (continued)

Each monitoring session which might last as much as a full day would be summarized in a report isolating the current conditions of the program and potential problem areas, utilizing the management by exception reporting system.

It may be as the master summary diagram evolves that electronic data processing will be used in the reporting system. For relatively simple network plans electronic data processing is not essential, the manual computations being adequate. However, for this program at some point we probably will desire to subject the information to a data processing program. This will allow additional reporting during the monitoring period using the information generated by the data processing technique.

Phase 4 Updating

On large projects where a multitude of parties is involved, it sometimes becomes necessary to revise the original plan of action. This usually is caused by interfering conditions beyond the control of the parties involved and sometimes, although not always, makes it desirable to revise the current network diagrams. The process of revision is commonly termed an updating. My management and planning philosophy is that updating should be avoided as much as possible since experience indicates to me that changes to the original plan of action are usually costly and disruptive. The reason for this, I have concluded, at least on a current basis is that the original plan of action although often based upon limited project history usually demands and receives the highest managerial attention. Thus, it is often the most desirable course of implementation action to follow.

* * * * *

The above is the broad program I suggest for the downtown complex. It provides a means by which the City of Flint and all participating agencies and organizations may obtain the broadest benefits from all other programs which affect their own. I would be personally involved in all stages of the work and would report directly to the agency designated as that responsible for overall coordinating effort.

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

In summary, I recommend the following:

1) that the detailed program and plan of action for each interfacing project be reduced and summarized in a management network diagram. The management diagram will be prepared by me from either the detail network of the agency or from the general information I can obtain from that agency relative to key dates and activities. It is emphasized that this proposal does not anticipate preparation of detailed individual networks for each of the projects.

2) that as the individual component plans are obtained and translated into the summary diagrams they be tied together into a master summary network showing the entire program within the defined project area. This will require interfacing the individual networks with one another to determine the impact of each project upon the other. Considerable effort must be put forth during this period to insure that the individual plans of action are proper and accurate.

3) that a monitoring, control and correction system be exerted upon the total project through the master networks so deviations from the plan of action can be identified, isolated and corrected before they become serious barriers to development progress. This is a critical part of the entire work and one on which I would focus a high degree of attention.

4) that the time span covered by this proposal be 30 months or 2½ years from the start of the work under it. This should give adequate time for most of the major projects to actually have been started and be well into construction.

5) that each of the responsible decision-makers in the organizations, enterprises and agencies working on projects in the area be informed of the intent of the master program and be urged to cooperate to the fullest extent. It will only be by a joint cooperative effort that an effective management by exception system can be implemented for the benefit of all concerned.

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

My professional fees for providing services of this nature are $30.00 per hour, plus out of pocket expenses at cost incurred for work on the project. These would be for such charges as printing, reproductions, computer costs and where necessary, out of town living expenses incurred while acting in the interests of the project. For technician's time required in drafting, calculating, preparing computer input and other such operations, the charge ranges from $9.00 to $12.00 per hour depending upon the nature of the service provided. Billings will be submitted monthly, payable within three weeks.

I estimate that the total fee for this project will not exceed, under the conditions described above, $30,000. It should be understood that billings will be only for costs and fees actually expended on the project.

Over the past few years I have participated in many Flint projects. Since this particular development program contains projects being carried out by agencies, clients and organizations for whom I have worked in the past, it may be that I would be asked by them to prepare the detailed management and control implementation plans for specific programs within the development area. I would like the opportunity of being able to review each such possibility as it occurs with the responsible party to whom I maintain my contractual relation under this proposal. This would be to determine if I was able to participate without a conflict of interest in the detailed network planning for the various component jobs. It should be clearly understood that this matter would be resolved by you and me to our mutual satisfaction and any decision by you would be professionally observed.

If this proposal is satisfactory, please indicate by signing the acceptance below and returning one copy to me. I very much appreciate your courtesy and confidence in considering me for this very important program and am looking forward to beginning my work on it in the near future.

Sincerely yours,

Ralph J. Stephenson, P.E.

RJS
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Accepted by _____

for the City of Flint, A Municipal Corporation.

Date _____.

MM.

• CRITICAL PATH PLANNING

• LAND PLANNING

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• PLANT LOCATION

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

15064 WARWICK ROAD
DETROIT, MICHIGAN 48223
PHONE 273-5026

July 3, 1975

The City of Flint
A Municipal Corporation
c/o Mr. Andrew Nester, P.E.
City Engineer
Municipal Center
1101 South Saginaw
Flint, Michigan 48502

Re: Addenda to Master Control and Monitoring Program
Proposal for Downtown Flint Area Development
75:56 - P

Dear Sirs:

In accordance with Mr. Nester's request of Wednesday, July 2, 1975, the following is made a part of my proposal letter of June 16, 1975

In regards to business form, I am a sole proprietor and the only employee of my company. I do retain on an hourly contract and an as-needed basis technicians to do drafting, computer input and miscellaneous administrative functions. In most cases they are men and women in college and are picked to do this work by virtue of their abilities and not on the basis of their sex, color, race, age, religion or national origin.

As the Flint program proceeds, drawings and reports of various kinds will be generated by me. It is understood that the City of Flint will be provided reproducible copies of all final drawings and copies of all reports

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

through their designated representative. The City of Flint will have free use of these documents intact as they are provided.

I trust the above is satisfactory and if so, please indicate by signing the acceptance below, along with the proposal letter dated June 16, 1975 and return one copy to me.

Again, thank you for your courtesy and I am looking forward to the start of work on this program in the very near future.

Sincerely yours,

Ralph J. Stephenson, P.E.

RJS
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Accepted by _____

for the City of Flint, A Municipal Corporation.

Date _____.

- CRITICAL PATH PLANNING
- LAND PLANNING
- MANAGEMENT CONSULTING
- PLANT LOCATION

RALPH J. STEPHENSON, P. E.
CONSULTING ENGINEER

15064 WARWICK ROAD
DETROIT, MICHIGAN 48223
PHONE 273-5026

September 4, 1976

Mr. Edward Badgett
Director of Dept. of Community Development

and

Mr. Andrew W. Nester, P.E.
City Engineer
City of Flint
1101 S. Saginaw Street
Flint, Michigan 48502

Dear Sirs:

Over the past twelve months I have closely observed the techniques applied to downtown improvement projects being handled by the City of Flint staff. The observations have included activities of staff from the DCD, the DPW, as well as from other departments where managerial abilities and leadership are being provided.

As these projects move through various phases, i.e. conception, programming, funding, staffing, design and construction, it is apparent that the managerial stance and role of individuals undergo change. In Flint (as elsewhere) one of the most difficult transitions is from the conceptual stage into actual implementation. As pointed out in Monitoring Report #16, these transitions or hinge points are crucial because they often represent a lowering of interest and application ability on the part of early staff and a heightening of interest on the part of latter implementing staff. We discussed this in some depth at our monitoring session on July 1, 1976 and I reviewed it briefly on pages two and three of Monitoring Report #16.

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

The Flint downtown related projects offer excellent material for a further evaluation of this managerial situation now. Occasional difficulties on projects have occurred because the change in role that a project manager is required to adopt as the project moves from concept to implementation is often difficult. Project managers themselves usually recognize the problem and actively search for assistance in the implementation area. Generally the assistance comes through staff assignments made by other departments on an as-needed basis. However, the project manager continues to struggle with an increasing work load in details of implementation that is considerably different from the details of the conceptual period.

With the above brief introduction to what I consider a potentially serious problem in respect to current Flint projects, I would like to suggest and recommend that the following points be considered:

1) That a revision in direct project management roles be made as various projects move from phase to phase.

2) That the originating department (where the project is initiated) be responsible for appointing a project director (role to be defined) on the project as soon as the project is identified as a potential go ahead.

3) That when the project moves into an implementation stage, possibly defined as preliminary design, a project manager be appointed from the implementing department. His responsibility will be to manage the implementation phase.

4) That during the entire project the project director retains responsibility and accountability to the originating department managers for proper and effective project execution.

5) That the project manager responsible for implementation be required to maintain a formal and informal relationship clearly established with the project director.

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

(Note: The following definitions are those presented in the recent short seminar for the staff given earlier this year.

Formal functional relations

Project relationships that concern distribution and use of data, information and decisions that flow along formally defined transmission lines. Formal functional communications are usually written and are normally one to many or many to one in nature.

Formal relations are precisely defined and most day to day business is accomplished within the formal relation framework.

Informal functional relations

The natural channels along which organizationally related material is most easily, comfortably and quickly transmitted. The informal relation usually exists by consent and is stimulated to maximum effectiveness by a mutual profit gained from the relation.

There is little, if any, authority normally expressed in informal relations. Communication is usually oral and one to one. Often informal relations define the hidden organizational structure.)

6) That both the project director and the project manager maintain his reporting relationship with the departmental superior in the functional group to which he belongs, i.e. DCD or DPW.

(Reporting relations

The official channels through which each individual conveys or is given raises, appraisals and evaluations; is fired, assigned, re-assigned and is provided professional, vocational and personal identity. Usually involves a one to one communication. The true organizational superior of an employee is usually that individual with whom he retains a reporting relation.)

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

7) That project directors and project managers each be expected to work on multiple projects. Project managers should be expected to do technical design and drafting on their projects as required by the demands of the program.

8) As an example, let us take a hypothetical project involving conversion of a major downtown block into a series of pedestrian malls. Suppose this project was originated by a request from the downtown association to the DCD. When it arrived at DCD and became a potential program, a project director would be appointed from DCD.

This project director would directly manage the work through initial feasibility studies, funding analyses and preliminary design until technical implementation was needed. This need, for example, could occur about the time that evaluation of the mall area schematic indicates that utility studies are necessary along with preliminary cost evaluations.

At that time the DPW might be involved and a project manager appointed from the DPW. The DPW project manager would work closely with the DCD project director to carry out the entire project as it unfolds at the technical level. It would be the project manager's responsibility to maintain the day in and day out contact with the design groups to insure that contract documents were properly prepared, to see that proposals were properly advertised and that adequate proposal coverage was maintained.

He would, in conjunction with the project director, let contracts and maintain supervision of the program during construction. The project director would retain throughout the entire program an interested and directive position. However, as the job moves into implementation, the project director's direct involvement in the day to day details of the program would be taken over by the project manager.

It should be pointed out that if the project originated in the DPW and required DCD participation in implementation that the project director would be appointed from the DPW and the project manager from DCD.

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

The City of Flint has few current choices in the matter of project direction and management. They must organize by project for the major work now underway or they can expect day by day chaos throughout the entire unstructured process. The arrival of the number and size of projects now coming on board in Flint is unique and would be difficult for most cities. The technical departments at Flint have done an excellent job in responding to the major work load now being brought into project form for implementation.

However, the present system needs bolstering now. Those who work in the early conceptual stages must be freed up as jobs move into implementation so they can take on other duties on new projects while still maintaining contact with the old. Well trained and specializing experts must be given the opportunity to manage projects as they move into implementation so that they can apply their talents to the implementation work.

Above all, project teams must be strengthened and deepened so that there is backup potential and so that the benefit of multiple thinking within the city goes into all project planning and programming.

Also, of great importance is the need to train, educate, coach and bring along the young staff people of the city so that they take on increasingly difficult assignments. The system suggested above, although simple, is, in my opinion, elegant perhaps because of its simplicity. It can, if used properly and if the positions are clearly defined, provide the ongoing specialized talent needed to fill present gaps in the project management process.

It would be wise to review each project in detail and to see how such a suggested technique as above might apply. We have made some preliminary explorations in this respect and for those projects presently in work, i.e. Doyle, St. John, Flood Control, River Beautification, Auto World, Riverfront Center, University of Michigan, it appears that such a procedure could greatly improve project effectiveness while freeing up the managers now involved to work on other programs coming on stream.

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

I would be glad to discuss this in depth with each of you since I feel that it is a matter that should be pursued on up through all echelons of Flint city management.

If I can be of assistance, please let me know.

Sincerely yours,

Ralph J. Stephenson, P.E.

RJS
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• CRITICAL PATH PLANNING

• LAND PLANNING

• MANAGEMENT CONSULTING

• PLANT LOCATION

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

15064 WARWICK ROAD
DETROIT, MICHIGAN 48223
PHONE 273-5026

September 3, 1976

Mr. Andrew W. Nester, P.E.
City Engineer
Municipal Center
1101 S. Saginaw Street
Flint, Michigan 48502

Dear Mr. Nester:

You and I have talked at considerable length on occasion about the possibility of my increasing the amount of time spent in assisting the City of Flint on their various urban programs. Naturally I would be pleased to find meaningful and effective ways by which my services would be of increased help to you and the city. I believe an approach to this might be to consider expanding the scope of the work for which I am responsible out from projects mainly concerning downtown improvement to those that deal with the total urban community. There are many of these and you and I have often talked about them at length. They, too, need the kind of attention, particularly in corridor definition, planning of front end work and implementation we are giving the downtown programs.

I believe it would be wise to specifically identify the projects upon which I might be involved, as well as those that are coming on board in the future and then to discuss at that point the method by which I might spend additional time to assist the city staff in accomplishing their project objectives. The work I would do on these programs is somewhat similar to that I am presently carrying out on the six or seven downtown projects upon which I am engaged. It would consist of assisting to define project objectives, set early project criteria, prepare, where necessary, programs and plans of project implementation, work with the project managers and project directors to establish coherent and accurate projected plans of action and corridor definitions, and assist to identify and allocate resources required on these programs. Naturally, as each project moved into the actual construction phase, it would be anticipated I would monitor the progress of the job and insure that it was correlated properly with other surrounding projects upon which it might impact.

RALPH J. STEPHENSON, P.E.
CONSULTING ENGINEER

When I meet with you next, I would be pleased to isolate and identify the specific projects to which these services might be applied. Working with the staff of the DPW and DCD in Flint, as well as the other parties with which I am involved, has been a great pleasure. I look forward with anticipation to maintaining an ongoing relation with the city and feel that the exciting programs just around the corner certainly offer a major challenge for the staff and the city. Thank you for your courtesy and interest.

Sincerely yours,

Ralph J. Stephenson, P.E.

RJS
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