

January 18, 1981

Subject: Monitoring Report #102  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79:30

Date of Monitoring: January 8, 1981 (working day 1535)

Actions taken:

- Reviewed energy use task force work to date and began formulating specific programs for task force consideration
- Continued reviewing priority setting methods for master plan implementation program
- Monitored hotel parking deck progress
- Monitored Riverfront projects including hotel and state office building

Comprehensive energy plan (CEP)

Our first order of business was to review the sub-objectives outlined on pages 2 and 3 of Monitoring Report #101, dated December 28, 1980. These objectives have been analyzed, studied, and accepted in principle by those who have participated in their formulation and are now to be used as an official guide to the task force's work. We next addressed the question as to what specifically should be submitted to the mayor in the first report of the comprehensive energy plan (CEP) task force. I urged Mr. Ursuy to assemble this report at as early a date as possible and to make it the first of several progress updates that will evolve into the Flint region comprehensive energy plan.

It appears presently that the plan itself will probably be composed of three basic elements already addressed in previous monitoring reports - the functions of 1. overlook, 2. production of ideas, and implementation of these ideas, and 3. dissemination of information. Thus, the energy plan becomes a specific formulation within this overall organizational structure.

For instance, Mr. Dave Luokka is presently assembling an inventory of energy use projects currently under way in the Flint area. This list, of course, will be useful in identifying potential or overall subject

overlaps and in making more effective the work of the various agencies involved in these programs. The good gained from the inventory will depend to a large extent on how it is assembled, screened, sorted, and disseminated which is a function of the CEP task force.

We also addressed in very general terms the matter of the CEP boundary. Again, the emphasis was that this boundary is by its nature flexible, and will assume various dimensions as the activities, programs, and agencies emerge and are accommodated. For our purposes now, we are assuming that the task force overlook concern will be with the three county area including Genessee, Lapeer, and Shiawassee. Revisions to these physical boundaries as required by the various programs will be made as the program progresses.

Out of this brief discussion of the boundaries came a significant decision relative as to how the CEP task force will retain its relationship to a City of Flint program. It was decided that the overlook activity will concern the three county area and that idea creation and implementation action, the middle box (or rectangle #2 as it is being called) will have very few boundaries. It could extend throughout the U.S., but more realistically will probably be contained within Michigan, and most probably within the tri-county area.

Dissemination activities, rectangle #3, for the CEP task force will be focused primarily on the City of Flint proper, with dissemination efforts outside the City of Flint to be by other agencies within the tri-county area that are participating jointly with the CEP task force. At the present time, this group consists primarily of members of the Mayor's Advisory Committee on Energy.

A representation of this three level organizational structure is shown below for reference and review:

Box 1. Overlook

Overlook activities are carried out by the CEP task force for the tri-county area Genessee, Lapeer, and Shiawassee

Box 2. Ideas and  
implementation

Activities in box 2 could occur almost anywhere but the CEP task force will concentrate upon those going on in the State of Michigan and more particularly in the tri-county area.

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Box 3. Dissemination      Dissemination of information about energy activities will be the responsibility of all agencies involved throughout the tri-county area.

City of Flint information dissemination will be the fundamental responsibility of the CEP task force. This then gives the task force a City of Flint identity.

We next covered the matter of staffing, for the CEP task force, and solicited ideas about how the work of the task force could be effectively carried out within present limitations. After considerable discussion it was conceded by all present that Mr. Ursuy should spend a minimum of 10 hours per week in CEP task force work and that he will need a minimum of 40 hours per week of work from planning assistants and staff members of DCD. In addition, he will need the normal clerical support presently available from DCD on a daily operational basis. The 40 hours per week of staff time was felt to be an absolute minimum within which effective communications and relationships could be maintained with the other agencies that are a part of this total program.

Also, since implementation of the task force's work is critical to success, an ongoing attention effort must be maintained to support enthusiasm generated by evolution of the program.

Another consideration was that there appears presently to be an opportunity for the Flint Board of Education to bring on a temporary staff member for nine full months full time to work in effective energy utilization for Board of Education facilities. If we could provide a staff time assignment parallel to this individual's time assignment, it is possible, with negotiation with the Board of Education, that we could improve the effectiveness of the City of Flint's participation in identifying, screening, analyzing, and reporting on appropriate projects and programs.

If the Board of Education's temporary assignment includes responsibility for information dissemination the concurrent cooperative effort would probably have greater impact in the dissemination work than the task force working alone.

The next question addressed was that of how to provide to the Mayor in the initial CEP report, enough hard information so good direction can be given by him to the task force based on their recommendations. It was

decided the best way to do this would be to take each of the 11 sub-objectives defined in Monitoring Report #101 dated December 28, 1980 and to develop three or four specific projects that the CEP task force could carry out within each of the sub-objectives. Below are listed some of the projects that might be appropriate for each of the first three sub-objectives.

Sub-objective #1- To provide advice and recommendations regarding effective energy use to users within the energy plan boundaries (EPB).

Suggested projects:

1. Consumers Power is presently proposing a residential conservation program (RCS) open to anyone who desires a field energy analysis of their home. The field analysis would be followed by recommendations to the householder regarding improvements that could be made to improve the use of energy in the home. The CEP task force could call attention to this program, encourage and assist having the analysis made, and insure the recommendations are understood and implemented. 273
2. The Genessee County Community Action agency is presently engaged in project HEAT in which funds are available for energy effective improvements to the home for certain economic groups. The CEP task force might bring together the RCS program and the HEAT program so the two are working effectively together. 22
3. The CEP task force might assemble, screen, sort, and disseminate energy information to various groups. For instance, one of the problems facing energy tip users (those who use tips on how to save energy dollars) is that they have to comb through enormous amounts of material to find what can be specifically applied to their own special case. If the small commercial office building occupant or the residential owner for instance, could have a method of identifying literature, information, and suggestions about his or her specific facility it would aid considerably in improving adoption of effective energy use suggestions. 34
4. The CEP task force could start identifying and recommending methods of reducing overlap in the many programs presently under way by Flint area agencies. It is important to remember that overlap where differences of opinion or conflicts exist can be healthy and must be encouraged so as not to diminish the vitality of the total energy program. 4

Sub-objective #2 - To minimize adverse actions, effects, conflicts, and influences upon the effective use of energy. (It was felt that this objective will probably be achieved by the receipt of reactive statements and activities rather than being achieved by action initiated by the CEP task force.) Nevertheless, we did identify a few programs that would be possible as task force activities independent of critical response. These are given below:

1. The CEP task force could encourage investigation of the destructive impact of supposed alternative energy use efforts on natural resources. For example, if an alternate fuel looked good as an energy source but was obtained only at the expense of other resources, it should certainly be closely evaluated and the negative elements identified and weighed. d 4 3
2. The task force could encourage members of the ideas and implementation group (box 2) to concern themselves with an analysis of how improper planning and zoning might produce an adverse impact upon good energy use practice. 1
3. The task force could work with organizations to improve media coverage of energy activities. Frequently distorted or biased media coverage can damage the effects of careful and technically correct work in the energy field. 2

Sub-objective #3 - To develop and state in conjunction with idea-generating and implementing groups (box 2) standards of performance by which the effectiveness of energy use within the EPB can be measured.

1. To identify how proper use of codes and ordinances can help define results expected of effective energy use. 2
2. The task force could encourage surveying tri-county energy groups to obtain the standards by which, in their opinion, energy performance should be measured by users. This information could then be tabulated by user type or any of the other classification types we have generated earlier. 1

Flint master plan implementation program

The re-edited policy plan is now ready for final review and typing. Portions of the long-range economic program have been incorporated into the policy plan along with other changes that appear to be appropriate, by the

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individual planners working on editing of the policy plan. It was brought up at the meeting that it might be wise to submit the edited and revised policy plan to the planning commission for their review and approval in principal. Mr. Ursuy said he would follow through on this, and within the next two or three weeks will have the policy plan ready for submittal to the planning commission. Following planning commission review the policy plan and SP-1 will go to the mayor.

Our major work today consisted of a detailed review of the weighting system. It was agreed by all that of importance is to run several weighting simulations before putting the system into actual effect. So, Mr. Ursuy will have available, at our next session, the criteria factors listed on a bedsheet in such fashion that those attending our meeting will be able to participate in assigning some preliminary importance weights to the selected weighing factors.

We also reviewed the numerical checklist by which we will make evaluations and further discussion matter was left pending a run of the simulations.

As has been pointed out repeatedly, the need for a priority setting system is high because without some kind of clearly defined rationale the selection of priorities for various urban planning projects is always attackable on the basis that one individual knows as much about it as any other (or so it seems). With a quantitative rating system, the process that normally is done in the mind and emerges rather rapidly in priority assignment may take longer but will evolve as a recorded tracing of how the priority was established.

It was again repeated that each project evaluated should gain its priority by the contribution it makes to achieving goals of the nine-element policy plan.

#### Beach Street parking deck

There still is no word on start of construction. Bonds are to be re-issued with a revised interest limit and the attorney general is to make a ruling within the next few weeks on this matter. Once a go-ahead is given by the attorney general money would likely be available within 40 to 50 working days. With this later start of construction than previously considered, it now becomes somewhat doubtful if this project can be completed to coincide with completion of the hotel.

The current schedule for hotel opening is October 17, 1981 (working day 1734) and although the entire facility probably will not make this target, the date signals the beginning of hotel use and when parking will be required. Since there is a strong probability that the deck will not be built by this time we must move aggressively to develop an alternate parking strategy so hotel guest travel time and inconvenience is kept to an absolute minimum. It should be kept in mind that the hotel will be opening during the height of the holiday season when downtown parking will be at a premium and downtown traffic will be dense. In addition, there is a chance the weather could also turn somewhat cold and difficult which would make remote parking for hotel guests less than desirable.

We again discussed the possibility of getting an early start on the deck by dovetailing preparation of shop and erection drawings for piling, re-steel, precast structure and elevators, with acquisition of bond financing. This will require commitment of front end funds to insure that payment would be made for preparation of shop and erection drawings, but could help pick up as much as two months over waiting until the bond money is available to initiate these activities. I again recommend that this technique be considered.

The field survey of existing utilities is now complete and has been given to the parking deck architect/engineer. There now appear to be several potential interferences and immediate steps should be taken to minimize or eliminate these interferences by re-design or relocation. Mr. Ken Collard of the DPW worked on this survey and has made the information available to all those who require it. Major conflicts are probably with a power duct bank and some of the new and old water mains in the area.

#### Riverfront Center hotel

The tower is nearly closed in and temporary heat will be made available within the next few days. Work at the low rise is still moving slowly although skylights should be erected shortly which will partially close in the low rise building. Full closure will not be for some time yet due to the need for erection of remaining masonry and installation of the roof. The low rise is the most difficult of the two areas and since it contains much of the desired public space is to be given a high priority of attention during the next few months.

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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

The personnel hoist at Saginaw Street has been removed and at grade work there can now proceed as weather allows.

#### PASI work

PASI #1 activities have stopped completely and will be resumed as weather permits. PASI #2 work is still being held by acquisition of the Mill End Store. There is to be a judicial hearing January 20, 1981 (working day 1543) after which, if the judge gives the go-ahead, closing, relocation, and building demolition will proceed. Demolition might be able to be started by early July, 1981 provided we get a clearance decision on January 20, 1981 (working day 1543). The clearance ruling on the Mill End property is essential to receiving PASI #2 grant money.

We reviewed and further discussed synchronization of PASI #2 work with office building construction and confirmed the earlier plan of work outlined in Monitoring Report #101 pages 10 and 11.

#### State office building

File testing is complete and production driving is starting today. It was decided at this session that the State would be given permission to make their water tap in relocated Union. This saves a jacking connection under Harrison. A memo will be sent to the state by Miss Stoughton the project manager. Structural steel for the office building is still expected in early or mid-April, 1981. This will be a key date since erection room will be required in the future Union right-of-way as well as on Harrison.

#### General

Mr. Vyvyan will prepare an agenda for our next session and distribute it to those concerned. I suggest we might wish to provide the master plan implementation analysis additional time at the next session so as to be able to review the weighting factor technique in adequate detail. It might also be advisable to provide additional time for the CEP task force discussion to permit more explicit definition of programs appropriate for the task force to work upon.

Ralph J. Stephenson, P.E.

RJS:sps

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

January 27, 1981

#103

Subject: Monitoring Report ~~#104~~  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79:30

Date of Monitoring: January 22, 1981 (working day 1545)

Actions taken:

- Continued developing list of specific projects for comprehensive energy (CEP) task force
- Simulated two priority setting programs for master plan implementation program
- Reviewed current status of hotel parking deck program
- Reviewed current status of hotel construction
- Monitored State of Michigan office building and PASI phase #2 work

Comprehensive energy plan (CEP)

To confirm the general agreement on organizational structure we again evaluated the discussion on pages 2 and 3 of Monitoring Report #102 dated January 18, 1981 regarding the three box concept. Everyone agrees that this still appears to be a suitable organizational vehicle and, in fact, it has been already used in the grant application prepared for obtaining funds for a district heating and cooling study.

We next reviewed the possibility of cooperation between the CEP task force and the temporary board of education staff member who will be working full time on energy matters for the board. Mr. Ursuy will make immediate contact with the board to determine whether the CEP task force can interrelate its efforts with those of the board of education.

This opened the way to continuation of specific program reviews within the major sub-objectives. In Monitoring Report #102 dated January 18, 1981 we outlined on pages 4 and 5 specific suggested programs that could be undertaken by the task force to achieve sub-objectives #1, #2, and #3. We continued this discussion and the results are summarized below:

Sub-objective #4 - To prepare and implement possible contingent plans for existing energy sources within the EPB.

Suggested projects:

1. To collect information about, and formulate in conjunction with idea and implementation agencies such as power companies and others, data on how to cope with both long and short term energy outages. This could involve collection of information on what to do, for instance, if there is a water main break or a power outage and how to provide alternate sources so the impact of the outage or break is minimized. This information once assembled, screened, and edited could then be disseminated to the appropriate agencies. λ  
2
2. To review contingency plans of the various energy related utilities and to insure that these plans are distributed to those concerned. This might include, for instance, in the City of Flint people who are operating the various energy systems within each of the facilities. It might also extend to the staff that operate facilities for the MTA (Metropolitan Transit Authority). /
3. To work with appropriate idea and implementation groups to assemble methods by which energy users could, with reasonable accuracy, predict long term fuel shortages and develop alternative courses of action to take now related to capital expenditures and purchase of both material and equipment. 3

Sub-objective #5 - To develop methods of advising and recommending on development of energy use standards and practices.

Suggested projects:

1. Acquire, edit, and publish articles on effective energy utilization. This could be done through nearly any of the media as the opportunity presents itself. /
2. Work with and encourage local newspapers including those at the neighborhood level to publish a regular energy supplement which discusses, describes, and conveys specific information about how the reader can more effectively use energy. The CEP task force could act as a catalyst in insuring that the pipeline from the idea and implementation group is filled with usable ideas and flows out to individuals and organizations that are most in need of it through such regular publications. 2

3. Promote local television and radio spot announcements and vignette programs on effective energy use. This, perhaps could be tied in to the supplement publishing so as to reinforce the impact of the information conveyed. 2
4. To have published regularly either through the CEP task force itself or through other agencies a periodical aimed at discussing specific topics concerning how energy can be better used and conserved. This might be a program to provide students in the school system with a newsletter written to appeal to, let's say, the high school age student. Such a publication would begin to alert this age group to the need for effective energy utilization through interestingly written articles, diagrams, photographs, and other such communication methods. 3

Sub-objective #6 - To recommend methods by which objective energy use information can be made centrally available to users within the EPB.

Suggested projects:

1. To assemble material and locate such material in a central location for ease of reference and use. The location could be either a detached facility or it could be a part of one of the existing libraries or reference centers in the City of Flint. The library could be called an energy resource center and would be stocked with reports, books, periodicals, and other technical and non-technical data that would be of interest to those who are concerned with effective use of energy. 2

As a part of this program once such a library of energy information was well under way and partially assembled it could then begin making its resources available to other libraries and resource centers throughout the area. Thus, those in outlying areas could request information available by having reference card or catalog information which lists the resources at the central reference library. It is possible that the Genessee library system could be a good starting point for early efforts in establishing a central and decentralized reference source.

2. The CEP task force could encourage by proper public relations the use of existing energy hotlines such as that now available to the State of Michigan. In addition, it might be possible to create some local telephone or communication response centers to handle inquiries at the local level for either Flint or the

tri-county area. The local reference service could, for instance, provide the one making an inquiry, say into the use of windmills as an energy source for the individual residence, information on who to contact locally or at other government or industry levels to obtain further information.

Sub-objective #7 - To develop methods by which users can be effectively counselled on the value/cost of the various types of energy types of devices, generating units, and distribution methods.

Suggested projects:

1. To prepare and disseminate a list of those individuals, agencies, companies, and organizations that are experienced, competent, knowledgeable, and willing to counsel on value/cost analyses of energy systems. This list might be difficult to assemble and could possibly be considered to have bias since many of the judgements as to whether someone should be included would obviously be subjective. However, if it were put together with the idea of not encouraging either adversary or advocacy positions on the part of the CEP task force but as a list of resources that would require individual judgement as to their use then such a list could certainly be valuable to those seeking information on energy.
2. To discover, publish, and encourage attendance at workshops, seminars, and other programs being presented on energy. 3
3. To actually help assemble and present programs on energy use to various community groups throughout the tri-county area. This would involve solicitation of speakers, preparation of graphic materials, data, and other such needed information and resources so as to present high grade programs to the agencies and individuals that would be interested in such events. 2

Sub-objective #8 - To recommend energy use programs to be engaged in by public, quasi-public, and private agencies.

Suggested projects:

1. To encourage and arrange information dissemination to private sector outlets. The needs of the large and small energy user are often met only when there is a response to these expressed needs by organizations that supply services, equipment, and material to the user. If the outlets for such services, equipment, and material are kept informed about the energy needs
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2  
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and demands of the community then they can do a better job toward satisfying these at reasonable prices and with competent attention.

For instance, if a heavy recommending program of home insulation was deemed a proper energy conservation effort by one of the ideas and implementation groups, and if the CEP task force saw fit to disseminate the information about it so that residential users would be encouraged to insulate in proper fashion, then dissemination of the information to those private businessmen who might provide insulation stocks and market such stocks at high standards of quality and performance would benefit as would their customers from knowing about the program in advance.

This is a complex kind of program and must be handled carefully to avoid any release of favored information. However, the private business sector is as much a part of effectively using energy as is any other sector of our society. Therefore, their involvement at various levels is essential to a well-rounded energy program.

2. To recommend and monitor auditing and updating procedures being used to improve effectiveness of energy use in public buildings. This program would be particularly applicable to those buildings occupied and owned by the City of Flint and could ultimately be extended to all other public buildings located within the energy plan boundaries. /
3. To prepare identification lists of the various local, state, and federal loan and grant potentials that exist for energy programs. This list, of course, would be of interest to many agencies including utility companies, units of government, educational institutions, and in some cases, private individuals. 2

We were not able to finish all eleven sub-objectives but will address the last three at our next session. Meanwhile, it is felt by most that there is enough information available presently to approach the mayor with an outline of the program suggested to date and to request permission to proceed with some of the items of immediate concern. At the top on this list is to contact the board of education so as their full-time staff member is brought on line for the nine-month grant period that the task force can immediately tie in their efforts with that of the board of education. Mr. Ursuy will review this matter through the appropriate parties at the city level.

Master plan implementation program

Mr. Ursuy brought to this meeting a nine-page preliminary paper on the City of Flint priority setting method. We reviewed the paper at our session suggesting miscellaneous revisions or additions and then promptly moved to an actual simulation of the priority setting method. Mr. Ursuy and a special task force of city staff members from various technical divisions spent a period of time condensing some 70 factors down to a 26-factor list in which each factor was weighted in terms of its contribution to achieving goals in the nine-element policy plan. These factors and their weights were listed on page 8 and 9 of the priority paper. Our job today was to test the system by assuming two specific projects and then assigning desirabilities and probabilities of success to these projects.

We first tested a small bridge removal program that has been considered for many years in the city and compared it next to a park improvement expansion project that is a very real possibility. Each was evaluated on the basis of the 26 factors and then application of the probability of success of the programs based upon 16 probability factors (shown on pages 6 and 7 of the priority paper). The results were very interesting, and it was felt that the approach permitted an objective evaluation to be made tempered by the knowledge, background, and admitted bias of those who are doing the rating.

It would be of help now to submit the weighting 26 factors to the staff assigned to the planning department, and ask each to independently establish what they consider to be the importance of the factor relative to its contribution to the goals of the policy plan. Then, we might submit the list to DCD division heads and ask them to assign their importance rating to each factor. Thus, we would, at the end of this process, have a good feeling as to the differences and correlations for final recommendations to be provided to the chief planning officer. He then would be able to assign his own factor weight based upon his knowledge and the findings of the planning staff and management.

Once the system was tested the first time it was found that the second pass was much easier. It appears that this technique could very easily be used on a quantity basis for evaluating many, many projects. The arithmetic involved is time consuming but is not necessary to have this done at the time the ratings are established. In fact, it probably would be best to calculate the actual project ratings after all the values are assigned so as to eliminate self-fulfilling prophecies and premature judgements. In fact, the arithmetic used is simple enough so it could be reduced to a microprocessor program for ease of processing and tabulation quite simply and inexpensively. The results of

the simulation are available for anyone who would like to see how the method and the system works.

Mr. Ursuy will now take the entire SP-1 material package and assemble it into a report to be submitted to the chief planning officer and from there probably to the planning commission and then to the mayor. The mayor, of course, will be kept informed by copy as each submission is made.

At our next session we will concentrate upon planning the production of SP-2 which will be a difficult program to implement. However, it also is crucial to the successful carrying out of master plan implementation over the next few years.

As we have reviewed the entire master plan project, it becomes increasingly apparent that preparation and implementation of a master plan for the urban community is the bedrock foundation upon which practically all planning must be built. Therefore, this program to be successful has to be given top attention and be properly staffed to meet the mandated regulation of updating such master plans once per year. I strongly urge we begin developing a staffing plan for preparation and implementation of the master plan so when it is approved in council and by the mayor and by the other agencies involved we can move immediately to a full activity to carry out the program.

#### Beach Street parking deck

The results of the third attempt at marketing bonds will be seen February 4, 1981 (working day 1554) when the bids are received and evaluated. The same day, if a favorable response has been received, council will be asked to pass a resolution accepting the low bid. Thus, on February 5, 1981 (working day 1555) the process of printing, signing, and delivering the bonds can be initiated after which, of course, money will be available for parking deck work. This latter activity is expected to require about 22 working days bringing completion of the bond delivery and delivery of financing by March 9, 1981 (working day 1577). It is expected that if the bid is positive and that it appears that the bonds will be marketed that on February 5, 1981 (working day 1555) contracts will be awarded for foundations, superstructure, and the elevator. This will allow an immediate start to be made on early front end work. In fact, I strongly recommend that for the remaining 10 working days until the receipt of bids on bonds that if possible preparation of shop drawings and other submittals be initiated during this 10-day period. It would require a very minimal risk in funds since obviously not a large amount would be

done in that period. Nevertheless, it would give a slightly earlier jump to the submittal process.

We are going to need every day available to shorten the construction time of the deck. There are many reasons for this, the most important, being that with the hotel opening planned for November 17, 1981 (working day 1755) it is imperative that adequate parking facilities be on line by that time, preferably in the new parking deck. In addition, it is desirable to construct as much of the deck as possible in good weather and to avoid the holiday season in November and December, 1981.

#### Riverfront Center hotel

Interior work at the tower is moving well with drywall having started on January 19, 1981 (working day 1542). Mechanical equipment servicing the tower has been tested out and heat is available so finish trades can now move continuously in the tower. This work is presently on target according to the latest schedules of FDC.

At the low rise, FCD is still maintaining a completion target of November 17, 1981 (working day 1755). It is expected that food service equipment will probably be arriving in June, 1981 with plans presently to turn the kitchen over to the operating group by September, 1981. The target is to have 100% of the rooms and 100% of the public spaces open and available for use by November 17, 1981 (working day 1755).

We discussed in some depth any remaining exterior traffic impacts upon the surrounding areas caused by construction access and egress. The hoist on Saginaw Street has been removed, the hoist on Union will come down as soon as an elevator is certified. Probably deliveries to the project will soon be at the loading docks off Beach Street.

PASI #1 work will again resume in the springtime and the desire now is to complete this work without interference from hotel construction just as quickly as possible.

#### State office building and PASI #2 work

About 60 piles have been driven at the state office building and this work will continue, dovetailing with start of foundation construction. The goal is to ready the building for start of erection of structural steel in mid-April, 1981.

A major share of our meeting today revolved around discussing how to provide additional space for construction activities. Presently construction work is requiring more room than is

presently available. The contractor has negotiated agreements with some of those who control adjoining land to use additional parcels for temporary construction operations. We requested the contractor to provide to the project team a review of his projected area needs at various key progress points along the way. This might be for such operations as steel erection, access to the job site, and for delivery and storage of construction materials and equipment. Every effort will be made to cooperate so that the space needs are met and this list should provide a help in evaluating whether or not additional space is or can be made available. It should be remembered that the space provisions are always discretionary on the part of the city.

Also, it was suggested to the contractor that they make early application to the DPW traffic division for permits to allow steel deliveries to the job on Harrison Street. These permits take considerable time to process and should be requested now. The letter regarding a water tap at Union Street relocated has been prepared and sent to the state. Apparently it has been misplaced and Miss Stoughton will re-send the letter discussing the agreement that has been reached relative to water tap location.

We again pointed out that in all likelihood when PASI #2 work begins that one of the first installations will be the storm sewer at the Brush Alley sector between new Union and the river. This is a very deep installation and could take anywhere between from 5 to 10 working days to complete. During this period, that area will have to be totally vacated by all other operations than the sewer work.

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There is no present word on when PASI #2 work will begin. Its start hinges on the disposition of the Mill End property and the hearing that was to have been held on January 20, 1981 (working day 1543) was cancelled. There is no current information on when it will be rescheduled. We are presently following this matter very closely and will keep those concerned informed of progress.

General

Mr. Vyvyan reviewed the agenda for the next session and also made some minor revisions to future dates. We will publish these in a letter to be sent to those concerned.

Ralph J. Stephenson, P.E.

RJS:sps

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

February 17, 1981

Subject: Monitoring Report #104  
City of Flint Downtown Improvement Program  
Flint, Michigan

(Note: The previous monitoring report dated January 27, 1981 was inadvertently numbered #104. It should have been #103.)

Project: 79:30

Date of Monitoring: February 13, 1981 (working day 1561)

Actions taken:

- Reviewed comprehensive energy task force program
- Began preparing network model for phase #2 of master plan implementation program
- Reviewed current status of hotel parking deck project
- Monitored progress on State of Michigan office building and PASI #2 work

Comprehensive energy plan (CEP)

Mr. Robert Rickard who has been retained as a consultant by the Flint Coalition was present at our meeting. Mr. Rickard is to concentrate in his energy assignment upon some of the items that the comprehensive energy plan (CEP) task force has also considered to be of importance in their work. His participation was welcomed, and there will be strong efforts to work together with him over the next few months,

The entire CEP project philosophy was next reviewed quickly and a decision made to identify the most appropriate projects upon which to concentrate in each of the major sub-objective divisions established to date. As part of our work we also identified three specific projects under sub-objective #9. These are given below:

Sub-objective #9 - To prepare guidelines by which the mayor's advisory committee on energy can be properly involved in preparing and implementing the comprehensive energy plan.

1. To develop a review and approval procedure by which the advisory committee on energy can best evaluate and suggest programs of action.

2. To prepare and recommend a priority setting system for selection of energy projects upon which the mayor's committee and the CEP task force can jointly carry out their activities. 3
3. To prepare and recommend to the mayor's committee an organizational structure by which the MACE can best interact with the CEP task force. 1

In reviewing the several sub-objectives we used a priority setting system on the programs already suggested and out of these evolved nine specific projects which this group attending today felt would be most appropriate to become involved in as programs of action. These nine projects, listed below, are projects suggested under each of the nine sub-objectives defined in detail so far. Next we will probably assign priorities within these nine projects (11 will be selected for initial review as soon as the other two sub-objectives have been given project suggestions) and the CEP task force will then concentrate on those highest priorities of the 11. However, all eleven will be submitted to the mayor for his consideration and suggestions as to what best direction should be followed in the immediate future by the CEP task force.

The nine specific high priority projects identified as appropriate during the session were as follows:

Sub-objective #1 project - The CEP task force could start identifying and recommending methods of reducing overlap in the many programs presently under way by Flint area agencies. It is important to remember that overlap where differences of opinion or conflicts exist can be healthy and must be encouraged so as not to diminish the vitality of the total energy program.

Sub-objective #2 project - The task force could encourage members of the ideas and implementation group (box 2) to concern themselves with an analysis of how improper planning and zoning might produce an adverse impact upon good energy use practice.

Sub-objective #3 project - The task force could encourage surveying tri-county energy groups to obtain the standards by which, in their opinion, energy performance should be measured by users. This information could then be tabulated by user type or any of the other classification types we have generated earlier.

Sub-objective #4 project - To review contingency plans of the various energy related utilities and to insure that these plans are distributed to those concerned. This might include, for instance, in the City of Flint people who

are operating the various energy systems within each of the facilities. It might also extend to the staff that operate facilities for the MTA (Metropolitan Transit Authority).

Sub-objective #5 project - Acquire, edit, and publish articles on effective energy utilization. This could be done through nearly any of the media as the opportunity presents itself.

Sub-objective #6 project - The CEP task force could encourage by proper public relations the use of existing energy hotlines such as that now available to the State of Michigan. In addition, it might be possible to create some local telephone or communication response centers to handle inquiries at the local level for either Flint or the tri-county area. The local reference service could, for instance, provide the one making an inquiry, say into the use of windmills as an energy source for the individual residence, information on who to contact locally or at other government or industry levels to obtain further information.

Sub-objective #7 project - To prepare and disseminate a list of those individuals, agencies, and organizations that are experienced, competent, knowledgeable, and willing to counsel on value/cost analyses of energy systems. This list might be difficult to assemble and could possibly be considered to have bias since many of the judgements as to whether someone should be included would obviously be subjective. However, if it were put together with the idea of not encouraging either adversary or advocacy positions on the part of the CEP task force but as a list of resources that would require individual judgement as to their use then such a list could certainly be valuable to those seeking information on energy.

Sub-objective #8 project - To recommend and monitor auditing and updating procedures being used to improve effectiveness of energy use in public buildings. This program would be particularly applicable to those buildings occupied and owned by the City of Flint and could ultimately be extended to all other public buildings located within the energy plan boundaries.

Sub-objective #9 project - To prepare and recommend to the Mayor's committee an organizational structure by which the MACE can best interact with the CEP task force.

At our next session we will identify projects for sub-objectives #10 and #11 and select priority programs among all eleven projects. In the meantime, Mr. Ursuy will complete his report

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to the mayor and ready it for submission shortly after our next session. This report will then be reviewed with the mayor's advisory committee on energy and, with their comments incorporated, then be submitted to the mayor for his review and evaluation.

It is again to be stressed that staffing for carrying out the assignment of the CEP task force must be given careful attention since if the work is to be done it must be by people who are able to maintain some continuity on the program. This is particularly the case if the task force is to work closely with Mr. Rickard.

#### Master plan implementation program

We briefly reviewed the priority setting system, and Mr. Ursuy reported that in the near future the DCD management staff will be assembled for a full day's work on assigning priorities to the various projects proposed for the coming fiscal year. There may be as many as 100 to 200 projects to review and the intent is to use the priority setting system which has evolved out of our last few meetings. It has been decided to test the system and to evaluate how well it works relative to giving direction to recommending which urban projects should be carried out within the City of Flint.

Our major work today concentrated on again reviewing the steps necessary to get into the second phase (SP-2) of the implementation program. It was decided that the SP-1 presentation package will be completed by February 19, 1981 (working day 1565), submitted to the planning commission and the mayor concurrently with the intent that the planning commission will be able to review SP-1 and set a public hearing date and advertise by February 25, 1981 (working day 1569). Meanwhile, the mayor will be reviewing the presentation package for SP-1 and hopefully be able to comment on it prior to the planning commission meeting at which a public hearing will be held. This planning commission public hearing is presently set for March 24, 1981 (working day 1588). After the public hearing and approval by the planning commission the mayor will again review the SP-1 and forward it to council with council then setting a hearing date by April 28, 1981 (working day 1613). This will allow a public hearing to be scheduled before the city council on May 26, 1981 (working day 1632). Thus, by the morning of May 27, 1981 (working day 1633), if things proceed as presently planned, we will have council and planning commission approval of SP-1. The SP-2 program can then be moved into full production.

The essential content of SP-2 includes:

- \* Map data (new and updated map plans)
  - Procedures
  - Staffing
  - Organizing
  - \* Plan for updating the master plan
  - Applicable regulations
  - \* Planning and scheduling methods
  - \* Monitoring methods
  - \* Provision for adding elements to master plan
  - \* Provision for updating planning maps
  - Backup data
- \* Items on which we must go to council for formal approval

We have prepared a laundry list of detailed activities that must go into preparing the map data and procedures and will continue diagramming the program during future sessions to establish a time table for SP-2 work.

It was decided at our session today that we would consider two major phases in preparing graphics documents. These would be called preliminary and final. Thus, we can easily identify the various stages through which the graphic material must pass. Our discussions today brought out that we should also pay careful attention to the method by which the graphics in SP-2 are prepared and reproduced. It was suggested that we review base map preparation criteria and from it prepare and distribute new graphics criteria for SP-2 to all those who are responsible for the work. Also, it would be wise, and has been decided, to encourage the element managers to carefully assemble, classify, and store the information needed to update and prepare the maps. This information should be put in such form that its retrieval is easily carried out.

#### Beach Street parking deck

The bonds have been sold and are presently being printed. Money from the sale is expected to be available shortly and contractors have been given a letter of intent to begin work at the site. Land control is not total as yet, but Miss Stoughton reports that it is being worked on diligently by the parties and organizations involved. This is an important item to clear since it is difficult to begin actual field work on the project without having full control of the land by the contract parties.

It is hoped that we can start work shortly but to do so we still have to determine what is to be done with those cars using the parking lot across Beach Street. This matter is under consideration presently. Pile driving probably can begin sometime in the near future on test piles since apparently the same contractor now driving piling for the State of Michigan office building will be installing the piling at the parking deck. Driving at the State of Michigan office building is to be completed within the next few days, and it would be desirable if the driving rigs could be moved directly to the new site.

The site is now being surveyed and as soon as authorization is given to begin construction, work will start on driving the necessary test piles followed by driving the production piles. There is some technical delay being experienced presently due to the need to revise the piling designs from the 100-ton piles originally selected to the new 150-ton piles recommended as a cost saving situation.

It should be remembered that downtown sites are frequently underlaid by hidden concrete and glacial rock. Problems have been encountered previously with these underground obstacles, and it is entirely possible that they may be encountered at this site. However, not much can be done to either predict or forestall the problems that may be met and we will have to resolve these as the obstacles, if any, occur. Target dates for construction progress as set by the project manager are presently as follows. These may have to be revised slightly as we get into more detailed planning of the program:

- Test piling start - February 24, 1981 (working day 1568)
- Pile test complete - March 2, 1981 (working day 1572)
- Production piles driven - from March 9, 1981 (working day 1577) to May 1, 1981 (working day 1616)
- Anchor bolts delivered to job site - March 16, 1981 (working day 1582)
- Form reinforced pour and strip pile caps - from March 23, 1981 (working day 1587) to May 15, 1981 (working day 1626)
- Precast superstructure erected - from May 1, 1981 (working day 1616) to mid-July, 1981

It should be understood that these dates are preliminary and must be confirmed or revised as needed by the detailed planning expected to follow over the next few weeks. This detailed planning is very important to the project since this program

happens to be one that interacts closely with many other projects in which the City has a strong interest. This includes completion of PASI work phase #1, provision of parking in timely fashion for the hotel and the close management of parking deck construction so as to minimize traffic interferences in the very critical river area.

#### Riverfront Center hotel

There was no major monitoring of the hotel at this meeting; however, Mr. Vyvyan and I drove by the facility and it appears that the low rise unit is rapidly being closed in and that tower interior work is well under way with temporary protection being erected where required. We should plan to review the hotel progress sometime in the near future.

#### State office building and PASI #2 work

There still is no word on when the Mill End will be able to release their building and PASI work can start. It is becoming quite important that we determine when PASI #2 work can start in the stretch of Brush Alley between new Union and the river (section G). There is a sewer to go into this area and although it is only a moderately deep line, it could conflict with the possible need to locate a construction hoist at the west elevation of the office building. This matter is presently being addressed by all concerned.

Also it should be emphasized that since structural steel is to start up in early April, 1981 that the contractors involved should request permission now for use of the streets that they deem necessary. The reason is that negotiating street occupancies and closures is a time consuming process and requires considerable attention by the regulatory bodies.

Present overall plans are to complete close in of the building by mid-November, 1981 and to turn over the facility to the state in June, 1982. Probably occupancy of the facility will be sometime in July, 1982.

At the present time pile driving is being brought to completion, fixed form concrete work is being installed at the foundation, and the site is being made ready to receive early shipments of structural steel in April, 1981. Miss Stoughton requested a response to her letter concerning the relocated water main and another copy of the letter regarding the water tap at Union Street relocated was given to Mr. McCoomb for transmission to appropriate state agencies.

We shall plan to monitor progress of the state office building at future sessions.

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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

General

Mr. Vyvyan will review the agenda potential for our next session with the various parties involved and determine the time allocation to be provided to the various programs. He will prepare this agenda and distribute it to those concerned.

Ralph J. Stephenson, P.E.

RJS:sps

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

March 4, 1981

Subject: Monitoring Report #105  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79:30

Date of Monitoring: February 24, 1981 (working day 1568)

Actions taken:

- Completed definition of objectives and projects for comprehensive energy plan (CEP)
- Continued work on implementation of SP-2 master plan phase
- Reviewed current status of hotel and state office building along with PASI work phases #1 and #2
- Started preparing network model for construction of hotel parking deck

Comprehensive energy plan (CEP)

We first began work on defining projects within the sub-objectives #10 and #11. These are given below:

Sub-objective #10 - To define the energy plan boundaries (EPB) taking into account the classification factors identified earlier in our study.

Suggested projects:

1. Analyze all presently suggested projects for their boundary impact and formulate a series of energy plan boundaries from these project characteristics and needs. /
2. Determine the regulatory, legislative, and political requirements for programs to be developed within each type of boundary area (regulatory, legislative, and political). 2
3. Relate the organizational structure of the CEP task force to boundary definitions as they evolve. 4
4. Determine the impact of various participating agencies upon the comprehensive energy plan boundaries based upon whether the agency is a lead group, a cooperating group, or a supportive group. 3

5. Prepare graphic boundary overlay maps showing the limits within which each influencing agency operates. 5

Sub-objective #11 - To prepare and recommend methods by which the CEP staff task force organization and objectives can be periodically reviewed and updated if and when required.

Suggested projects:

1. Establish and publish the initial organizational structure of the CEP task force along with the operational criteria it is using. 2
2. Define the relation between the CEP task force, the general public, and participating and non-participating agencies and advisory groups. 4
3. Define the formal and informal relations between the CEP task force and the City of Flint organizational structure. 1
4. Establish suggested methods of funding CEP task force activities and develop the procedures needed to acquire such funding. 5
5. Generate methods of obtaining citizen input into CEP task force decision-making. 3

Once projects for sub-objectives #10 and #11 were selected we then discussed briefly how we might proceed to implement the program starting at discussions with the mayor's advisory committee on energy level and then with the mayor directly. To do this, it was suggested that we first select the projects within sub-objectives #10 and #11 that were of top priority. These selections were:

Sub-objective #10 project - Analyze all presently suggested projects for their boundary impact and formulate a series of energy plan boundaries from these project characteristics and needs.

Sub-objective #11 project - (Note: For sub-objective #11 it was decided that project #3 was the top priority but that projects #2 and #5 must follow as an integral part. Therefore, they have been combined below into one project).

Define the formal and informal relations between the CEP task force and the City of Flint organizational structure.

Establish and publish the initial organizational structure of the CEP task force along with the operational criteria it is using.

Generate methods of obtaining citizen input into CEP task force decision-making.

We then turned to a discussion of how best to present this material to the various agencies concerned. It was decided that a graphic presentation should be prepared by Mr. Ursuy through whatever DCD staff he can muster. The objectives of the presentation will be to condense the work of the past 6 months into easily comprehended graphic material with the decision-making that has focused on key points being used as highlights of the discussions. I suggest that flip charts containing the following, among other things, be presented in a colorful and attractive manner. (References are to the monitoring reports and the pages on which the information appears):

- Monitoring Report #93, page 3 - Elements to be identified in the assembly of a comprehensive energy plan.
- Monitoring Report #96, page 4 and 5 - The people, boundaries, and agencies involved. (Note: This may overlap slightly with the item above.)
- Monitoring Report #97, pages 3, 4, and 5 - The classification system used in analysis.
- Monitoring Report #98, page 3 - Continuation of classification system used in analysis
- Monitoring Report #99, page 3 - Initial statement of intent and objectives (Note: These have been modified and the final statement and objectives should be used from the later report noted below).
- Monitoring Report #100, pages 2, 3, 4, 5, and 6 - Random points made at joint meetings with MACE, perhaps some critical terse elements can be extracted from these.
- Monitoring Report #101, pages 2 and 2 - The final definition of the statement of intent for CEP and the eleven sub-objectives.
- Monitoring Report #101, pages 3, 4, and 5 - Continuation of random points from MACE.
- Monitoring Report #102, pages 2 and 3 - Description of the basic organizational structure recommended for CEP task force. The graphics of this verbal description are on the DPW conference room blackboard.
- Monitoring Report #102, pages 4 and 5 - Definition of suggested projects under sub-objectives #1 and 2.

- Monitoring Report #103 - pages 2, 3, 4, and 5 - Definition of recommended projects under sub-objectives 3, 4, 5, 6, 7, and 8
- Monitoring Report #104, pages 1, 2, and 3 - Definition of recommended projects under sub-objective #9
- Monitoring Report #104 - pages 2 and 3 - Definition statement of nine specific high priority projects for sub-objectives #1 through #9.
- Monitoring Report #105 - pages 1 and 2 - Definition of projects for sub-objectives #10 and #11.
- Monitoring Report #105 - pages 2 and 3 - Selection of high priority projects for sub-objectives #10 and #11.

It is to be emphasized that the above tabulation of resources must be condensed down into a precise, easily presented set of graphic material accompanied by a good, tightly-written, comprehensive report that will allow communications to those to whom it is being presented to be accomplished either by spoken word, the eye, or if the individual chooses by reading the report reference material. It might be well to cross reference where the various items are covered in detail in the report, on the graphic material itself.

I also suggest that a flip chart of abbreviations be prepared so that there is no need to constantly explain what CEP, EPB, or other initials mean. This is always helpful and the abbreviation flip chart could be pulled out and tacked on the wall so people can use it for reference.

The other item that should be covered is the method of initiating activities of the CEP task force. We suggested in our meeting that the following three steps be reduced to flip charts and presented as a recommendation:

- Step 1: Define and publish to MACE a suggested method of CEP task force operation (This should be done in a presentation made to MACE similar to the one to be made later to the mayor).
- Step 2: Select in conjunction with MACE five (the number was selected as an example; actually it could be more or less depending upon the choice of the CEP task force) top priority projects and define and submit staff requirements to implement these projects.
- Step 3: Upon the mayor's and DCD's management approval begin active work on one or more of these selected projects.

(Since the DPW is probably going to be a major technical resource from which the CEP task force draws, it should be included as an integral part of the organizational structure).

Also as a part of the graphics it is considered very important that the initial organizational structure concept, the one containing three levels or the three boxes which is described in earlier monitoring reports and is shown on the board of the DPW conference room, be included in the graphic presentation. I believe that this organizational concept is sound and much of the validity of the work the CEP task force does along with the acceptance of that work will be dependent upon how effectively we maintain the operation in accordance with that structure.

Our next session will encompass a full scale meeting with MACE with the presentation to be made that basically will be made later to the mayor. This then will accomplish a dual purpose. It will convey to MACE what the CEP task force believes its role to be and will also allow action to be taken by MACE on this program.

#### Master plan implementation program

I gave to Mr. Ursuy, Mr. Liljeblad, and Mr. Vyvyan copies of the Dakota Street Bridge removal and Thread Creek Park improvement project priority rating which had been processed by the small program prepared for this type of analysis. It is the intent of the DCD to select shortly some 70 to 100 projects and using the priority system make an evaluation of those that should be pursued over the coming years. I have offered my assistance in this in any way that it would be appropriate.

We next resumed work on diagramming a network model for preparation of the SP-2 phase of the master plan which is a very critical phase. Mr. Ursuy has expressed a desire to move it though the preparation and approval process just as quickly as possible. The key to its rapid processing is that the SP-1 presentation package be submitted to the planning commission and the mayor so that the public hearing before the city council can be held on May 26, 1981 (working day 1632). That approval unlocks many items that are to follow in the SP-2 presentation work. The network model sheet from which we are doing our SP-2 planning also contains a list of the agencies that would be interested in reviewing or inputting to maps to be prepared in SP-2. A method should be selected soon by which the individual policy plan element managers will be contacting each of these agencies to get the latest data on their needs, desires, and programs and how they will impact upon SP-2 map preparation.

Hotel, state office building and PASI work review

The discussion of the hotel, state office building, and PASI work was abbreviated due to the need for diagramming the hotel parking deck. However, some of the technical elements of the program were discussed and a brief summary is given below:

- Occupancy of the hotel is planned for November, 1981. Work is basically proceeding on schedule according to FDC.
- PASI work phase #2 is still restrained by acquisition of the Mill End property. No word.
- State office building piling has been driven, filled, and pile caps and grade beam work is proceeding well. Structural steel erection is still due to begin in early April, 1981 and be completed in July, 1981.
- Discussions were held about the erection sequence for structural steel at the state office building. The steel erector will review with the DPW the need for operating from Harrison Street and mutually agree upon a traffic plan.
- PASI work will continue in phase #1 as space permits. Probably Beach Street operations will have to be tied closely to installation of foundations for the hotel parking deck.
- There is projected some change to the content of the phone conduit presently running through the lower level of the hotel. This change should have impact upon the conduit location or function.
- There is some phone conduit in Brush Alley that should be given special attention as PASI #2 sewer work proceeds. The correlation should be between Michigan Bell and the DPW.

Hotel parking deck

A majority of the p.m. session was spent on identifying, planning, and diagramming early construction work for the hotel parking deck. This was done on sheets HD-1 and HD-2, Issue #1, dated February 24, 1981. It should be noted that we used a 1981-1982 working day calendar for this diagramming rather than the conventional City of Flint working day calendar. This was to reduce the number sizes for working days.

Those attending were from the DDA construction management group, the pile driving contractor, the excavation and concrete contractor, and the precast construction contractor. We first addressed the matter of shop drawing turnaround and it was agreed that every effort will be made to expedite early submittals. The process was analyzed in some detail and is shown on sheet HD-1 just to the left of the title block. Final tabulations were not made on the drawing for the total time required but they are as follows:

SHOP DRAWING TURNAROUND TIMES

<u>Who Checks</u>	<u>Normal</u>	<u>Expedited</u>	<u>Super-expedited</u>
Rich only	17 working days	9 working days	5 working days
Rich and consultants	23 working days	12 working days	7 working days

We were given considerable information by the precast contractor that will be incorporated into the network model as we continue work at subsequent sessions. The basic data, however, is quite straight forward. Submissions of design and erection documents has begun for review and approval by the architect/engineer. Approvals of fabrication drawings will not be needed since these are internal to the precaster. The intent is to begin casting by March 16, 1981 (working day 52) and to deliver initial precast main frame items to the job by May 15, 1981 (working day 96). Erection set up and layout will begin on April 30, 1981 (working day 85) with completion of layout by May 15, 1981 (working day 96). Precast erection is expected to extend from May 15, 1981 (working day 96) through July 15, 1981 (working day 137). Production pile driving is planned to begin by March 18, 1981 (working day 54) with pile caps and grade beams to be far enough along to receive precast by May 4, 1981 (working day 87). This work, of course, will continue but it must be far enough out in front of the precast erector so no site interference will be encountered.

Several things are quite critical at the present time. First is to complete the Citizens Bank land transfer. This is needed possibly for driving the east test pile, but certainly for beginning work on pile driving on the east half of the building. This production pile driving is to start by April 9, 1981 (working day 70) and is a very important target.

Another and possibly the most critical set of activities deals with the excavation and location of the Beach Street utilities followed by whatever redesign might be necessary, approvals of those agencies involved, and then, of course, any action that must be taken to insure that pile driving can proceed without difficulty.

The network models on sheet HD-1 and HD-2 have been printed and issued by Mr. Vyvyan. We shall plan to continue planning and diagramming this project at our subsequent sessions.

General

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

Ralph J. Stephenson, P.E.

March 20, 1981

Subject: Monitoring Report \$106  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79130

Date of Monitoring: March 11, 1981 (working day 1579)

Actions taken:

- Met with portion of blue ribbon committee on energy (BRCE) to present findings of the comprehensive energy plan task force (now called the energy work force (EWF))
- Completed preparing logic plan for preparation of SP-2 presentation package on master plan implementation
- Reviewed current status of State of Michigan office building and access requirements for steel erection
- Reviewed current status of Beach Street parking deck

Comprehensive energy plan (CEP)

This meeting was devoted to a presentation of the findings of the CEP task force. Those attending included many on the blue ribbon committee on energy, along with others from interested agencies and organizations. It was a good representation of the energy concerns of both the city and the region, and so gave us good feedback to the presentation material.

Mr. Ursuy introduced the subject and after presenting some historical background discussing the concepts of the plan and the comprehensive energy plan task force objectives and sub-objectives, a project list handout showing suggested activities was distributed to each of those attending. Mr. Ursuy next presented a series of 10 flip charts on which he had outlined the EWF organizational structure, definitions of the overview function, definitions of the idea and implementation area, and definitions of the dissemination process, along with the geographic boundaries of the energy plan and a list of the types of energy with which we are concerned. Also presented was a list of remaining issues to resolve with the blue ribbon committee.

There was considerable discussions about these various charts and in general the comments and discussion material was positive and reflected high interest. From the

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presentation there emerged a general feeling that the comprehensive energy plan task force (now the energy work force) would fill a vitally needed overlook and dissemination slot. It was also commented that the EWF which presently consists of George Ursuy, Dave Luokka, and as time permits, Mr. Robert Rickard could be a key factor in bringing together the many energy efforts currently under way in region five communities and within the City of Flint proper.

After the flip chart review, we began discussing specific projects and the request was made of the group attending that within the next two weeks they review the objectives and projects suggested and prepare comments for presentation and discussion at the next session (to be set soon). In addition, it was requested by the blue ribbon committee through one of its key members that the EWF prepare information on how it (the three men plus the staff now involved) would interact with the blue ribbon task force and with other agencies involved in energy utilization studies.

In essence the answers to questions on the last flip chart (#10) should first be prepared by the EWF from their point of view, submitted to the blue ribbon committee for discussion, and then a mutual hammering out of an agreement regarding these interrelationships can be accomplished. This request is consistent with the activity established under sub-objective #11 in which organization was a prime target. It was also requested that the blue ribbon task force individually establish priorities on the high priority sub-objective projects for all eleven sub-objectives.

In the handout material entitled, Comprehensive Energy Plan, each of the 11 sub-objectives contains a #1 priority. These should, in turn, be relisted by priority from highest to lowest of the eleven. Please note that under sub-objective #11 three of the projects were given priority #1 and should be considered a single project.

The next step is for Mr. Ursuy, in conjunction with the director of planning, to now take the program to the mayor and present the outline to him for review and comment. This will probably be done before the next meeting of the blue ribbon committee and thus at that committee meeting the mayor's comments can be discussed and acted upon.

Overall, the general feeling is that with the approval of the mayor the EWF stands an excellent chance of accomplishing significant advancements in insuring that within the three county area, effective energy utilization can become a reality. In a very practical sense, good energy planning is going to be essential over the next few years since there is no doubt that to obtain many of the programs for which

grant funds are to be available it will be essential there be strong evidence of a good smooth working, effective, overall program to insure that the various community organizations, individuals, governmental units, and private sector entities are working together toward realizing effective energy utilization.

It was interesting to observe that as the presentation unfolded today that many of the specific projects established in the eleven sub-objectives began to undergo implementation as the meeting proceeded. For instance, several extended uses of the State of Michigan energy hotline were given to the group who responded in turn that some of the information would be very valuable to their present work. Another instance was in the case of the county civil defense work for contingency plans on energy outages. We were quickly involved in a discussion of the sources of information regarding plans for energy outages. Many people participated in the discussion including the State of Michigan commenting on their contingency plan for gasoline shortages.

Thus, it seems that with very little stimulus the EWF acting as a catalyst can encourage and stimulate the interaction so critical to insuring that the good ideas and projects milling around in the ideas and implementation rectangle are brought into being through the overlook and dissemination process,

In essence, the participation confirms the validity of the basis on which the activities of the EWF operation have been established. I strongly recommend that this entire EWF activity be vigorously pursued.

#### Master plan implementation program

Presently, preparation and submittal of the SP-1 presentation package is on schedule with the planning commission having set a date for a public hearing. It is still the intent to have this hearing on March 24, 1981 (working day 1588) with the city council public hearing to be completed by May 27, 1981 (working day 1633). Apparently the initial reaction of the planning commission to SP-1 has been good.

As part of our work today we completed the SP-2 diagram on sheets CS-4 and CS-5 Issue #5, dated March 11, 1981 (working day 1579). In this model we identified additional elements regarding updating procedures for the master plan, the elements of implementation management, the elements of planning and scheduling the work, and the components of the backup data. Thus, we have now incorporated preparation of all items that either must go to the council for formal approval of SP-2 or that are to be used for backup data only in our network plan.

Once the SP-2 presentation package has been assembled, it will follow the same process as for SP-1. At our next meeting on

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this particular program we will review the logic in detail, assign resources, and establish deadlines for the work. When we have completed this assignment of resources to the network, I will then have the material drafted into final form, computed, and dated for day to day use by the DCD and the DPW staff.

#### State office building work

Our discussion today was primarily to establish the minimum space requirements for steel erection, starting on April 6, 1981 (working day 1597) and extending through July 13, 1981 (working day 1655). This is the period in which structural steel will be arriving at the job site and be erected on the state office building. The DPW and the Traffic Division will now take the erection requests under consideration, review them with the mayor, and establish the amount of room they feel they will be able to provide to accommodate the needs of the steel erector. Very important to our discussion was that the full three lanes of Harrison Street must be kept open during evening rush hours and when special events are occurring at the Riverfront Park.

It is essential that a corridor analysis be made soon of the three street (Saginaw, Beach, Harrison) problem in that presently several demands on the streets seem to be occurring during the same time frame - that of the Harrison Street need for steel erection, the Beach Street need imposed by footing redesign and reconstruction, the Beach Street need for overhead erection of the precast superstructure on the parking deck, along with the need to complete the paver work at Saginaw Street. Since these four projects are presently expected to occur within the same time period it will be very important to identify how they are to proceed.

At our next meeting we plan to do a corridor analysis of the project to determine what the needs will be.

Presently work at the office building is moving fairly well; it lags slightly but steel erection is still expected to begin on April 6, 1981 (working day 1597).

#### Hotel parking deck

Most of our discussion today centered on the location of utility interferences in Beach Street. At present a search is being made for each of the utilities in the street, and of five locations that must be examined, one has been opened and mapped. This map has been conveyed to the structural engineers who now will prepare suggested schematic solutions for review with the utility companies. Miss Stoughton is arranging, in conjunction with the project manager, for DDA to meet with the appropriate utilities so the review of the preliminary design and completion of final design can be expedited to the greatest possible extent.

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City of Flint Downtown Improvement Program  
Page five

RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER

The reason for the urgency is that timing of the substructure work to be done in Beach Street is very critical due to the potential conflicts mentioned above. It should be noted that from today March 11, 1981 (working day 1579) to the anticipated start of footing excavation in Beach Street on April 17, 1981 (working day 1606) is only 27 working days. This means that within this 27 day period, the remainder of the underground utility mapping must be completed, the preliminary designs for the structural rework to be done on those footings is approved, and the final design is issued, priced, and approval given to order and deliver materials. Then, of course, there is a time required for the actual delivery of materials. This is a great deal of work to be done in a very short period of time and the activity must be given constant and daily attention. The urgency is well recognized by all concerned.

The second problem that must be resolved is the erection of overhead precast at Beach Street during which time probably part or all of Beach Street will be closed during erection hours. The present intent is to complete all main frame erection on precast by July 15, 1981 (working day 1667). Probably the Beach Street area will be the last, or near the last, portion erected which means that sometime in late June 1981 or early July 1981 we can expect another restriction to be needed upon Beach Street traffic. This is still within the framework of structural steel erection times for the state office building.

#### General

For our next session Mr. Vyvyan will prepare an agenda and distribute it to those involved.

Ralph J. Stephenson, P.E.

RJS;sps

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

RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER  
April 7, 1981

Subject: Monitoring Report #108  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79:30

Date of Monitoring: March 30, 1981 (working day 1592)

Actions taken:

- Reviewed current work status of hotel parking deck
- Prepared corridor analysis of Beach Street, Saginaw Street, and Harrison Street relative to Riverfront Center
- Continued preparing network model for construction of hotel parking deck (Issue #3, dated March 30, 1981 (working day 1592))
- Began discussions of planning information, indexing, and retrieval

Traffic corridor analysis

Our first effort concentrated on a review of the projects in work and to be done in the near future in the downtown area, primarily in the Riverfront Center. Once this review was completed we moved immediately into a discussion of the traffic corridor analysis and the following statements were incorporated into a time scale bar chart to analyze the overlaps. The information in this bar chart which is shown on sheet C-1, Issue #1, dated March 30, 1981 (working day 1592), will be reviewed by the traffic department and upon their commenting and approving the sequences will be issued to those concerned. The information obtained indicates the following conditions, and times within which these conditions will be imposed or needed.

Beach Street work

- West half closed for pile and pile cap work - March 30, 1981 (working day 1592) to morning of April 13, 1981 (working day 1602) ✓*sk*
- East one lane closed for pile and pile cap work - April 13, 1981 (working day 1602) to morning of April 24, 1981 (working day 1611) ✓*sk*

4/10/81

- East one lane closed to traffic for installation of 24" water main - a weekend plus one day all extending from April 4, 1981 (working day 1597) to morning of April 7, 1981 (working day 1598) *Done as scheduled*
- Full width closed to traffic for erection of precast superstructure on parking deck, column line 17 to column line 11 - July 6, 1981 (working day 1660) to morning of July 24, 1981 (working day 1674) *✓ ok*
- One half closed to traffic (alternate halves) for installation of mechanical and electrical overhead work at underside of parking deck structure (column line 17 to column line 11) July 24, 1981 (working day 1674) to morning of August 13, 1981 (working day 1688) *Aug 21, 81 (167)*

Saginaw Street work

- West half for installation of public area site improvement pavers (note: the single light base at the intersection of Union and Saginaw should be completed before these pavers start) - June 19, 1981 (working day 1650) to morning of July 6, 1981 (working day 1660) *June 18, 81 (159)*
- Close east half to traffic for installation of PAVI pavers - July 6, 1981 (working day 1660) to morning of July 20, 1981 (working day 1670). *July 2, 81 (161)*
- Half closed for one day farmers market - full day each Wednesday, beginning June 10, 1981 (working day 1643). This will be a weekly event on through to early fall. *From 7/11/81 ( ) thru 7/14/81 ( ) there will be at another location if needed 1st St.*
- Totally closed to traffic for annual sidewalk sale days - July 22, 1981 (working day 1672) to morning of July 27, 1981 (working day 1675). *July 29, 81 (167)*

Harrison Street work

- West 20 feet closed to traffic from start of workday in morning to 3:30 p.m. The third lane of traffic will be open to traffic at 3:30 p.m. to accommodate rush hour movement - April 6, 1981 (working day 1597) to morning of July 13, 1981 (working day 1665). *Hold this date because this will now be 4/24/81 (161)*
- Two or possible three westerly lanes closed to traffic for installation of water and sewer connection being done in the public area site improvement work. This work will take about five working days and the starting date has not been set. *✓ ok*

In the above work on Beach, Saginaw, and Harrison the street closings and restrictions should be considered to extend from the river south to Kearsley. It may be possible that the

*After sidewalk sales*

distance of the closings or traffic restrictions could be reduced but for present planning purposes they should be assumed to extend between these two boundaries.

There is no doubt that the above format is going to cause some severe traffic problems. Mr. Jack Wilson of the Traffic Department was present at our meeting, and has requested that he be allowed to review this entire spring and summer program in detail so that he can make an adequate determination as to what can be done to re-route traffic as needed.

It was stressed in our meeting that each contractor responsible for the work to be done requiring the street restriction or closing obtain at least five to ten (preferably ten) working days ahead of the point of need, a permit from the traffic department. This is very important so that proper steps can be taken to insure the re-routing is done correctly.

#### Hotel parking deck

Once we completed the corridor analysis we turned our attention to a review of the current status of the hotel parking deck. Presently 140 of the total 240 piles have been driven and filled, with pile cap work presently being pursued aggressively in the west half of the building. For construction identification purposes the project is broken into three sections - that portion of the building from column line 1 to column line 11 (called the west portion), that section between column line 22 and column line 17 (called the east portion) and the section between column line 17 and column line 11 (called the center portion).

Work is beginning today on driving the east test pile after which it will be filled, cured, and tested. Once the test has been made and approved, active work will start on driving production piling in the column line 22 to column line 17 area. It is very important that by the time this production pile driving begins or shortly thereafter that the transfer of land involved with the Citizens Bank be effected. It is considered imperative that it be completed prior to any major superstructure construction on this parcel at the east section.

The present intent is to begin erection of precast at column lines 1 to 11 on May 18, 1981 (working day 1627) and complete by the morning of June 16, 1981 (working day 1647). The east section erection will start on June 16, 1981 (working day 1647) and be completed by July 6, 1981 (working day 1660). The center section over Beach Street will be started July 6, 1981 (working day 1660) and be totally complete with the rigs moved out by July 24, 1981 (working day 1653).

Once the precast frame at Beach Street is up there will be about 14 days of work required at the underside of the structure over Beach Street within which period electrical and mechanical work will be installed. This work will probably be put in place

from a scissors lift and will require closing of at least half of the street at a time. During erection of the precast superstructure at Beach Street as noted above in the corridor analysis it will be necessary to close the entire Beach Street to vehicular traffic.

We next discussed the matter of elevator installation, topping, and the other items needed to complete the building. Presently we are considering that all weather sensitive work and, in fact, most work on the deck must be completed prior to the onset of full cold weather. We are considering that mid-November, 1981 is a major weather milestone point, and every effort is to be made to bring as many things to completion prior to that date if possible. Some difficulties may be expected with elevator installation but this matter is presently being discussed with the elevator contractor by the project team and will be resolved between these two parties.

Because of the critical nature of this facility and its close relationship to the hotel which is still planned to be fully opened on December 1, 1981 (working day 1764) it is important that constant monitoring of the project be done. I suggest we review the job at each of our sessions and continue the planning process concurrently with the regular evaluations. Mr. Vyvyan will set agendas for this with Miss Stoughton, Bill Whitney, and John Porter.

The latest network model is now shown on sheets HD-1 and HD-2, Issue #3, dated March 30, 1981 (working day 1592). These tracings were left with Mr. Vyvyan for appropriate distribution.

#### Project information storage retrieval system

For a very brief period Mr. Vyvyan and I discussed storage and retrieval techniques of information from the rather sizable library of network models that has accumulated over the past years as our various projects have been planned. This was a very quick discussion but it was considered well to initiate development of a method by which the valuable information available from these plans of work could be easily referenced and put to work in other projects as similar needs arose. I shall begin my analysis work on the system to be used and at each session where time permits we will further discuss the techniques to be applied.

#### General

Mr. Vyvyan will prepare, in conjunction with the project managers and others involved, an agenda for our next session. This will be distributed by Mr. Vyvyan.

Ralph J. Stephenson, P.E.

RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

April 27, 1981

Subject: Monitoring Report #109  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79:30

Date of Monitoring: April 10, 1981 (working day 1601)

Actions taken:

- Monitored progress on hotel parking deck
- Re-evaluated impact of Riverfront Center construction program on street restrictions and closings
- Updated traffic corridor analysis sheet C-1 to Issue #2 dated April 10, 1981 (working day 1601)
- Made full review of procedure for preparation of SP-2 work on implementation of Flint master plan

Hotel parking deck

Pile driving at the parking deck has moved well and all piles are driven on the west section to column line 11. Pile driving at the east section, column line 22 to 17, started April 9, 1981 (working day 1600). Grade beams at the west are expected to be completed by May 15, 1981 (working day 1626). Progress on foundation concrete has been slightly slower than anticipated, but it is felt by those concerned that grade beams will be ready for start of erection of the precast main frame by the present target date of May 18, 1981 (working day 1627).

It is very important that precast be tightly scheduled during erection since it is crucial we identify, to the closest time point, when structural erection work will be going on over Beach Street. All concerned are well aware of this need and are cooperating to follow the project closely. We shall keep in touch with the progress by monitoring and evaluating regularly.

At this session we reviewed delivery and installation of elevators with the elevator manufacturer. The results are summarized on page HD-2, Issue #4, dated April 10, 1981 (working day 1601). Deliveries and installation are presently later than are desirable; therefore, I suggest strong efforts be made to improve both delivery and installation time.

Under the present plan, the first elevator is due to arrive on the job site December 11, 1981 (working day 1772). Installation is anticipated to require one month per car for the three cars sequentially. It should be kept in mind that plans are presently being made to open the hotel in mid-November, 1981 and undoubtedly there will be heavy pressures to have an operative parking deck by that date. The possibility of obtaining a partial certificate of occupancy is being explored now.

We had considerable technical discussion about the elevators, and the needs and the difficulties are clearly understood by the hotel parking deck team.

### Traffic corridor analysis

The traffic corridor analysis shown on sheet C-1 was updated to Issue #2, dated April 10, 1981 (working day 1601). This revised corridor analysis was further modified by subsequent conferences with city of Flint staff. A review of the corridor provisions shown in Issue #2, dated April 10, 1981 (working day 1601) is given below:

#### Beach Street work

- Much of the major sub-structure work in Beach Street has been completed but we will still assume there will be off and on work in Beach Street out to the morning of April 24, 1981 (working day 1611).
- The 24 inch water main was completed April 7, 1981 (working day 1598).
- The full width of Beach will be closed to traffic for erection of precast superstructure on the parking deck, column line 17 to 11, from July 6, 1981 (working day 1660) to July 24, 1981 (working day 1674).
- The alternate half closing of Beach Street for installation of mechanical and electrical overhead work at the underside of the parking deck structure (column line 17 to column line 11) has been revised to a later date of from August 3, 1981 (working day 1680) to the morning of August 21, 1981 (working day 1694). This is to help alleviate some of the difficulties in traffic circulation brought along by Saginaw Street restrictions and closings. Whether or not this later date is actually necessary should be restudied at a near future meeting.

Saginaw Street work

- Closing west half for installation of public area site improvement pavers might be done earlier than originally anticipated, perhaps starting as soon as June 4, 1981 (working day 1639). Work on pavers could be completed by the morning of June 18, 1981 (working day 1649).
- Closing east half to traffic for installation of PASI pavers could be correspondingly early and start by June 18, 1981 (working day 1649), and be completed by July 2, 1981 (working day 1659).
- Closed for full one day farmer's market each Wednesday, beginning June 10, 1981 (working day 1643). This will be a weekly event (some discussions are in work now that the market will not be held on July 8, 1981 (working day 1662), July 15, 1981 (working day 1667), and July 22, 1981 (working day 1672) because of overlapping street closings and the desire of the farmers to use Saginaw rather than a secondary street).
- Saginaw totally closed to traffic for annual sidewalk sale days. The sale will start July 22, 1981 (working day 1672) and extend to the morning of July 27, 1981 (working day 1675). It should be noted that if the sidewalk sale which requires a full closing of Saginaw is to be held starting on July 22, 1981 (working day 1672) that it might not be necessary to cancel the farmer's market for July 22, 1981 (working day 1672) if the two events can be held concurrently on Saginaw.

Harrison Street work

- West 20 foot closed to traffic from start of work day in morning until 3:30 p.m. The third lane of traffic will be open to traffic at 3:30 p.m. to accommodate rush hour movement.

The delivery date of structural steel for the state office building has now slipped to April 24, 1981 (working day 1611). Therefore, this corridor will be in effect starting then. The completion date for structural steel of July 13, 1981 (working day 1665) is to be held.

- Two or possibly three westerly lanes closed to traffic for installation of water and sewer connections in public area site improvement work.

This work will take about 5 working days and the starting date has not been set.

A constant evaluation is being made of traffic conditions expected over the summer and every effort will be made to maintain as smooth and unrestricted flow as possible. We have made a further check with FDC and they feel that there will be no more interruptions of Saginaw Street traffic by work at the hotel. We have asked them to recheck this once more and respond to the DPW if there is any possibility of interruption of Saginaw Street movement.

There also is a possibility there will be more than one traffic signal to be installed in Saginaw at the new intersection. This signal may prove to be difficult to work around and every effort must be made to allocate funds to get pole foundation and anchor bolts set so that paver work in Saginaw is not delayed.

Another project that poses potential for traffic problems is the start of PASI #2 work. Presently a hearing is scheduled for April 15, 1981 (working day 1604) on the Mill End property acquisition. There is no word as to how this will turn out but it could have a strong impact upon how PASI #2 work is planned and scheduled in the field. We shall follow this carefully at each of our sessions. I suggest that once the go ahead is obtained on PASI #2 work that we prepare a network model of the work for the guidance of all concerned.

There are some other miscellaneous construction programs that may or may not have an influence upon the traffic flow in downtown Flint. There is no current word on when each of these will start but they should be kept in mind as a set of activities that should be considered. The first is erection of the sculpture at Riverfront Center. This may need some special lifting attention but should be able to be done well within the constraints of the area available. There also will be some minor construction done at the dam vault; however, this is expected to be no more than normal small construction and should not affect traffic patterns at all. Then, some time this summer it is anticipated that construction of a playground at the area north of the Beach Street parking deck between the deck and the river will be initiated.

We should keep an eye on all three of these programs even though they should have little if any impact upon traffic flow.

A brief discussion was held of what news was available on the state office building east of the hotel and on the parking deck for the state office building. No word was available on either.

City of Flint master plan implementation

In the afternoon we met with members of the Flint planning staff and reviewed in depth the proposed plan of action for preparing, presenting, and gaining approval of the second portion of the city's master plan. This work is called SP-2 and will be put into full work upon approval of section SP-1.

Overall, the logic of our network model was acceptable and the durations that have been assigned as estimates will be maintained as targets. Although it is a tight schedule every effort will be made to meet it. The discussion today was good and brought out many points that will be helpful in the actual preparation of the material. Of particular concern to everyone is the proper selection and actual preparation of the graphic documentation particularly map work. We also discussed the approvals and the approving agencies in great detail. Those which are to be involved will be carefully selected so that a proper cross section is obtained that permits full community, as well as, regional input so important to properly implementing master plan work.

We shall evaluate progress against this plan of work regularly in our sessions once SP-1 is approved and full blown action starts on preparation of SP-2.

General

Today we were able to make a quick tour of most of the major downtown program areas. Also, Mr. Vyvyan and I continued our brief discussions of the project information storage retrieval system. We shall continue to work on this and shall evolve a system by which the planning work accomplished over the past several sessions can be identified, classified, stored, and retrieved for reference on future capital improvement projects along with other types of municipal work. This could be a great help to effective planning of future programs, and as such is an important part of our work particularly as it impacts upon implementation of the master plan.

Mr. Vyvyan has prepared and distributed an agenda for our next session.

Ralph J. Stephenson, P.E.

RJS:sps

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

RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER

May 14, 1981

Subject: Monitoring Report #110  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79:30

Date of Monitoring: April 30, 1981 (working day 1615)

Actions taken:

- Updated corridor analysis for Riverfront Center
- Prepared network model for Union Street work from Beach to Saginaw
- Reviewed and monitored PASI work at Riverfront Center area
- Monitored parking deck construction progress
- Monitored state office building program
- Briefly inspected various downtown projects

Riverfront Center corridor analysis

In our morning session we updated the sheet C-1 traffic corridor analysis for the Riverfront Center to Issue #3, dated April 30, 1981 (working day 1615). The consensus is that what we have now in Issue #3 is a workable plan, although there is still too much overlap in work at Beach and Saginaw.

Because of the importance of having Beach Street closed during erection of garage superstructure precast it has been decided to cancel the three farmer's markets that were planned between July 6, 1981 (working day 1660) and July 24, 1981 (working day 1674). The closing of Saginaw Street for the sidewalk sales is now back to the original dates of July 22, 1981 (working day 1672) through July 27, 1981 (working day 1675). In Harrison Street, the erection of structural steel for the state office building has not yet required any more than the curb lane to be used for construction operations. It is not certain how long this will continue but it does make movement of Harrison Street traffic much easier particularly during heavy demand periods. Structural steel for the office building is moving well, and we are still holding the completion target of July 13, 1981 (working day 1665).

The use of Beach Street for installation of mechanical and electrical work at the parking deck will begin now on July 27, 1981 (working day 1695) and run through to about August 14, 1981 (working day 1689). Only one half of the street will be closed to traffic at a time during this period.

Drawing C-1, Issue #3, dated April 30, 1981 (working day 1615) has been printed and issued to all concerned. It is assumed at this time that we are proceeding on the basis of this corridor statement and we will plan to monitor the plan regularly to incorporate desired revisions.

#### PASI Work at Riverfront Center

The Mill End hearing has been held, and it appears now that by September, 1981 it should be possible to demolish the structure. Present plans are to have the DPW start PASI #2 work some time in July or August, 1981. It is extremely important to begin this work as early as possible since the time constraints imposed upon the funds are very tight, and it is highly desirable that we do not request extensions for either PASI #1 or PASI #2 work. Present plans are to finish both work operations by November 1, 1981 (working day 1744) if at all possible.

*will  
begin  
demolition  
in Aug 1981*

There is considerable work to be done in PASI #2, and present plans are to begin work in the section of Brush Alley between New Union and the river. Work will generally proceed south with the branch work being done as the areas are made available. I have suggested that at our next session we prepare a network model for the sequencing of phase #2 public area site improvements, and Mr. Vyvyan and Mr. Collard will establish the framework within which we will do the work.

There is a possibility of construction on the private office building at the corner of Saginaw and the river beginning by late fall, 1981 or in the spring of 1982. Therefore, early completion of public area site work is needed to allow this facility to be built with a minimum of disruption to PASI work. Also of importance is that the present opening plans for the hotel are to have the full grand opening by November 18, 1981 (working day 1756). For this opening, of course, relocated Union will have to be available as a fully open right-of-way.

There still is no word on construction of the state office building parking deck so PASI #2 work will move ahead on the basis that the garage will probably not be put into work in the near future.

In the afternoon we prepared a full network model for Union Street work from Beach Street to Saginaw Street. This was for the purpose of determining the interaction of parking deck work, hotel work, and right-of-way work in Union. Every effort was made to eliminate interferences that would tend to delay any of the three projects. All agreed that the plan of operations prepared represents a reasonable approach.

This project is shown on sheet U-1, Issue #1, dated April 30, 1981 (working day 1615). It has been printed and distributed by Mr. Vyvyan.

#### Hotel parking deck

Construction is moving well on the hotel parking deck with piling being substantially complete for the entire project and with construction of pile caps following moving well. Grade beams on the west side of Beach Street are nearly complete with the present goal being that the full foundation will be ready for erection of precast by May 18, 1981 (working day 1627). There was considerable discussion about the target completion date for the hotel parking deck and it was re-emphasized in the meeting that an opening of November 18, 1981 (working day 1756) for the hotel is critical, and is being held. Further it is important that adequate parking be available for not only guests but possibly for some of the employees. The employee load at the hotel will place sizable demands on the parking facilities in the downtown area and this matter should be given close attention in the near future. Miss Stoughton, Mr. Whitney, and Miss Goss will review parking needs soon with the appropriate authorities.

It was again confirmed that at our session precast will be erected over Beach Street from July 6, 1981 (working day 1660) to July 24, 1981 (working day 1674). This date is pivotal and every effort must be made to meet the starting and finishing target.

Part of our discussion today concerned design and construction of the skywalk. It is planned to have a skywalk from the new Citizen's Bank building to the stair tower of the parking deck. The design of this connection is important since there are lead times that must be taken into consideration when constructing a facility of this type. The matter is being followed closely by the hotel parking deck team.

Since construction of the cast in place ramps for the deck in Union Street are crucial to interrelate properly to other work within the right-of-way we incorporated a ramp construction plan into the diagramming of Union Street work. As noted above, this operation is shown on sheet U-1, Issue #1, dated April 30, 1981 (working day 1615). We should review this model at each session to insure it remains acceptable.

#### State office building

Structural steel erection was started at the state office building about April 24, 1981 (working day 1611). A brief inspection of the job shows that erection of steel is moving

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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

well and it is still expected that the target completion of July 13, 1981 (working day 1665) or earlier can be met.

We discussed construction of PASI phase #2 work in detail with Mr. Robert West. It appears that interferences between the two work operations can be kept to a minimum with our present operational schedule.

#### General

At the meeting it was mentioned that there is presently planned for construction starting in the full a new multi-story office facility at the northwest corner of Beach and the river. Presently this project does not appear to be exerting a heavy influence upon planning and traffic flow at the south of the river. However, as plans for its construction proceed we should monitor them continually to insure that the anticipate and clear any interference problems that may be generated.

Mr. Vyvyan will prepare an agenda for our next meeting based upon the needs expressed at this session.

Ralph J. Stephenson, P.E.

RJS:sps

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

M.

RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER

May 26, 1981

Subject: Monitoring Report #111  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79:30

Date of Monitoring: May 19, 1981 (working day 1628)

Actions taken:

- Monitored and reviewed PASI phase #1 work at Riverfront Center
- Reviewed hotel parking deck progress
- Reviewed construction program for state office building
- Prepared network model for PASI phase #2 work
- Briefly inspected downtown project

Riverfront Center PASI #1 work

We used as the basis of our discussion the corridor analysis sheet C-1 Issue #3, dated April 30, 1981 (working day 1615). This corridor analysis has been accepted as the current measure of work to be done over the summer and all concerned agreed that it was a suitable schedule of operations. In it, paver work in Saginaw is to be accomplished between early June 1981 and early July 1981, closing one half of Saginaw at a time beginning with the west half being closed on June 4, 1981 (working day 1639). It is anticipated that this work could possibly require less time than shown.

It is still planned to close Beach Street fully to traffic for erection of precast concrete over the street on July 6, 1981 (working day 1660) and reopen it again on July 24, 1981 (working day 1674). Overhead mechanical and electrical work at the street level of the parking deck on Beach will start July 27, 1981 (working day 1675) and continue on through to August 14, 1981 (working day 1689) with one half of the street closed at a time.

Meanwhile, Saginaw Street will be totally closed for the sidewalk sales between July 22, 1981 (working day 1672) and July 27, 1981 (working day 1675). At Harrison Street the partial closing

that was thought to be necessary has been avoided by careful construction planning of the steel erection. Therefore Harrison has been able to be maintained open even though the structural steel raising at the state office building is now within a few days of being completed. This good planning by the groups involved in that project is to be commended. There may be some miscellaneous traffic disruption as the steel erector moves off the site since the crane boom will have to be brought down and disassembled. This, however, will be watched on a day to day basis.

At the hotel fountain the start up has been delayed by the plumbers strike. Plumbers went on strike April 30, 1981 (working day 1615) and are still striking. There is no current word as to when this work delay may end although the consensus, at our session, of designers, architects, and users was that it could be a 4 to 6 week strike. There is no way of currently predicting, however, when the strike will actually be over.

5/20/81  
(105)  
Plumbers  
strike  
still  
delaying  
Final  
connection  
at fountain  
& bridge

There is considerable work yet to be done in installing the PASI #1 traffic signals. Conduit is in and the curb is being replaced. The electrical vault for the signal system is presently being installed. It is felt that work on the signal system could be completed by the end of May, 1981 and as noted previously pavers will start on the west half of Saginaw June 4, 1981 (working day 1639).

- Vault  
in  
- Basin to be  
paved  
near  
- at curb  
line  
- Curb needs  
sootish

There will be some transfer of paver work, primarily at the east side of Saginaw in the sidewalks from the current PASI #1 contract to a later contract. This is due to the need to hold off installing these pavers just as long as possible particularly near the Mill End store and at the construction office site of the hotel field staff.

[ 4 ft to  
be  
reinst.

The Mill End property is now in the possession of the City of Flint and the current evacuation date for the building is August 1, 1981 (working day 1680). Demolition will start immediately after and is expected to be completed by September 1, 1981 (working day 1701). Specifications for the demolition work are presently being prepared. The deadline for soliciting demolition proposals is drawing near since it requires approximately one month to obtain the proposals, evaluate them, and as much as another month to award the contract. Since demolition must start in early August 1981, now is the time to get on the preparation of the contract documents and issue them for proposals.

- Spots  
nearly  
complete  
Bill 1000  
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30  
can be in  
145.

Presently it is planned to monitor the physical demolition position of the contractor on the site very carefully. There was some discussion as to whether it would be necessary to close any of the street areas surrounding the Mill End store

River Park Park

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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

to complete the demolition. The present consensus is that it will not be necessary to restrict vehicular traffic. This matter will be given careful attention in the specification.

It should be noted that the summer program at Riverfront Park is to start June 1, 1981 (working day 1636). Pedestrian and vehicular traffic routing near the area should be kept as free as possible since there will be daily events at Riverfront Park and it is desired to keep routes to and from the area as safe and uncluttered as possible. One other item that may affect to some extent the park traffic patterns is construction of the playground and landscaping work at the north of the parking deck between the deck and the river. This work is probably going to begin in August, 1981. However, no heavy equipment will be needed and traffic disruption will probably be minimal.

*Playground  
work and  
to be done.*

During the summer there will be ongoing events to be scheduled for various downtown areas. We should plan at each session to review these, and monitor carefully the impact they might have on downtown traffic patterns. I recommend that this be made a part of our ongoing corridor analysis agenda.

Hotel parking deck

Construction continues to move well and precast erection was started slightly ahead of the target beginning date of May 18, 1981 (working day 1627). Precast columns are standing for a portion of the west section with some interconnection now being installed. Present plans are that the precast will move in the pattern as has been reviewed in our last few monitoring sessions. Installation of grade beams and pile caps is also moving fairly well and there remains 10 to 15 working days to complete these cast in place items.

Some discussion was held about the playground work at the north of the parking deck and its impact upon construction. Apparently there will be very little interfacing between the two except possibly for installation of some electrical underground work. However, there should be no major conflicts.

The parking deck construction staff reported that skywalk design is now complete from the Citizen's Bank building to the parking deck but that skywalk proposals must go through the building department for a review of the plastic cover material. It was brought out in the session that lack of completion of the skywalk to the Citizen's Bank building should not interfere with interim operation of elevation tower #1. Even though some delays are experienced in obtaining needed variances bridge construction from the parking deck to the hotel probably could proceed.

There was no evaluation possible of the impact of the plumbers strike upon construction of the parking deck. However, at some point, presumably later this summer, there could be an effect felt if the strike is a long one.

We again discussed the possibility of putting the deck into use in mid-November, 1981 provided the hotel needs the facility for its opening at that time. Elevator delivery, however, is still a delay in accordance with our previous discussions and therefore this matter will have to be studied on an ongoing basis. It has been pointed out by the project team for the hotel deck that some of the trades that follow erection of precast are difficult and possibly of long duration. Therefore, we will continue to evaluate the potential for completion of the deck periodically.

It was suggested by several of those present that we prepare a network model for the work remaining once precast erection has been completed. I highly recommend that this be done and if agreeable to those concerned we will plan to do this at a near future session.

#### State office building

As noted above, structural steel erection for the state office building has moved extremely well and present plans are that the building frame will be topped out within the next 10 working days. There still remains considerable plumbing and detailing to be done on the frame and metal deck is being delayed slightly. Nevertheless, work progress on the office building has been good over the past four weeks and the job is in reasonably fair shape.

The plumbers strike will probably start to affect the job sometime within the next month; however, presently there is no major delay being experienced because of the strike.

There was some discussion of the impact of PASI #2 work upon construction of the building, and the state office building construction staff were invited back to our afternoon session to participate in planning of phase #2 PASI work installation.

#### PHASE #2 public area site improvement work (PASI #2)

Our efforts at this meeting produced a preliminary network study model shown on sheet #50, Issue #1, dated May 19, 1981 (working day 1628). This drawing was distributed to those at the meeting for their review and study. Please note that a 1981 working day calendar rather than the base calendar presently in use for Flint programs was used. (Over the next six months it is planned to shift from the earlier base calendar

to the 1981 base calendar for ease in mathematical processing). Most of those participating in the planning work have both calendars. If a need arises for additional copies, they are available upon request.

For our planning work we again made use of the street designations set up earlier. These are shown on the key plan at the left side of sheet #50. Our work today concerned planning only the underground installation along with demolition of the Mill End store. At our next session we will complete planning for the curb and paving work as well as making a complete review of the underground sequence presently shown on sheet #50, Issue #1, dated May 19, 1981 (working day 1628). The present pattern of work at the phase #2 PASI area which is basically east of Saginaw Street is set by the demolition date for the Mill End store and the required completion date established by the grant. The Mill End store demolition work is expected to be completed by September 2, 1981 (working day 1701) and this will allow completion of the 12" water line installation in new Union. Present plans indicate that all underground work for phase #2 PASI could be completed by September 10, 1981 (working day 1707). The sequence for installation of work is shown in this network model, and no major discussion of it will be made here except for clarification of a few points in the diagrams. It should be noted that task 7-8, remove and replace 42" storm in D and F, also assumes maintenance of the existing 42" line in service while replacement is being done. It is necessary to finish this work before starting the sanitary line in G and E because installation of the 18" sanitary line (task 11-12 and 12-13) includes removal of the existing 36" storm sewer in G and E while now receives the flow from that sewer being replaced in D and F. It is anticipated that as much concurrent work will be done throughout construction of PASI #2 as possible.

One of the unknowns that will have to be closely watched in this work sequence is task #20-22, excavate and remove existing basement at B. There is no current information as to how extensive this basement is, although previous experience in the area indicates it could be a difficult removal job. Additional studies are being made to see how much actual removal is actually essential for construction of new Union. This matter will be investigated prior to our next session.

Overall, there seems to be general agreement with the present plan of work. It may cause some difficulties with day to day retail operations for facilities on the east side of Saginaw. Nevertheless, with careful attention to deliveries of materials to the stores and the other site at the east, work should be able to be installed without excessive disruptions to day to day functions. We shall continue to study the program very carefully and monitor it at each of our meetings.

Monitoring Report #111  
City of Flint Downtown Improvement Program  
Page six

RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER

General

At today's sessions there were two young guests, Mr. David Stein and Miss Patty Mulkins. Each is in college and presently spending a period of time studying municipal processes. We extended an open invitation to them to attend future sessions and participate as they felt appropriate.

Mr. Vyvyan and I reviewed the work to be accomplished at our next session, and he will prepare the meeting agenda and distribute it to those concerned. I suggest that the networks and corridor analyses prepared at our sessions today be distributed to all concerned particularly to the traffic department for their ongoing evaluation.

Ralph J. Stephenson, P.E.

RJS:sps

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

June 9, 1981

Subject: Monitoring Report #112  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79:30

Date of Monitoring: May 29, 1981 (working day 1635)

Actions taken:

- Continued preparing network model for hotel parking deck
- Evaluated current status of parking deck construction
- Monitored progress on PASI phase #1 work
- Continued preparation of network model for public area site improvement work phase #2

Hotel parking deck

At our morning session which was attended by representatives of the design team, the DDA, the contracting groups, and the city, we continued preparing the network model for the structure and interior finish work of the hotel parking deck. Overall, progress looks good, and the current status of precast indicates that by July 6, 1981 (working day 130) (using the 1981 base working day calendar) the structure should be erected to the point where work can begin on erecting the Beach Street section of the precast structure.

Immediately following erection of precast in each of the main units (west, east and middle) work will start on coring holes in the deck for electrical work. When precast is erected from column line 1 at the west to column line 11 at the east and we have cored holed in a large share of the deck, construction of the topping slab will begin. Placing the topping slab is complex and will require careful field management due to the number of trades involved. Work on topping is expected to begin by June 22, 1981 (working day 121). Once the topping slab is poured out at the top and middle level from column lines 1 through 11 installation of above floor electrical conduit for interior power and lighting is to begin. This will be followed by installation of light fixtures at the various levels.

In evaluating how topping work will proceed it was decided that the present goal is to complete pouring out floor topping at the Beach Street section of the deck, column line 17 to 11,

by August 10, 1981 (working day 135). This is an optimistic date and as with all other material in the network model is to be reviewed by the construction team over the next few weeks. It is going to be desirable to finish concrete work just as rapidly as possible so as to insure that construction will be done before the onset of colder weather.

It is particularly important to give careful attention to installation of electrical work shown on network model sheets #52 and #53, Issue #1, dated May 29, 1981 (working day 105) since a good portion of the finish work in the structure is electrical and lighting.

Another element discussed during our session was installation of primary power. To start this work we must have a cost and design for the primary service entrance which is expected to be received momentarily. Once this cost and design has been approved and Consumers can move onto the project, installation of primary power conduit can begin. Again, as with the other field elements this installation work should be studied carefully since permanent power will soon be a critical need.

Copies of the network model, Issue #1, dated May 29, 1981 (working day 105) sheets #52 and #53 were distributed to all those concerned, and they will review and comment on these networks in subsequent sessions. We shall plan to monitor from the diagram and revise and update it as requested by the project team.

It should be noted that the plumbers who went on strike April 30, 1981 (working day 1615) are still on strike, and there is no current information as to when the strike might be ended.

#### Riverfront Center PASI #1 work

We made a brief review of PASI phase #1 work to insure that our current corridor analysis remains valid. It is still the intent to begin work on pavers in Saginaw on June 4, 1981 (working day 1639) (using original Flint working day base), and to work one-half of the street at a time completing all Saginaw paver work by July 2, 1981 (working day 1659). It is possible that this time can be compressed, but presently we shall maintain the above dates for our target working plan.

At the hotel fountain the plumbers strike has continued to delay start up. Presently this is not a serious problem except that it would be good to clean up all work at the fountain as rapidly as possible. Work on traffic signals is proceeding with the vault being in place, the bases to

be poured out within a couple of days, and replacement of the curb nearly complete. It was felt desirable to finish this sub-base traffic signal work before beginning installation of pavers. It is still intended that demolition of the Mill End store be started on August 3, 1981 (working day 1680) and be complete within a month. This operation impacts heavily on PASI phase #2.

At Union Street work on the hotel parking deck lower ramp section has proceeded well, and the intent presently is to complete ramp work just as early as possible so the remainder of the PASI #1 work in Union can be completed.

It was reported by the parks and recreation department that playground work north of the parking deck is now out for proposals and should be let soon. Presently there seems to be no major conflict with playground work, PASI #1 completion, and the parking deck.

#### PASI phase #2

An extensive discussion was held about PASI phase #2 and we continued work on the network model sheet #50 and #51, Issue #2, dated May 29, 1981 (working day 105). (In this network model the working day base uses the 1981 calendar). Therefore the network shall be used as the reference point in this discussion.

Work start on phase #2 operations has been delayed slightly and instead of beginning on June 8, 1981 with removal of the 42" storm sewer in old Union and Brush Alley this work will now start on June 15, 1981 (working day 116). We discussed the sequence of underground utility and construction in the various portions of the PASI phase #2 area shown on sheet #50, Issue #2, dated May 29, 1981 (working day 105). It was agreed by those involved that this is a satisfactory sequence and the task durations should be able to be met.

It is expected that once the 18" sanitary sewer is installed in old Union that work on new curbs, sidewalks, and paving can begin. Presently this date is set for August 19, 1981 (working day 162) subject to further confirmation. Work on new curbs at new Union is expected to be able to begin on September 10, 1981 (working day 177). Paving for new Union is presently projected to be complete by October 23, 1981 (working day 208). This is a key series of tasks and will be reviewed at each of our sessions to insure that it has acceptance and validity.

It was decided that for the time being we would not establish a firm starting point for the new curbs and paving in to the other sections of the area, pending further analysis of new

Union Street work. The reason is that we do not want to get too many public area site improvements under way and then have to stop work over the winter period, thus opening them up to possible cold weather damage.

Copies of the Issue #2 network model, sheets #50 and #51, dated May 29, 1981 (working day 105) were distributed to those involved and are available for those who may wish to follow progress of the work. I suggest that at a near future session we review in detail the proposed work sequence with all other parties involved in construction in adjoining areas.

It should be kept in mind that the downtown merchants are extremely interested in this work area, and we should provide them with our plans of work as they may request so they can make accommodations for shipping and receiving as well as merchandising during the very critical construction times. This matter is being handled by Miss Kathy Stoughton in conjunction with downtown representatives.

#### General

It was planned to begin preliminary work on public area site improvements at the Auto World project but due to unforeseen difficulties this has been postponed to a near future session.

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

Ralph J. Stephenson, P.E.

RJS:sps

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

June 20, 1981

Subject: Monitoring Report #113

City of Flint Downtown Improvement Program

Flint, Michigan

Project: 79:30

Date Of Monitoring: June 11, 1981 (working day 1644 - original  
Flint calendar)  
(working day 114 - 1981-82  
calendar)

Actions taken:

- Monitored hotel parking deck program
- Reviewed PASI #1 work
- Reviewed state office building construction status
- Reviewed PASI #2 work

Hotel parking deck

Progress continues good on the parking deck with precast now being erected to column line 10. Erection is moving well and is currently three to five working days ahead of target dates. It is anticipated that work on precast erection at the east side of Beach Street will begin shortly. The target date for this work to start as shown in the Issue #1 network dated May 29, 1981 (working day 105) was June 22, 1981 (working day 121). It is expected that this date will be met or bettered.

Coring of holes for electrical outlets in the floor decks has started and should have no difficulty in keeping ahead of the in-topping work preceeding the actual pouring out of the topping. Present plans are to begin topping work on or before June 22, 1981 (working day 121).

The plumbers strike which began April 30, 1981 (working day 85) may soon be ended subject to ratification of the agreement by members of the union. Present expectations are that the plumbers will be back to work on Monday, June 15, 1981 (working day 116). This is conjecture at this time, and there could be a further delay depending upon the results of the vote.

The design of the skywalk from the parking deck to the hotel has been completed and is released to the precast fabricator for preparation of shop drawings. It is

expected that the bridge along with the elevator towers will be fabricated and delivered to the job site so erection of the entire facility, except for the bridge to the Citizen's Bank building, can be completed by the end of July, 1981. There was no current word on precast for the stair towers except that no shop drawings had yet been received for stair tower #1 or #2. Shop drawings are in for approval for stair tower #3.

Some discussion was had on elevator deliveries and as of June 11, 1981 (working day 114), there had been no change from the previous commitment by the elevator supplier. The first elevator is due to arrive on the job site December 11, 1981 (working day 242) and to be in operation by mid-January, 1982. However, there are ongoing efforts to be made to improve this delivery, and a conference with the building department is expected shortly to determine the requirements to grant a temporary certificate of occupancy (C of O) to be issued so the deck could be available for use by hotel guests when the hotel has its grand opening. This grand opening is still set for mid-November, 1981 although the plumber's strike may have some lengthening influence on the completion target.

The Consumers Power primary service cost and design has not yet been submitted, and it is to be stressed that submission of this material and review and approval of it is necessary to allow primary power conduit to be installed. I strongly suggest that this matter be addressed now so that primary power can be installed as soon as possible.

We are still maintaining a start of precast erection over Beach Street on July 6, 1981 (working day 130) with its completion by July 24, 1981 (working day 144). Upon further review of the needs prior to when the electricians can be installing light fixtures at the Beach Street area it was found that probably the installation of fixtures over Beach Street might not be able to be started until about August 18, 1981 (working day 161). A detailed review of the sequence will be made by the hotel parking deck project staff, and we should plan to discuss this matter at future meetings. If a later date than presently expected is set for installation of this electrical overhead work, perhaps the necessary paving and island work in the Beach Street right-of-way can be accomplished during the gap between completion of precast erection and start of overhead electrical work at Beach. This matter, too, will be discussed in the near future.

It might be wise to consider rediagramming the Beach Street work at the parking deck as soon as adequate information is gathered to prepare an authoritative plan. I shall discuss this with Mr. Vyvyan and we shall include it on the agenda if appropriate.

PASI phase #1 work

With the plumbers apparently going back to work soon, fountain plumbing installation can be completed and the fountain tested. It probably will require about 10 working days to complete plumbing work at the fountain when the plumbers return. There is a question as to whether the fountain should be made operative this summer or whether its operation start should be held until the hotel is occupied. This matter will be reviewed by the DDA and a decision made soon. Protection of fountain materials may prove to be difficult if the fountain is not actually put into use.

Pavers in the Saginaw crosswalks were originally due to have begun on June 4, 1981 (working day 109) but now will start June 15, 1981 (working day 116). It is critical that this paver work still be completed such that Saginaw is totally freed up for full north/south traffic by July 2, 1981 (working day 129) since Beach Street will be fully closed in the next time period to allow for erection of precast. The contractor feels that he can complete this work for the most part by July 2, 1981 (working day 129).

The traffic poles at the intersection of new Union and Saginaw are erected, and presently there is no major activity restraining start of paver work.

The major amount of remaining work exclusive of Saginaw in PASI #1 is now concentrated in Union and Beach Street. We have already prepared a network model for the Union Street work, and progress is such that the improvements may be able to be completed prior to the present target date shown on sheet U-1, Issue #1, dated April 30, 1981 (working day 85). At Beach Street, as noted above, it would be well to consider re-diagramming the work to be done and consolidating it on a single network model. (Note: See sheet #47 for a diagram base of the remaining PASI #1 work in Beach Street).

At the north side of the parking deck, recreation area work will be started sometime soon. Bids are due in June 25, 1981 (working day 124) with work due to begin shortly after.

State office building and PASI #2 work

These two subjects were combined at this session since the major discussion revolved around the impact of PASI #2 on construction progress at the state office building. The problems that might be encountered were discussed in detail, and it was agreed that the plan shown on sheet #50

and #51, Issue #2, dated May 29, 1981 (working day 105) is still valid. Materials for the 42" storm line in sections D and F are beginning to arrive at the job site, and work will begin there Monday morning, June 15, 1981 (working day 116). There has been consideration given to temporarily repaving old Union (section D) after installation of the utilities so as to maintain old Union and new Union in service one at a time on a continuing basis. This matter will be continually evaluated as the project moves along.

Work at the Brush Alley sections E and F from new Union to Kearsley will be paved if possible this year. In any event, once utilities are installed and complete the area will be made usable for traffic. We also discussed at our session how service traffic will be accommodated within the PASI #2 improvements. This matter will be worked on continually by the DPW in conjunction with the Center City Association. It will require good day to day planning within the overall framework of the total job.

Work at the State of Michigan office building is presently meeting desired targets on structural steel erection; however, some of the following elements have fallen slightly behind, but this lag is expected to be recaptured in the very near future. The target completion is still being held at mid or late May, 1982.

There are probably going to be some traffic problems in the vicinity of the state office building, but if these potential problems can be resolved early enough, a free flow of traffic can be maintained to the project as well as to the DPW work in the surrounding street system.

#### General

At our session it was mentioned that Auto World is continuing to move closer to start of field work. Since Auto World is a complex project and most likely will have an impact on the surrounding street and utility systems, I recommend that as soon as possible the impact on surrounding public systems be evaluated and steps taken to insure that the work is carefully planned. This item was discussed briefly with the management of DPW and there was agreement that the PASI work surrounding Auto World be reviewed at an early date. Mr. Vyvyan will follow this matter and identify when it will be possible and desirable to review PASI Auto World.

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

Ralph J. Stephenson, P.E.

RJS:sps

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

July 9, 1981

Subject: Monitoring Report #114  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79:30

Date of Monitoring: June 25, 1981 (working day 124) 1981-82 calendar  
(working day 1654) original Flint  
calendar

Actions taken:

- Reviewed proposed document information retrieval system
- Reviewed PASI #1 work progress
- Discussed state office building progress and continued evaluating impacts of PASI #2 work
- Monitored progress on hotel parking deck
- Reviewed impact of AutoWorld on surrounding public area site improvements
- Briefly inspected various downtown project areas

Planning information retrieval system

Mr. Vyvyan and I have been discussing for some time the use of a document information system which can be utilized in tabulating, storing, and quickly retrieving information contained in the various documents that have been prepared over the years in our downtown master planning program. We are beginning to formulate the various fields to be included in each record. Records will then be combined into a document file for the various document types. As an instance, we are presently abstracting information from the nearly 90 network models that have been prepared during our work on various aspects of the Flint downtown program. This includes such projects as the Flint flood control program, the river beautification project, St. John industrial park, Doyle housing development, the Hyatt land acquisition, PASI work for several areas, the Flint master plan implementation program, the comprehensive energy program, and several others.

The intent is to identify the information contained in each of these documents and to allow it to be retrieved upon demand when a need for the information arises. We have encountered

many cases where it would be helpful if we could have referred back to previous work quickly and accurately.

Present plans are to include the following data field in each record:

- Name of project and original document number
- Reassigned document number
- First issue date
- Latest issue date
- Project manager
- Project team
- Other areas affected
- Consultants involved
- Type of activity contained in document
- Interrelationships (probably the major responsible parties on the program)

We are still reviewing the possibility of adding additional fields to each record, but the above will be the basic data to be contained in each record. For now we are setting up the fundamental filing format and sometime in the near future Mr. Vyvyan and I intend to begin active tabulation of the actual data for each of the documents available.

#### PASI #1 work

We made a comprehensive review of PASI #1 work evaluating the work remaining in Union Street and in Beach. In Union Street the intent is to begin remaining curb, base course, and paving work by mid-August, 1981. This is slightly earlier than had been originally intended. However, the sooner this work can begin the better it will be for maintaining continuity between Union and Beach operations. Probably completion of PASI work in Union will require about 21 working days. Remaining PASI work in Beach will begin shortly after erection of precast parking deck components over the street. This probably will be in early August, 1981.

Installation of electrical overhead work at Beach Street will proceed concurrently with completion of public area site improvements. Thus, it is entirely possible that by mid or late September, 1981 all work in Beach Street will be completed and the road will be fully opened to traffic.

In Saginaw, pavers have started at the two crosswalk areas. Pavers are reported to require about one day per half width of the street per lane. Thus, we are allowing a week for installation of all pavers and abutting brick paving bringing completion of the pavers to July 2, 1981 (working day 129). This schedule allows Saginaw Street to be open fully before closing Beach Street totally to traffic for erection of precast.

Beach Street precast erection is due to begin July 6, 1981 (working day 130) and be complete on or before July 24, 1981 (working day 144).

We did not monitor installation of fountain and other related plaza work but apparently at this time these are not critical items.

Of additional importance at Beach Street is consideration of how the intersection of Beach and Union is to be signalized. Mr. Jack Wilson will give this matter his careful attention immediately since there are normally long lead time components of any signal system that must be ordered well ahead of installation. It is desired to have the intersection fully signalized by opening of the hotel, presently being maintained at November 17, 1981 (working day 225). We should plan to monitor procurement work on traffic signal materials as a regular part of our sessions. Also the design of the traffic light installation, the location of control conduit and the location of the controller will be of importance since if there is any embedded electrical conduit to be installed it must be done before the Beach wearing course is to be laid.

#### State office building

Work on the state office building is continuing with the major difficulty now being getting supported deck concrete under way. However, this particular operation has no external impact on the area surrounding the office building. It is still intended that the project will be completed by late May or early June, 1982.

We made a detailed review of the PASI #2 work as it impacts upon the office building. Removal and replacement of the 42" storm drain in old Union and Brush Alley is in work and probably will be complete with the connection by July 1, 1981 (working day 128). This will allow underground utility work to begin in Brush Alley from the river south to old Union by July 1, 1981 (working day 128) a few days earlier than planned. It is expected that the work will move rapidly in Brush Alley and new Union, and presently we are maintaining our current target dates as shown on Sheet #50, Issue #2, dated May 29, 1981 (working day 105).

The demolition contract for Mill End is awarded, and we are still intending to begin demolition there by August 3, 1981 (working day 150). Every effort is to be made to keep the alley from new Union through to the river clear during removal of the Mill End store. That area is very tight, and it will be necessary to carefully utilize the space so as not to interfere either with demolition, with construction work on the new office building, nor with installation of utilities in the alley. Thus, an early start on this alley work (prior to start of demolition) would be of help.

Mr. Ted Smith, a local Flint downtown businessman, attended our session on the discussions of PASI #1 and #2 work. He had several excellent questions and every effort was made to answer these as fully as possible.

#### Hotel parking deck

Precast has been erected at the west to column line 10 and precast erection is now proceeding on the east side of Beach out to column line 18. Following completion of the east erection work on the portion of the deck over Beach Street will begin. This is presently scheduled for a start of July 6, 1981 (working day 130) and completion by July 24, 1981 (working day 144).

Coring is almost complete in the west half and in-topping work is under way with the first topping pour to be made Tuesday, June 30, 1981 (working day 127). The first section of topping was due to be completed by June 26, 1981 (working day 125) so there is a projected two to four working days lag in topping work. Probably if the weather holds good this time can be picked up in subsequent pours.

Installation of primary power conduit is in work and the design and cost have been submitted and approved. This work is presently on schedule. Stair tower #1 shop drawings are in and being checked. Shop drawings for stair tower #2 have been approved and the components are being fabricated. Components for stair tower #3 will be on the job shortly and erection is expected to begin Monday, June 29, 1981 (working day 126).

Preliminary discussions have been held with the building department regarding conditions for a certificate of occupancy. Since the hotel is scheduled to open November 17, 1981 (working day 225) the major desire is to have the deck available for parking at that time. However, elevator deliveries are somewhat indeterminant, and therefore it is not fully known whether we will be able to have an elevator in operation by opening. However, if we have handicapped parking available at the grade and 3rd levels with the bridge complete from the 3rd level to the hotel it is anticipated that no difficulty

will be encountered in obtaining approval for a temporary certificate of occupancy.

Nevertheless, every effort is going to continue on improving elevator deliveries since they would be a desirable feature to have in the deck by its opening date.

At a near future session we will complete diagramming remaining work on the parking deck. Mr. Vyvyan through Mr. Gerding will request those involved to be present.

### AutoWorld

Today, we began informal review of the impact of AutoWorld upon the surrounding street patterns and the existing and proposed utilities. There has been considerable discussion about the various elements of this program, and we attempted in the meeting to insure that these elements properly interface to the outside boundaries of the job.

One of the major items that must be given attention at the site is the schedule for installation of the 8-1/2' sanitary interceptor presently to run from the bridge at 5th Ave. and the Flint River along James P. Cole to Fourth, across Fourth to Saginaw, south on Saginaw to Third, and west on Third. This interceptor is to be tunneled and does extend under the proposed AutoWorld site and near some of the proposed facilities.

Another element of critical importance, to which considerations are presently being given, are public utilities that cross the site that must be either protected or relocated. It has also come to our attention that a canoe livery is presently being planned and is actually in construction on the east side of James P. Cole opposite Fourth Ave. where it deadends at James P. Cole. This canoe livery is at a sensitive location since its demands for parking and space will undoubtedly overlap peak requirements to be encountered at Auto World. Tunnel construction may also influence installation of the canoe livery at that particular location.

We shall continue our reviews of the impact of the AutoWorld development at subsequent sessions. Meanwhile, Miss Stoughton will try to arrange meetings with key members of the AutoWorld project team to help tie together the project and its needs from surrounding public areas.

### General

Mr. Vyvyan has assembled the agenda for our next session and distributed it to those concerned.

Ralph J. Stephenson, P.E.

RJS:sps

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

July 17, 1981

Subject: Monitoring Report #115  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79:30

Date of Monitoring: July 10, 1981 (working day 134) 1981-82 calendar  
(working day 1664) original Flint calendar

Actions taken:

- Monitored hotel parking deck progress
- Continued preparing network model and checklists for work to be done on parking deck
- Prepared preliminary laundry list and early activity plan for new police and fire facility and commercial revitalization program in near north Flint
- Monitored current status of state office building
- Monitored current status of PASI #2 work
- Reviewed traffic routing and activities in public right of ways for next few weeks
- Continued discussions regarding planning information retrieval system

Hotel parking deck

Erection of the precast structure over Beach Street started July 9, 1981 (working day 133) about two days later than had been anticipated. However, the work is moving well, and it is possible we may be able to complete slightly ahead of the target date of July 24, 1981 (working day 144). The intent now is to dovetail erection of the parking deck structure with installation of the topping slab at the third level (1st supported level off the street level) so that the work on light fixtures on the under side of the parking deck in Beach Street can follow immediately after completion of the structure. This would be desirable.

To install the lighting fixtures subsequent to completion of the structural frame on July 24, 1981 (working day 144) will require closing of one half of the street at a time. During

this same period, PASI #1 improvements to Beach Street will also be completed. Thus, by August 14, 1981 (working day 179) it is planned to have Beach Street completed and ready for reopening.

The precast structure now is nearing completion and stair tower #3 has been partially erected. Stair tower #2 is in fabrication and there is no current word on its delivery. The plan, however, is to be able to move continuously from completion of the main structure to completion of the stairwells. Therefore, delivery of stair tower #2 as well as stair tower #1 will probably be somewhere between late July 1981 and mid-August, 1981. Bridge #1 shop drawings are still being prepared and as with the stair towers it is hoped to be able to schedule bridge #1 deliveries and erection so this work can be accomplished while the erector is still on the job.

We prepared some additional network models for the various portions of the parking deck job and the result is that it still appears feasible to have the deck operational by November 17, 1981 (working day 225) provided a partial certificate of occupancy can be obtained.

Elevator work was again discussed and there has been some improvement in delivery commitments. The elevator contractor has now said he will ship all three elevators on November 2, 1981 (working day 124). They should be on the job by November 13, 1981 (working day 223) and allowing one month per car for installation and testing, the first elevator should be on line by December 14, 1981 (working day 243). Although we have not yet installed this first elevator early enough for the hotel opening, we have narrowed the time span between the opening and when the first elevator will be available. Continuing attempts to improve the dates further will be maintained.

Ramp construction in Union Street is proceeding well and much of the major structural form work is installed up to the third level. This work is meeting or bettering current early start and finish targets. It is still desirable to complete ramp construction just as soon as possible so an early completion of remaining PASI #1 work in Union Street can be accomplished.

A major part of our discussion today revolved around traffic signalization in Union and Beach. Mr. Jack Wilson said he needed working drawings for completion of their design check. These are available at the job site. The design for the signal system will take about five working days from next Monday, July 13, 1981 (working day 135). Following design and design review approvals can be obtained for the expenditure, and orders placed. Efforts are to be made to expedite approval of ordering materials because of the potential long lead times required for equipment delivery. Light controllers, depending upon their complexity,

could require as long as four months delivery time (even longer delivery times have been experienced recently). Heads can be available within 30 working days after their order. Poles (3 ten foot poles will probably be needed) are available. Wire is currently on order. Anchor bolts, templates, and brackets for supporting the various structures should be available within a few working days after needs are identified.

A study must be made as to how the signals are to be attached to the deck. This matter is to be addressed in a joint traffic and engineering meeting to be held Monday, July 13, 1981 (working day 135).

It was decided that installation of the entire traffic signal system would probably require about one week following delivery of the last component. It is important to remember, however, that any conduit that must be installed underground or in the wearing surface of the paving will have to be accommodated early since we plan to have this remaining PASI work done by mid-August, 1981. All involved are aware of these tight dates.

In summary, work on the parking deck structure is moving quite well and currently meeting targets between early and late starts and finishes. There are some minor delivery delays in specialty areas such as the elevator towers and the bridges; however, these are not expected to cause any major disruptions.

An item to be watched is the plexiglass cover to be installed at the bridges. It probably will be necessary to obtain a second variance on the second bridge. I suggest this be done at an early date since commitments are presently being made for purchase of the transparent roof system.

Materials for the dome roof will probably be on the job by October 1, 1981 (working day 192). This should allow the interior of at least bridge #1 to be completed in adequate time for the grand opening on November 17, 1981 (working day 225).

#### Planning information retrieval system

We continued discussions about the planning information retrieval system and decided that the fields to be used, spaces to be allocated, and initial identifications to be incorporated will be as follows:

- Original drawing number - 4 spaces - ODN
- Reassigned drawing number - 3 spaces RDN
- Project name - 20 spaces - PN
- Original issue date - 6 spaces - OID

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- Latest issue date - 6 spaces - LID
- Project managers - 3 spaces - PM
- Project elements - 35 spaces - PEL
- Who's involved - 35 spaces - WHO
- Impacted groups - 35 spaces - IMP
- Consultants involved - 19 spaces - COI

Mr. Vyvyan will obtain a full set of prints of all drawings that we have presently in our tracing file, and I shall start inputting data from these sheets. We shall use the data for our trial runs on this retrieval system. As the system is refined we will begin to apply it to other elements of the downtown master planning project aside from the drawings themselves. This will be an ongoing effort aimed at ultimately making the full set of data we have on this work available to whomever wishes it and within whatever selective desires they might have regarding the information.

#### Police and fire facility and commercial revitalization

Today was the initial meeting for start of planning on a new facility located in north Flint. This facility is visualized as a combined police and fire training center with a fire department station incorporated within the complex. In addition, the training facilities are expected to see multiple use in both business and community training related to security and protection of health, welfare, and safety. Adjoining the facility could very well be a commercial revitalization program aimed at improving the entire district and its marketing and environmental characteristics. These two projects are presently visualized as going hand in hand and for the time begin are conceived of as major elements of the total program.

The laundry list we prepared with those attending the session was quite comprehensive and should be reviewed carefully. This list is shown on sheet #54, Issue #1, dated July 10, 1981 (working day 134). Mr. Ursuy will distribute copies to those concerned. The agencies involved in the program are the police department, fire department, 5th and 6th ward concerned citizen's organizations, DPW and Department of Community Development. Other groups will be involved as planning proceeds. Of importance could be the involvement of local businessmen. Mr. John McGarry will investigate the possibility of inviting their participation and comments on how it can be best done.

Meanwhile, Mr. Ursuy will start implementing the laundry list by establishing a tentative project organization and setting

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CONSULTING ENGINEER

up preliminary operational guidelines which he will distribute for review and comment to all parties concerned. Concurrently investigations will be made of the physical nature of the site including structural characteristics, existing utilities, topography, ownership, area, and other such statistical features that might be put together in a project manual. Establishment of funding sources and preparation of a financing approach are important activities that should be accomplished early in the project.

We expect to continue preparing the network model for this program at our next monitoring session. Mr. Ursuy will set those attending and notify them of the meeting.

#### PASI #2 and state office building

Installation of the 18" sanitary sewer in the G section (between new Union and the river and Brush Alley) is under way and is slightly ahead of early starts and early finishes. Work on the 42" storm in B is complete; however, the F area installation must have some interferences with power conduit and vaults resolved before it can be completed. There are bound to be such interferences as the work proceeds and therefore we shall monitor on the basis that the plan may have to change occasionally from the desired sequence depending upon what sub-structure obstructions are encountered. Presently, however, we are maintaining adherence to the network model shown on sheet #50, Issue #2, dated May 29, 1981 (working day 105).

Demolition of the Mill End store is still scheduled to start August 3, 1981 (working day 150) and be complete by September 2, 1981 (working day 172). Miss Nancy Goss of the Center City Association attended our meeting and will update her map of downtown street activity from our discussions today. We have suggested that the downtown businessmen be kept aware of what is planned over the next few weeks and Miss Goss will see that this is carried out.

Meanwhile, work on the office building close in is starting with erection of masonry at the 2nd floor now in work. They are still holding a target completion of late May/early June, 1982 for the building.

#### General

Mr. Vyvyan will prepare the agenda for the next session and distribute it to those concerned. Meanwhile, he also will print for me a set of blueprints of the planning documents we have been working with for abstracting the data for our retrieval system.

RJS:sps

Ralph J. Stephenson, P.E.

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

*M.*

RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER

August 7, 1981

Subject: Monitoring Report #116  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79:30

Date of Monitoring: July 24, 1981 (working day 144) 1981-82 calendar  
(working day 1674) original Flint calendar

Actions taken:

- Monitored progress on Hyatt Hotel parking deck
- Reviewed PASI #1 and #2 work
- Monitored progress on state office building program
- Continued planning procedures to be followed on new police, fire, and community facility on north side

Hotel parking deck

Precast structural erection is in work over Beach Street and presently meeting targets between early and late starts and finishes. It appears that work on the parking deck will be able to hit the date goals set out for it so far as erection and installation of work at the underside of the third level over Beach Street.

Precast towers and bridges are still being erected, fabricated, or designed. Tower #1 and bridge #1 are expected to be erected complete by late August, 1981. Bridge #2 has been detailed, but shop drawings have not yet been approved. A structural support beam must be installed at the bank building, and this work is to be done by a different contractor than the one erecting precast.

As noted in the previous report, there has been a slight improvement in delivery of elevators and these are still holding as firm dates.

The major discussion today revolved around signalization at Beach Street, Union, and Kearsley. All at the session agreed that signalization must be studied in respect not only to vehicular traffic but to pedestrian traffic, particularly since it is a difficult pedestrian circulation area, even now.

Later in the year, as a more intense pedestrian density is generated by the surrounding facilities, it can be expected that the problem of interference between vehicular and pedestrian traffic will become even greater. I strongly recommend a pedestrian traffic study be made now to determine how the needs of both vehicles and walkers are to be accommodated within the signal system proposed and ultimately installed for the area.

#### PASI work

At the west side of Saginaw, ramp construction in Union Street is moving very well with the goal of completing all work as soon as possible so remaining PASI work in Union can be completed by early fall. This appears to be a distinct possibility at present. There is also a need to further review the use of property between the curb line and the present Citizen's parking area on the south side of Union at Beach. This area will, in part, be underneath the parking deck. With present plans to extend the Citizen's parking lot, the configuration should be carefully studied so far as its finish materials are concerned. Crosswalks must yet be finally decided upon.

There was some minor discussion about plaza tree grates. This matter will be resolved by project staff.

At the east side of Saginaw PASI #2 work is ongoing with operations presently meeting targets between early and late starts and finishes. The 18" sanitary sewer in sections G and E is being installed and will be followed by the 18" sanitary line in F. Michigan Bell Telephone conduit will probably have to be installed immediately after the 18" line is completed. This sequence will be worked out by the city and Michigan Bell.

Demolition of the Mill End store is still scheduled to begin August 3, 1981 (working day 150), and will take approximately one month. Demolition is an important item to freeing up following work on underground installation for the area.

We had a brief discussion about lighting in new Union. This matter will be checked by Mr. Ken Collard.

#### State of Michigan office building

No formal review of the project was made at our session. However, we did discuss the interrelationship of PASI #2 and construction of the new office building. Apparently at the present time most problems are being worked out by the field forces involved. We shall plan to review office building progress in relation to PASI #2 work in a near future session.

Police and fire facility, and neighborhood business revitalization

There was a large attendance at this session, and it was a very profitable meeting in that we were able to generate interest and overall acceptance of the proposed program of action to be undertaken by the project team within the next few months. We were able to complete diagramming work necessary to the point where the City of Flint could execute an agreement with an architect/engineer for start of design work on the program. This set of operations is shown on sheets #55 and #56, dated July 24, 1981 (working day 144). (Please note on sheet #55 that Issue #2 should be added to the issue record in the lower right hand corner with the date of July 24, 1981 appended).

The procedure to be followed was generally agreed to by those attending; however, each party requested they receive copies of sheets #55 and #56 for their further review.

Present plans indicate we should be able to have an executed agreement with the architect/engineer on or before June 2, 1982 (working day 362).

The very critical early stages of the work deal with comprehensive reviews and comments of operating guidelines, and then on to preparation of the preliminary project report, which once commented upon, leads to submission of the report to the mayor; then next to selection of the architect and engineer for design of the project.

The project report will contain information about many items including:

- Topo and sub-soil
- Target budgets and financing plan
- Traffic patterns
- Site size requirements
- Multi-use facilities within the complex
- Relocation diagnostic studies
- Area reference information
- Updated market studies
- Code and ordinance information

In addition, the project report should lead into preparation of a preliminary master plan for neighborhood business revitalization. It is important that the two programs, the police, fire and

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CONSULTING ENGINEER

community facility and the neighborhood business revitalization proceed hand in hand and be conceived of as a single well-knit program.

We shall continue preparation of the network model for work following retention of the architect/engineer up to getting the project under construction in the field in the near future. The time schedule with projects of this nature become very important as they near reality; therefore, we must continually monitor project progress.

General

Mr. Vyvyan and I reviewed the needs of the next two meetings and he will prepare the agenda for our next session and send it to those concerned.

Ralph J. Stephenson, P.E.

RJS:sps

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

RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER

August 17, 1981

Subject: Monitoring Report #117  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79:30

Date of Monitoring: August 13, 1981 (working day 158) 1981-82 calendar  
(working day 1688) original Flint  
calendar

Actions taken:

- Briefly inspected Autoworld site area
- Prepared network model for portions of Autoworld PASI (public area site improvement) work

Autoworld

This meeting was devoted principally to a detailed review of the Autoworld project and preparation of preliminary network models for public area site improvement work. We discussed the program in depth with the group attending, including representatives of the construction manager, the Center City Association, the DCD, the DPW, Michigan Bell Telephone, Consumers Power, Parks and Recreation, and the associated architect on the program.

Current major target dates are as follows:

- Closing on UDAG financing - November 2, 1981 (working day 214)
- Closing on private financing - February 1, 1982 (working day 276)
- Construction manager distributed bid packages - February 1, 1982 (working day 276)
- Start of facility construction - April 1, 1982 (working day 319)
- Complete all public area site improvements - November 1, 1983 (working day 723)
- Project completion - March 4, 1984 (working day 807)

At the site some miscellaneous stripping and demolition work has begun and will continue up to the point where work continuity cannot be maintained until additional contract documents are available. The next major document issue will

be for early public area site improvements, and we prepared a network model to evaluate the date this might be made to happen. It presently appears that we will be able to move on site for early PASI work sometime between early November, 1981 and mid-December, 1981. The reason the move in time is not more predictable is that the mode of financing early public area site improvements has not yet been fully determined.

The discussion was at random for the first portion of the meeting but out of the discussions emerged several major topics that should be reviewed in detail over the next few sessions. These are:

- Land acquisition along Saginaw
- Construction schedule and characteristics of the interceptor tunnel
- Grants and deadline dates for these grants
- Public area site improvements design
- Financing of PASI work
- Relocation
- Street improvement and new construction
- Existing building renovation
- Traffic patterns, both pedestrian and vehicular
- Interaction of project with Stevens Street bridge and University of Michigan
- Michigan Bell Telephone program
- Consumers Power program
- Liaison with other design agencies and organizations

Undoubtedly there will be several other major topics emerge as our discussions of PASI work proceed. However, for now we decided to concentrate on the above in our initial planning work.

We next prepared random laundry lists (shown on sheet F-1, Issue #1, dated August 13, 1981 (working day 158) concerning PASI definition, traffic patterns, interceptor work, and street reconstruction. Out of this discussion emerged the preliminary decision that PASI work should be divided into four categories. The scope of work for these various area site improvement packages are as follows:

PASI #1 - Early site preparation

Includes a new 18" water main, a new 12" fire loop, a new 36" sanitary line and a new 30" storm line. There is some question as to whether all of these new utilities must be installed prior to start of construction on April 1, 1982 (working day 319), but we are assuming for purposes of this early work that all have to be installed and operative by that time.

PASI #2 - Later site preparation

Includes power, telephone, and gas revisions, relocations, and improvements.

PASI #3 - On site work

Includes work outside the building and within the property line. A detailed definition of PASI #3 work scope will be made as the project proceeds.

PASI #4 - Off site work

Includes all road demolition and improvements outside the property lines.

We shall in subsequent meetings concentrate on each of the four PASI packages and prepare network models for each as information becomes available.

At this session our major focus was on PASI #1, and we prepared a network diagram for this phase as shown on sheet #1, Issue #1, dated August 13, 1981 (working day 158). This network model is being distributed by Mr. Vyvyan to all concerned.

As part of our session we also discussed the route of the proposed and under contract interceptor which is a very large sewer tunnel adjoining the site. There has been an alternate location proposed for it other than the one originally established prior to details of Autoworld being available. This revised location is being taken under advisement by the DPW and the city, and a decision will be made shortly as to the rerouting of this interceptor.

As we reviewed the various conditions surrounding Autoworld, and particularly how it relates to other portions of the downtown area it again became apparent that a good, soundly prepared, comprehensive pedestrian traffic analysis and recommendation report is in order for the City of Flint. With the advent of various projects that have been and are being brought on line in Flint, the pedestrian is assuming a greater

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CONSULTING ENGINEER

and greater role in planning for the downtown. Since Autoworld abuts riverfront park on the south and southeast, Saginaw Street on the west, and Fifth Avenue on the north and thus can be expected to generate sizable amount of pedestrian traffic, it, in conjunction with other downtown projects, should be reviewed in light of how people get from one place to another on foot. I recommend that such a study be accomplished now so that these results can be taken into account in the design of the site work for Autoworld.

A major role will be played by the associate architect, Samborn, Steketee, Otis, and Evans. We reviewed how the city might best be able to maintain contact with the principal architect R. Duell, and it was decided that the fundamental working contact on design matters and preparation of PASI contract documents would be through the local associate architect. Since very little time remains (only 118 working days) from now until issuance of the Autoworld building proposal package on February 1, 1982 (working day 276) it is urgent that all parties work closely together to insure that the facility work and public area site improvements are meshed properly and that the work fits together with as few discrepancies and errors as possible.

The project team is being organized now for production of PASI work, and we shall discuss this matter at each of our sessions as we prepare network models for the rest of the program. A copy of this report is being provided to Mr. Roy Criss, construction manager for Darin & Armstrong to be used in design discussions with the principal architect/engineer in near future meetings.

*Ralph J. Stephenson, P.E.*  
Ralph J. Stephenson, P.E. (ap)

RJS:sps

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

cc: Mr. Roy Criss ✓  
Construction Manager  
Darin & Armstrong

September 12, 1981

Subject: Monitoring Report #118  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79:30

Date of Monitoring: August 27, 1981 (working day 168) 1981-82  
calendar  
(working day 1698) original  
Flint calendar

Actions taken:

- Continued work on public area site improvements (PASI) for Auto World
- Reviewed riverfront area public area site improvements and state office building work
- Monitored proposed fire, police, and community facility and continued network planning on the project

PASI - Auto World

The major work at this session was to further define each of the public area site improvement (PASI) packages needed for the Auto World program. We also began identifying in tabular form (see sheet F-1, Issue #2, dated August 27, 1981 (working day 168) table #1) the various approvals and distributions that would be required for the documents to be produced in this program.

Our first efforts turned to a review of PASI #1 early site preparation. As of August 27, 1981 (working day 168) approval has been obtained of the new interceptor route and preparation of the bulletin making the change is in work. I urge that this bulletin be carefully written and the negotiations for it carried out using the recent extensive experience of the DPW in public contract administration programs. Work on preparing and negotiating easements with the DDA is in work. So far as the contract documents themselves are concerned the SSOE contract documents have been forwarded to Duell who in turn has apparently sent them on to Darin & Armstrong for review and approval. This approval matter should be pursued to determine who are the appropriate approving agencies in each case. Again, table #1 on sheet F-1 is a start at identifying how document material will flow on the

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job. It is still assumed that Darin & Armstrong is preparing the PASI #1 general requirements and specification forms for letting contracts on the work. Since there was no Darin & Armstrong representative at the meeting authentic information on this matter was not available. Work has not yet started by the DPW on water main contract documents and specifications.

We are still aiming for a target date to issue the PASI #1 contract documents of September 21, 1981 (working day 184). This is a relatively important target since for best and most economical work we must get the project in work in the field before excessively heavy winter weather comes. Thus, the earlier in this case the better.

There is still a need to obtain funding for the PASI #1 project, presumably through UDAG, state, and private funding. A decision will have to be made soon as to whether we will wait for this funding to be available or will find another method of starting the work at an early date to avoid cold weather problems and, of course, the cost escalations bound to occur as time goes on.

A group of project representatives is to meet with Duell in California next week to review the matters that concern interaction of the various organizations and individuals involved. To assist in this discussion we prepared the table #1, on sheet F-1, Issue #2, dated August 27, 1981 (working day 168) which shows various critical points in the processing of contract documents for PASI work. The headings in this table will be rearranged as the table evolves. At present, however, we have used the following descriptions and definitions of information needed to properly manage the work:

- Activity - This is the action that initiates processing of the product of that activity (i.e., preparation of PASI #1 contract documents)
- Document prepared by - Describes the organization or individuals involved in actually preparing the material described in the activity.
- Issued by - The issued by column identifies the firm or individual of record who is responsible for seeing that the document is properly signed and sealed. In the case of contract documents it would be the architect/engineer of record. PASI #1 CD's are issued by Duell's office who is the architect of record and who employes SSOE to do the actual production of contract documents.
- Distributed by - The organization that assembles the various documents and sees that they are sent to the parties involved for proper use. The responsibility of this organization includes:

1. Assembly of material to be distributed
  2. Release of the assembled material in proper form for action.
  3. Receipt of the product generated by the action. In the case of CD's this would be receipt of proposals for the work.
- Approvals required on - indicates the product produced by the activity. It could be contract documents (CD's), shop drawings or any other such item usually generated in construction programs of this type.
  - Approvals required from - These will be the individuals and agencies that formally approve the material upon which approvals are required.
  - Comments required from - The organizations and individuals that should receive the product of the activity for their comments and information. As an example, PASI #1 CD's should be commented upon by Consumers Power and Michigan Bell Telephone to insure that there are no unexpected interferences or conflicts with utility lines.
  - Award contract - The organization who will take formal liability for the field action and with whom the contractor or vendor will have his formal agreement.
  - Do work - The organization expected to accomplish the work defined by the activity.
  - Manage work - That group or individual which will manage the operations generated by the contract awarded.

Two other columns were included but not described in the table #1 work which probably should be given further study. It is entirely possible they are not appropriate to put into the table although they furnish valuable information. They are designation of the payor and the payee for each of the activities. It is important to identify at least the payor to assure that the source of funding is clearly identified. These items should be taken under consideration at future planning sessions.

As we prepared the various material it also was necessary to more clearly identify the other phases of PASI work. We further refined some of the definitions but these scope of work statements should be constantly refined to insure we are all in agreement as to the work to be included. This definition should be an ongoing part of future sessions on the project.

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Due to the tight timetable that will be imposed on this job I strongly recommend that we also give ongoing attention to the division of work between the various design firms, and by the City of Flint, the downtown development authority, Darin & Armstrong, and all others involved at the working level. It is only by clearly defining the responsibilities and authority of each that we are going to keep the project moving smoothly at the interface points with the main Auto World building project line.

Hotel parking deck and PASI phase #1 work

Erection of precast for the parking deck continues to move well, and it is expected that most precast work will be complete with the exception of the bridge to the bank within the next month. Elevator delivery is still being held at November 16, 1981 (working day 224) with installation to take one month for the first elevator, bringing it on line about December 15, 1981 (working day 244).

A major conference relative to certificate of occupancy requirements is to be held with the city next week and this time the conditions under which the deck can be used will be discussed. Present plans are to open the hotel on November 17, 1981 (working day 225) and, of course, it is essential that parking be available at that time in the deck.

Public area site improvement work #1 is also nearing completion and once all ramp areas have been stripped at the hotel, work can begin on completing the Union Street PASI installation from the alley to Beach. Present plans are to begin this work on September 14, 1981 (working day 179). The target date to start the work in our Issue #1 network dated April 30, 1981 (working day 85) was set at September 17, 1981 (working day 182). Thus, PASI work should be able to be completed within our present time schedule. There still must be negotiated the cost for reconstruction of damaged work at Union and Beach. This matter is to be discussed next week.

Present plans are to extend the Citizen's Bank parking area out to Beach Street allowing a sidewalk on the Beach Street side. The design of this area is in work.

PASI #2 work and state government building

Work on the state office building is slightly behind desired targets but this is not impacting upon the public area work surrounding it. The critical PASI #2 element is to insure that the new Union Street, complete with paving and signalization, is available for the hotel opening on November 17, 1981 (working day 225).

At present, utility work in the surrounding areas is moving fairly well, and it is expected that once the Mill End store is demolished, that work can begin on the 12" water line in new Union. Mill End demolition has been very slow and is presently about 18 working days behind the targeted completion of September 2, 1981 (working day 172). The latest that we can begin installation of the water line in A and B is September 25, 1981 (working day 188) in order to meet the present deadlines imposed upon new Union Street work by the hotel opening. This is a very late date and should be improved if at all possible.

In addition, signalization of the Saginaw and new Union Street intersection is critical and must be given ongoing attention to insure that it is operating by the hotel opening of November 17, 1981 (working day 225). We should review and monitor this matter at our next session. Work at the east side is now becoming very tight and will have to be given continuous managerial attention.

Some discussion was held regarding the future of Brush Alley from new Union to the river. There apparently is no resolution as to what architectural treatment this area will receive, nor who is to design it, pay for it, and install it. Plans are still to bring the State of Michigan office building on line in mid-1982, and I suggest the matter of this stretch of alley be addressed immediately.

We discussed erection of masonry on the south elevation of the office building, and it was felt by the contractor that probably within the next 20 working days the scaffold would be down and out of the way of work on the utility underground installation in new Union. Since we will be starting this underground work at the west end near Saginaw, the masonry scaffold and the utility installation should be able to be managed so that they do not conflict with each other.

#### Police, fire, and neighborhood business revitalization program

The preliminary operational guidelines along with a preliminary project program statement has been issued by Mr. Ursuy to all those who must review and approve or comment on them. This work is presently about eleven working days behind our desired targets, and a part of our analysis at this session dealt with how we could regain that time. Probably it can be recaptured by reducing the number of days required to prepare and submit the preliminary project report.

This activity had been given a duration of 44 working days but probably could be done within 33 working days by careful attention and continuous application of resources available.

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RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER

Thus, we are still holding to the target dates set on sheets 55 and 56, Issue #2, dated July 24, 1981 (working day 144). These two sheets have been drafted in final form and issued to Mr. Ursuy for his distribution as he sees fit. We shall plan to constantly update the network model as our monitoring and planning proceed on this very important community facility.

At our session we also made some minor additions to the current network model including the operation of revising and approving the Oak Park urban renewal plan change. This will be a restraint on some of the very critical areas to be carried out early next year and should be given immediate attention. Mr. Ursuy said that the new plan is presently being worked upon.

We also began planning the property acquisition work which will probably require proposals, and the issuance of acquisition letters of intent and offers to purchase for the various parcels. This is a time consuming process and should be looked at in great detail now. Previous experience indicates that it could require from 100 to 150 working days to the start of demolition from issuance of letters of intent and offers to purchase.

The preliminary work needed to issue the acquisition letters is shown in the network model on sheet #57, Issue #2, July 27, 1981. Also on this sheet are listed the various activities for which council approval is required. We shall review these in greater detail as the program continues.

#### General

Mr. Vyvyan will identify the projects to be covered in our next session and will prepare and issue the agenda for that meeting.

Ralph J. Stephenson, P.E.

RJS:sps

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

September 27, 1981

Subject: Monitoring Report #119  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79.30

Date of Monitoring: September 24, 1981 (working day 187) 1981-82  
calendar  
(working day 1717) original  
Flint calendar

Actions taken:

- Monitored public area site improvement work (PASI) for Auto World
- Reviewed PASI #2 and state office building work
- Monitored PASI #1 and hotel parking deck area work
- Monitored proposed fire, police, and community facility (WWD)

PASI - Auto World

We spent considerable time discussing the various boundaries of PASI work at Auto World. We agreed to call the boundaries limit lines, and these were defined as follows:

1. On-site exterior PASI - the outside boundary of public area site improvements included in Autoworld PASI #1, #2, and #3. These phases are as defined on page 3 of Monitoring Report #117 dated August 17, 1981.
2. Off site exterior PASI - the boundary of improvements outside the site boundary and as included in PASI phase #4 defined on page 3 of Monitoring Report #117 dated August 17, 1981.
3. On site interior PASI above grade - the interior boundary, close to the building, that marks where PASI work stops and building work begins above grade.
4. On site interior PASI below grade - the interior boundary at which PASI underground installation stops, adjoining the building, and underground services to the building start.

These four limit lines will be used to define future statements about PASI scopes of work.

We next reviewed the current status of PASI phase #1 work as shown in the network model sheet #1, Issue #2, dated August 27, 1981 (working day 168). There has been very little progress since our previous sessions on approvals of the PASI-1 CD's and on preparation of general requirements and proposal forms for PASI #1. Some progress has been made on preparation of water main contract documents and specs, and these will be issued shortly.

The Michigan Finance Commission application is to be submitted today September 24, 1981 (working day 187). The notice of intent has been published. These items deal with approval of the bond issue by the Michigan Finance Commission so we can close on UDAG funding. It is still the intent to have the UDAG funds released along with state grants and private grants for PASI work by November 16, 1981 (working day 224). This will require approval of the bond issue by the Michigan Finance Commission no later than October 21, 1981 (working day 206).

The selection of a PASI #1 contractor and award of a contract for this work will start at the point where this money is available. Thus, a closer look at the status of the PASI #1 contract documents seemed to be in order after this monitoring analysis. Apparently the contract documents prepared by SSOE have been submitted to Duell for review and approval. However, Duell had submitted the documents to the construction manager and there is no authentic word on the current status of this review and ultimate approval by Duell who is the issuing architect on these documents. Apparently, the holdup presently is in the definition of the on site exterior PASI limit line and the further refinement, from definition of this limit line, of the site plan. Since we are now trying to decide if we will be able to get the site ready for start of building work by April 1, 1982 (working day 319), and since start of building work to a considerable extent depends on having PASI #1 work installed, the definition of this line is a critical pivot point in the work to be done. \*

We outlined, at our session, on a site plan the location of each of these limit lines and the restraints that need to be cleared in order that they can be defined. Generally, the major restraints concern the following items:

- ①- Design of the connector between North and Saginaw.
- ②- A decision and action on acquisition of Perry Printing.
- ③- Acquisition and disposal of additional properties at the northeast corner of the site including the Perry property to the west of Industrial Avenue, and very importantly, the triangle of land at the intersection of James P. Cole Blvd. and Fifth Avenue.

- ④ Decisions and action on acquisition of blocks #45, #35, and #21. These blocks are the parcels between north Saginaw Street, North Street, 5th Ave., 4th Ave., 3rd Ave., and 2nd Ave.
- ⑤ Design of the access for service traffic to Autoworld to the east of MacDonald's. This involves a property trade in which a strip at the east of block #35 is acquired by the agencies involved, as a trading area.
- ⑥ Vacation and dedication of portions of nearly every public right-of-way bounded by Fifth Ave., James P. Cole Blvd., 2nd Ave., and Saginaw Street.
- ⑦ Disposition of the revised route on the tunneled interceptor. It is very important to make prompt decisions and commitments relative to property under which the interceptor runs. This is so that proper safeguards can be assured as the tunneling and construction proceeds. It is desired by the contractor, and probably will have to be made a part of the bulletin and change order process, that the buildings which are near or above this interceptor route be acquired and vacated, with proper releases given to assure that construction can proceed without endangering any structures at grade work.

In our discussions it was generally agreed that the commitments on this at-grade property had to be made within two to four weeks so as to meet with the contractor's present proposed schedule.

It is his intent to begin tunneling at Saginaw on to the north and then east by about April 1, 1982 (working day 319). This is only 132 working days from today, about six months. Thus, it can be seen that a decision in this matter is very, very important.

We also talked briefly about responsibility for formally showing the limit lines. These lines will probably be defined in documents prepared by Duell from information gathered by SSOE, working under the direction of the DDA. It was suggested at the session that once defined, approvals on these limit lines be obtained from FACI and the City of Flint. The reason for this is that those two agencies are heavily impacted by decisions relative to the limit lines. The City of Flint has a heavy responsibility in the vacation and dedication of right-of-way areas and should be involved in ongoing reviews and discussions of the limit lines.

There was no final resolution on when the limit lines will be set since it is a very complex matter and will have to be addressed on a one by one basis with the entire project team. Miss Stoughton and Mr. Collard will take the responsibility of following this matter on through immediately with the agencies involved.

Hotel parking deck and PASI phase #1 work

We reviewed in detail the remaining work to be done in Union Street at the parking deck, concentrating on identifying if it could be completed and the street paved ready for use by November 19, 1981 (working day 227), the hotel opening date. Presently it appears that there are about 21 working days of actual work remaining to be done. There is nothing physical holding up start of this work; however, there does have to be discussion about, and resolution of, who pays for the repair work to the sub-base. This matter will be cleared immediately with those involved by Mr. Collard.

Thus, our present commitments are to complete the Union Street east sector by the hotel opening date.

All materials needed for signalization at both Union and Beach, and Union and Saginaw are either available or in delivery with the exception of wire. However, emergency supplies of wire may be available to complete installation and these supplies will be used if needed. Meanwhile, it was urged that traffic signal installation start immediately, and steps are being taken to clean the areas particularly at Beach and Union so this work can be put into the field.

We did not discuss parking deck work in detail, but apparently it is in good shape and well on schedule for being available by the date of the hotel opening.

PASI #2 and state office building

Work is continuing on exterior close in of the state office building, and it was estimated that within three weeks the masonry on the south elevation would be at a point where the scaffolding could be removed or relocated so as not to interfere with installation of curb, sidewalk, and paving at the new Union right-of-way.

Water main work in new Union is to begin immediately and will proceed from east to west since it does not interfere with state office building masonry presently in work. Once this water main is installed and the necessary basement filling work has been completed, curb and gutter construction will start in new Union at Saginaw and will move from west to east followed closely by sidewalk installation and fine grading and sub-base installation. Once sub-base is in and curbs and gutters are complete in new Union from Saginaw to Harrison, the binder course and wearing courses will be applied to the paved areas. Meanwhile, signalization at Saginaw and new Union will be installed.

Although the new Union target completion is extremely tight it was felt in our discussions today with all those involved

in building this part of the work, that we would be able to complete installation of the new Union paving and the signalization by November 17, 1981 (working day 225). This will give us two days of float time to November 19, 1981 (working day 227) the hotel opening date. It is a very tight program and if any premium work time is to be used it should be determined early and the work done early rather than at a later date when it becomes impossible or very difficult to make up the time that may be lost.

Demolition of the Mill End store is nearly complete and the director of demolition operations for the city said that he will request that the demolition contractor try to complete fill work at the demolished building so as not to interfere with road construction. Again, the schedule is tight and every day must be made to count since it is imperative that this street be opened and operative by November 19, 1981 (working day 227).

Police, fire, and neighborhood revitalization program

We reviewed the logic plan for this work, and it was reaffirmed that our present program, whereby we solicit proposals for architectural engineering services following the mayor's review and approval of the final project report, will be maintained. This brought the issuance of request for proposals (RFP) to March 5, 1982 (working day 300) through March 19, 1981 (working day 310). The reason this decision became important was so that we could identify what role the in house DCD staff should play in formulating the project report (the program of work).

With this plan confirmed, it was decided that we would now proceed full tilt on preparation of the project report which leads to the mayor's review and approval. The final draft of the preliminary project report is to be completed by January 29, 1982 (working day 275) and reviewed, signed off on, and the final report prepared, and issued to the mayor, and his approval gained by March 5, 1982 (working day 300).

We tabulated the material to be contained in the project report on sheet #55, Issue #4, dated September 24, 1981 (working day 187). A list of those items to be included is given below:

- \* - Site selection recommendations
- \* - Financing plan summaries
- \* - Site maps
- \* - Statement of project goals and how proposed facilities fulfill them

- \* - Market study summary
- \* - Schedule of activities to implement recommended program
- \* - Summary of physical site characteristics
- \* - Traffic flow summary
- \* - Site assembly review report
- \* - Reference to support letters
- \* Indicates items to be included in executive section of full project report.
- Site selection criteria
- Financing plan backup data
- Physical site data
- Traffic flow recommendations
- Market backup data
- Description of major spaces
- Code and ordinance data
- Reuse information on existing equipment
- Citizen group space use description
- Site assembly backup
- Letters of support
- Area land use maps (land use relations)
- Statement and graphics re general project appearance  
(This item should be reviewed carefully to insure that it is not over detailed nor premature).

We next monitored project progress. Presently the review and comment on the preliminary operating guidelines is being solicited from each group. It was decided that within the next 5 working days or by October 1, 1981 (working day 192) all comments would be in at which time we will update the operating guidelines, publish them, and concurrently assemble the information needed to prepare the preliminary project report. It was further decided to hold the target issue date of the preliminary project report at December 7, 1981 (working

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City of Flint Downtown Improvement Program  
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day 238), so that in the following one month period reviews and comments of all interested agencies could be obtained. Upon obtaining these comments the final draft of the preliminary project report will be prepared.

We next reviewed the tentative target starting dates for construction, and it was agreed that it appears feasible to have the working drawings prepared and the land cleared by early spring, 1983. The early spring 1983 date would allow a good starting point in the year for construction. If we presume the facility will take about 450 working days (about 21 months) to construct and occupy, occupancy can be projected for late December, 1984.

Naturally, every effort will be made to compress these dates where possible, but it must be kept in mind that there is a considerable task to be done in acquiring the property needed for the facility. This is one of the more time consuming portions of the project. In addition, acquisition of financing is undoubtedly going to have to be very carefully thought through and planned in detail in order to stay within the budgets that are to be established.

At our next session we shall plan to monitor the project and to further refine the network model presently being used to monitor the program.

#### General

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

Ralph J. Stephenson, P.E.

RJS:sps

RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

October 18, 1981

Subject: Monitoring Report #120  
City of Flint Downtown Improvement Program  
Flint, Michigan  
Project: 79:30

Date of Monitoring: October 15, 1981 (working day 202) 1981-82 calendar  
(working day 1732) original Flint  
calendar

Actions taken:

- Monitored public area site improvement work (PASI) for Auto World
- Reviewed impact of sanitary tunnel project on Auto World
- Monitored PASI #2 and state office building work
- Monitored PASI #1 and related parking area work at hotel
- Monitored proposed fire, police, and community facility (WWD)

PASI Auto World

We first reviewed the current status of the public area site improvement package #1 (for content of PASI #1 see page # of Monitoring Report #117 dated August 17, 1981). Work is presently at about the same point as it was at our previous monitoring on September 24, 1981 (working day 187). The review and approval of the PASI #1 documents prepared by SSOE has not been obtained from the architect of record, and there was no word at this session as to when that approval might be given. Apparently major design work on the site is concentrating on definition of limit lines. The general requirements and proposal forms for PASI #1 work has not yet been prepared, but Mr. Criss, the construction manager, said it would be a fairly easy document to prepare and that when it was needed they would start work on it immediately. Water main contract documents and specifications are apparently almost complete, and these will be reviewed and commented on by the architect of record.

The application for bond issue approval has been sent to the Michigan Finance Commission and is presently under consideration by them. It has been determined that closing

on the UDAG probably will not occur until March 1, 1982 (working day 296). Since it is desired to have funding prior to the selection of a PASI #1 contractor, and award of a contract, the late grant date indicates we probably will have to find some alternate way of financing early site work. PASI #1 field work must be completed by April 1, 1982 (working day 319) to coincide with beginning of work on the main Auto World structure.

Financing for construction and for acquisition of land is presently under study and is extremely critical since the lead times needed for property acquisition in PASI areas is considerable. Other downtown work has required as much as 100 to 150 working days to acquire land and start demolition from the time acquisition begins and the letter of intent is received. Thus, adequate lead time must be given so we can complete PASI work for all four stages in a timely and economical manner.

Over the past few years construction prices have risen steadily in the case of construction from one, to slightly more than one percent, per month. Thus, delays to award of construction contracts has invariably resulted in sizable increases in project capital costs.

The present intent on installation of PASI #1 work is to have the DDA issue the contract documents and award the contracts. Although this is current thinking, it should be stressed that final decisions on the matter are being constantly reviewed. I recommend to the project team that strenuous efforts be made to complete PASI #1 design work and obtain all approvals and comments on the PASI #1 contract documents as quickly as possible. This is to be done so that the document preparation and approval itself will not be a constraint on starting work in the field. Again, it should be understood that even now any construction work to be let will probably be forced into cold weather. The longer the delay to award of PASI #1 contracts the more difficult the weather becomes. In addition, it was pointed out by those in our session, the later the start date the smaller the window in which the installation must be made. Presently that window for PASI #1 work extends from now until April 1, 1982 (working day 319). As of April 1, 1982 (working day 319) it is desired to start construction on foundations for the main building which directly adjoin the utilities.

Another important item discussed at our meeting is the route of the new sanitary sewer tunnel. The original route which we have designated as #1 went north on Saginaw from Third to Fourth and then east on Fourth to Cole Blvd., and then north on Cole Blvd. to the southeast corner of Fifth Ave. Route #1 was found to be very close to the foundation of the Auto World main building and investigations were made sometime ago as

to an acceptable alternate route. The route suggested was either #2, which was to follow the same route as #1 up to slightly past North Ave., and then to cut diagonally to the intersection of Fifth and Industrial Blvd., then along Fifth to the southeast corner of Fifth and Cole. A third alternative (#3), which has generally been considered the most acceptable, to date, was to swing up north on Saginaw and turn in a wide radius into Fifth and then to proceed east to the intersection of Fifth and Cole.

We re-analyzed each of these routes since it appears that with route #3 the property acquisition will take so long as to become an unacceptable constraint on the field work. With route #3 a condition of the revision requested by the contractor was that the properties above the sewer route be totally vacated. Following this course of action could possibly mean that tunnel construction would be delayed as much as 70 to 80 working days.

With route #2 there would be some delay if materials needed were different than those needed in the original #1 route upon which the proposal is presently based. However, if these delivery times were not increased it is possible that using route #2 would allow the target dates to be met.

With route #1, the original proposed route, the present date constraints are well suited to the program except that the date now projected for starting work on the tunnel at Saginaw Street and going north is about April 1, 1982 (working day 319), the same date as it is proposed to start construction of the Auto World foundations.

Out of our meeting came a recommendation that we resolve immediately the technical impacts of the tunnel route on Auto World foundation design and construction. If it is decided we can use route #1 with no problem to the foundation installation then it becomes a matter of agreeing to the use of the site at the surface level, and providing access to both the tunnel and Auto World so as not to interfere with each other's operation. This is a very critical matter and will be resolved by Mr. Ken Collard and Miss Kathy Stoughton in the very near future. The network model showing the sequence for this logic is on sheet #1, Issue #5, dated October 15, 1981 (working day 202).

We briefly discussed the matters remaining to be resolved as outlined in monitoring report #119, dated September 27, 1981, and apparently there are to be some intensive sessions to further discuss these matters held next week. Resolution must be obtained on many of the limit lines definitions since, as has been pointed out, these definitions are necessary to continuing with design work in the public areas.

As a by-product of our session it was noted that clarification of all easements on the project site should be obtained early. Easements on programs of this complexity frequently tend to prove troublesome to proper and effective use of the land. This matter is under study at present.

#### PASI #2 and state office building

Present PASI work at the state office is concentrated on cleaning out the existing basements in the right of way of new Union and getting the right of way ready for paving. The 12" water line is installed in new Union, and curb work has begun at the west end near Saginaw Street. Projections indicate that there is about another 22 working days of field operations remaining to complete and pave new Union. This brings completion to November 16, 1981 (working day 224), about three working days ahead of the hotel grand opening.

It is imperative that new Union be available for this opening since it has been planned that dignitaries visiting the hotel will probably approach it along the new Union right of way. These concerns have been discussed in depth and are understood by all involved.

The state office building is moving rapidly toward close in and appears to be on target for a completion in June, 1982. Most of the interferences between the PASI work and the office building are now cleared with the exception of miscellaneous work in Brush Alley. However, this installation should be completed shortly and thus the area around the building will be totally available.

We briefly discussed the matter of final surfacing of Brush Alley and its relation to service traffic to the new office building. Probably the permanent finish on Brush Alley will not be installed until the new office building to the west is constructed. Therefore, it is anticipated that the early surface in Brush Alley, although not permanent, will have to be designed to withstand the service traffic expected into the new State of Michigan office building.

#### PASI #1 at hotel area

Remaining work at the PASI #1 area is concerned primarily with curbs, gutters, and surfacing along with landscaping of the areas from the alley to Beach, and at Beach, under the parking deck. We evaluated each logic plan available, and it appears there is from 10 to 15 working days of field operations remaining to complete all work at Beach and Union. This should complete access from the public areas to the hotel area by the target date required.

Meanwhile, work on the hotel as well as on the parking deck is moving well, and as reported by those involved, it is expected the hotel will open on November 19, 1981 (working day 227). The parking deck will also be available for use without the elevator. No detailed evaluation of the parking deck elevator situation was made at this session, but it would be desirable in the near future to check into equipment deliveries for installation over the next two to three months.

Police, fire, and neighborhood revitalization program (WWD)

Considerable time was spent in evaluating the current status of this work and this evaluation indicates the project is currently about 23 working days behind the desired target key date milestones. We were due to have started preparation of the preliminary project report no later than October 5, 1981 (working day 194). As of today, October 15, 1981 (working day 202) there still remains considerable data to be collected and analyzed relative to back up material for preparing that project report. Solutions to bringing work back on time were discussed at our session, and Mr. Ursuy will investigate methods by which the DCD staff can focus their full attention on preparing this project report.

The reason the project report is so critical is that it represents a document that, once prepared, can be circulated to all groups involved, including the police department, fire department, 5th and 6th ward concerned citizens, Oak Park Community Development Council, DPW, DCD, and neighborhood businessmen to obtain comments and to provide basic recommendations for the overall program. This project report will contain all critical elements necessary to bring the draft to the mayor for his review and approval. This approval will, in turn, unlock the retention of an architect/engineer to prepare detailed contract documents.

Concurrently with the project work on WWD revisions to the Oak Park urban renewal plan are being made. This is a sizable project and is demanding much of the attention of the DCD. Some of our work at the session today revolved around if and how the WWD program could be given a high priority within the work necessary for the Oak Park study. Mr. Ursuy and Mr. King will discuss this in depth with the DCD staff and within the next two working days suggest methods by which we might best proceed on the WWD program. It was generally decided by those at the session that this WWD program has a high priority and that the sizable amount of community and city internal interest generated and evidenced to date would be seriously jeopardized if the project were put aside for any period of time. Work continuity in the opinion of the group must be maintained. Again, Mr. Ursuy will obtain a decision on this matter within a few days.

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RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

General

Mr. Vyvyan will prepare an agenda for our next meeting and distribute it to those concerned. It was noted in the meeting that Mr. Roy Criss of the Auto World construction management firm was not in possession of the monitoring reports. It would be helpful if he could obtain copies of these through the DDA.

Ralph J. Stephenson, P.E.

RJS:sps

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

November 6, 1981

Subject: Monitoring Report #121  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79:30

Date of Monitoring: October 29, 1981 (working day 212) 1981-82  
calendar  
(working day 1742) original  
Flint calendar

Actions taken:

- Reviewed progress on public area site improvement design work (PASI) for Auto World
- Continued discussion of sanitary tunnel route impact
- Monitored PASI #2 and state office building work
- Monitored PASI #1 and related parking deck work at hotel
- Continued planning proposed fire, police, and community facility (WWD)
- Briefly inspected riverfront area projects

PASI Auto World

The status of design review and approval for PASI #1 is substantially the same as it has been for the past several weeks. There is no additional work being done on SSOE contract documents nor on preparation of general requirements and proposal forms. However, the water main contract documents and specs have been completed and forwarded for review and comment by Duell.

Apparently most work on the early PASI program of design has been temporarily put aside until the entire site planning is further along. Presently intense efforts are being made to define the various limit lines and to resolve the information elements needed for preparing a full site plan (these were noted in monitoring report #119 dated September 27, 1981, pages 2 and 3).

A detailed discussion regarding start of PASI work was held during our session and the consensus is that PASI #1 will not begin in the field until grant funding is available. As of October 29, 1981 (working day 212) funds are not expected to be available until April 1, 1982 (working day 319). Thus, PASI #1 work probably will not be complete until about June 25, 1982 (working day 379). Of importance here is to determine whether building work and PASI #1 utility installation could overlap. We have been assuming that start of building construction must follow installation of the PASI #1 underground piping work.

We also continued discussions of the sewer tunnel route. A fourth alternative has been suggested by the engineer and the contractor. This fourth route takes off from the intersection of Saginaw and Third running diagonally at about 45° to the intersection of Industrial and Fifth. From there it proceeds along Fifth to the intersection with Cole.

The resolution of the sewer route has become extremely importance since good progress is being made on tunneling work to Saginaw. This means that our scheduling dates must be tied closely to the point in time at which the sewer contractor plans to reach the intersection of Third and Saginaw. By that time it will be essential to have completely resolved the route and issued the necessary documentation to insure that there will be no break in the construction progress.

The matter should be addressed on an ongoing basis by all parties concerned, and in my opinion, is one of the more critical elements to resolve immediately. Some consideration is being given to the preparation and issuance of a letter to all parties concerned regarding the intent of the city to proceed on the contract route (route #1) until direction is given from other groups or concerned parties that an alternate route should be selected.

I suggest a review be made of the information on page 2 and 3 of Monitoring Report #120, dated October 18, 1981 and discussing the three routes described earlier, #1, #2, and #3.

#### PASI #2 and state office building

Work has begun on paving of new Union, and it appears there is 5 to 10 additional working days needed to complete the street ready for use. At our meeting today, it was requested that traffic on new Union, when it is paved, be restricted until the hotel opening on November 19, 1981 (working day 227) to local traffic only. The opening

for the hotel is still being held at November 19, 1981 (working day 227) and, of course, at that time new Union should be complete, open, and ready to receive its east/west traffic between Saginaw and Harrison.

We are still holding a target completion of the state office building in early June, 1982 and it appears that the service access to the office building, when opened, at Brush Alley will be provided a temporarily paved surface. Final finishes in Brush Alley will be installed at a later date.

PASI #2 and hotel parking deck

It is presently planned to have the parking deck open for part capacity use and to have all Beach and Union Street paving and sidewalk work complete for the hotel opening. There still are many small items to be finished at the deck, but all managers connected with the project are working as intently as possible on getting the facility ready for the grand opening.

PASI work at the area has proceeded fairly well and is within a few working days of being ready. There were no major problems identified at our session in respect to completing for the hotel opening.

Police, fire, and neighborhood revitalization program (WWD)

Today we concentrated on two elements of this project - first, initial planning for preparation of the Oak Park Urban Renewal Plan, and second, monitoring and further evaluation of the WWD project.

We prepared a partial network model for the Oak Park Urban Renewal Plan and this will be completed at a later session. Only a portion of the logic was shown and no durations were assigned. The intent presently is to complete the Oak Park Urban Renewal plan change by April 1, 1982 (working day 319). However, it is not felt that completion of this plan change will impact directly on selection of an architect/engineer and design of the WWD police and fire facility and neighborhood business program.

Work on the WWD facility is proceeding and time was found by the DCD to intensify their efforts in preparation of the preliminary project report. The rough draft of the report was provided to all participants in the meeting today by the DCD, and was reviewed in some detail. The DCD staff working on this deserves considerable credit for the amount of work they were able to do in a short time period and to thus, allow the WWD project to continue.

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Requests were made that the comments on the preliminary report be back by November 20, 1981 (working day 228). At that time the program will be assembled into final form, ready for submission to the mayor by December 29, 1981 (working day 253). A sequence of activities will follow submission of this report, that leads on through to start of work on the building site and ultimate completion of the project.

We spent considerable time with the entire group identifying major milestones from our network models. These were listed on the chalkboard in the DPW conference room and should be saved for future reference. A summary of these key dates is given below:

- October 29, 1981 (working day 212) - Planning meeting date
- November 20, 1981 (working day 228) - Various involved groups complete review and comment on preliminary project report
- December 21, 1981 (working day 248) - All involved parties final sign off on project report
- December 29, 1981 (working day 253) - Final project report submitted to mayor for review
- January 20, 1982 (working day 268) - Mayor review and approve project report
- January 20, 1982 (working day 268) - Start land acquisition
- February 24, 1982 (working day 293) - Begin architect/engineer selection process
- April 16, 1982 (working day 330) - Architect/engineer contract executed
- July 7, 1982 (working day 386) - Offers to purchase property in area initiated
- October 22, 1982 (working day 462) - Architect/engineer complete contract documents ready for final review
- December 27, 1982 (working day 506) - Contract documents for facility issued for receipt of proposals
- February 8, 1983 (working day 536) - Contractor selected
- February 8, 1983 (working day 536) - All land acquired and cleared ready for start of field work

- March 15, 1983 (working day 561) - Construction contract issued and work starts
- December 18, 1984 (working day 1011) - Facility completed and occupied

It should be cautioned that this timetable is not a generous schedule. It realistically represents what can be achieved if constant and adequate attention is given the program. Since it is a community program it will require effective interaction between the neighborhood groups, the government and all those consultants involved in the design and construction of the facility. The program has been organized very well to date. This has aided immensely in insuring that the initial momentum is maintained.

At our next session we should plan to complete the network for the Oak Park Urban Renewal change and to continue close monitoring of the WWD material review and comment period.

General

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

Ralph J. Stephenson, P.E.

RJS:sps

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

November 29, 1981

Subject: Monitoring Report #122  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79:30

Date of Monitoring: November 13, 1981 (working day 223) 1981-82  
calendar  
(working day 1753) original  
Flint calendar

Actions taken:

- Reviewed progress on Auto World
- Reviewed sewer tunnel routes near Auto World
- Monitored hotel, parking deck, and State of Michigan office building PASI phase #1 and #2 progress
- Discussed status of WWD program for proposed fire and police facility
- Continued diagramming preparation of the Oak Park urban renewal plan amendment
- Prepared network models for processing of revisions to sewer tunnel routes near Auto World

PASI Auto World

The design review for PASI #1 is still in progress and no major action has been taken on full approvals. Work is also in progress on defining limit lines, but it is expected that this matter will be resolved in the near future.

The major present activity with respect to public area site improvements is continuing discussions of four routes for the sewer tunnel which have been defined in previous monitoring reports. A fifth alternative is now being considered. This fifth path is a minor modification to route #4 (described on page #2 of Monitoring Report #121 dated November 16, 1981).

As part of our work today we prepared a network model for tunnel route alternates action. These networks shown on sheets #59 and #60 Issue #1, dated November 13, 1981 (working day 223) chart the activities that will have to be accomplished to authorize construction of an alternate route for the tunnel.

The networks were prepared for route #4 only; however, the tasks shown, particularly those leading up to final selection and approval of a route, are substantially the same for all except route #1 which is the present contract route. I urge careful study of the network model on sheets #59 and #60 since in order to accomplish what is truly desired in the program there may need to be compression of certain critical uncontrolled activities. Careful monitoring of the program will be essential.

At our next session we will plan to review progress and determine what future courses of action are now most appropriate. Important early activities in the selection of an alternate include:

- Preparation and analysis of alternate route data
- Preparation of an alternate route cost estimate
- Consultation with the Auto World team regarding the alternate route
- Preparation and submittal of route recommendations
- Review and approval of these route recommendations by Auto World and the mayor
- Submission of the schematic proposals for the new route to the DNR
- DNR review and approval of proposals for the new route

Completion of these activities frees up various actions that concern actual processing of the revision, if a revision is decided upon. Present projections are that the tunnel operation will be to the intersection of Third Avenue and Saginaw by late March or early April, 1982. This means that to maintain continuous tunneling operations on across the Auto World area to the intersection of Fifth and Cole that all tasks up to releasing the full route will have to be made by the time the boring operation gets to the Third/Saginaw corner.

There has been a preliminary review made by Auto World's soil consultant regarding the impact of Auto World foundations on the tunnel contract route #1. These recommendations have been provided to the DDA who in turn has transmitted the observations to those involved.

In respect to the start of Auto World construction we are still assuming that PASI work #1 must be totally or substantially complete prior to the beginning of active

foundation work on Auto World. The date of work start for Auto World is still under consideration, but it is generally felt that no actual work on either PASI #1 or Auto World can begin until financing is in place and available. At that time a PASI #1 contract can be awarded and the work can begin. There probably is about one and a half to two months of field installation involved in PASI #1. This should be kept in mind when planning a starting date for Auto World foundation construction.

Again, I urge that all design reviews and approvals of PASI #1 documents be completed at as early a date as possible so that in the event this work could start earlier the contract documents needed will be available for distribution.

#### PASI #1 and #2 work at hotel and state office building

This work is now slated to be substantially complete on or before the opening day for the hotel set for November 19, 1981 (working day 227). Reports indicate that most of the major needs for opening the hotel have been fulfilled and that new Union will be open, the parking deck available for use, and Beach and Union on the west side of Saginaw will be available for full use by opening.

The entire project group involved in the PASI work and the hotel parking deck complex are to be highly complimented for their bringing this program home on schedule. Major target dates for the work were set many months ago and adherence to these targets has been excellent despite many difficulties and job disruptions.

Much of the remaining work on PASI #2 will probably have to be deferred until next year when the weather breaks. However, the major share of work at the northern portion of this operation has been completed.

#### Police, fire, and neighborhood revitalization program (WWD)

Currently a review of the preliminary project report is under way by all agencies involved, with November 20, 1981 (working day 228) still being held as the return date. To this date the fire department is the only one of the reviewing groups that has reviewed and returned the preliminary report. However, the others are at work on the review and expect to meet the return deadline.

It should be noted that the neighborhood business group has now been combined into a WWD Development Corporation entity which includes, in addition to the businesses, the 5th and 6th Ward Concerned Citizens.

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We are still maintaining the project targets outlined on page #4 and #5 of Monitoring Report #121, dated November 6, 1981. To keep on schedule it is imperative that these dates be adhered to just as closely as possible. At this time the project appears to be in alignment with the work plan. There still is some additional material for the preliminary project report that must be submitted, distributed, and reviewed. However, the bulk of the report can be reviewed concurrently with submission of this additional material.

#### Oak Park Urban Renewal Plan

We continued preparation of the network model shown on sheets #57 and #58 Issue #2 dated November 13, 1981 (working day 223) in our meeting today. This network model is a planned sequence for completing the Oak Park plan amendment and having it adopted and recorded by the City of Flint.

At our session we finished the logic plan for the work. This diagram was then distributed to those concerned and at our next session on Oak Park we will assign durations to the various tasks and compute the network. Once this work has been done the diagram will be drafted into final form and dated for ease of further use in managing the project.

#### General

As part of our work today Mr. Vyvyan and I made a very brief trip around the various downtown sites. Observations from the field inspection was used later to discuss the various programs, particularly in respect to the tunnel route. The tunnel route discussion was continued later in the day.

Mr. Vyvyan has prepared an agenda for our next session and has distributed it to those involved.

Ralph J. Stephenson, P.E.

RJS:eps

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

December 2, 1981

Subject: Monitoring Report #123

City of Flint Downtown Improvement Program

Flint, Michigan

Project: 79:30

Date of Monitoring: November 24, 1981 (working day 230) 1981-82  
calendar  
(working day 1760) original  
Flint  
calendar

Actions taken:

- Reviewed progress on sanitary tunnel route selection
- Completed diagramming and assigning durations to Oak Park urban renewal plan amendment plan program
- Monitored current status of fire, police, and community facility (WWD)
- Briefly inspected proposed WWD sites

Sanitary tunnel routes

Monitored from Issue #2, dated November 24, 1981 (working day 230), sheets #59 and #60.

Considerable time was devoted to a major discussion of the five routes presently under consideration for the sanitary sewer tunnel route adjoining the proposed Auto World. The need for making a careful but expeditious decision in this matter is becoming apparent, and I recommend that we work at such decision-making and proceed with as much haste as is consistent with good judgement.

After considerable verbal review of the situation we turned to the network model for tunnel route alternate actions sheets #59 and #60 and updated the network model utilizing the latest available information for adding tasks and revising durations. As of November 24, 1981 (working day 230) preliminary cost estimates have been made based upon linear footage of the tunnel. These deal only with the contract cost of the tunnel and do not take into account costs that have been or are liable to be incurred in additional engineering work, land acquisition, acquiring easements, or making additional sub-soil exploration, along

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with probably other types of costs which must be identified as we near a decision on the route to be followed. The total cost analysis should be an integral part of the selection and recommendation process.

Very important to this entire process is the consultation presently planned with the Auto World project team and its management. This consultation should be held just as early as possible and is being arranged presently by those knowledgeable of the agenda to be discussed. A matter of prime importance deals with the wording of proposed easements which may have to contain restrictive language relative to the use of either the surface or sub-surface of the route along which the tunnel is bored. It is imperative that a clear understanding be gained of these conditions.

To put the entire tunnel construction process in physical perspective a sketch was prepared showing the conditions under which certain sections of the tunnel are being installed. The proposed tunnel which will follow somewhat the same patterns will be approximately 8'6" in interior diameter with exterior walls about 1' 8" thick. The bottom of the outside liner of the tunnel is approximately 40' below grade with the top of the liner approximately 28' below grade. It is to be cautioned that the 40' to the bottom of the liner is the distance at the closest contact point of route #1 to Auto World.

At the surface, the requirements presently in affect allow a 30' permanent easement centered on the tunnel center line with 20' construction easements either on one side, the other, or split equally 10' on either side of the 30' permanent easement. The 30' permanent easement is to allow for full route access of the tunnel in the event that repairs or corrective action have to be taken at any time in the future.

A decision is being reviewed now as to whether or not the requirements of the easement can be lessened in those areas where access can be obtained from points outside of the areas that must be maintained free of major restrictions. For any easement wording, it probably will still be necessary to obtain approval of the city to construct over the tunnel at any point. All these matters are to be considered in depth, particularly in respect to legal, potential claim, and real estate implications.

A meeting will be arranged very soon, as noted above, with the Auto World project team to conduct the review. I strongly recommend that a technical representative of the DPW staff be present at that session. In addition, needed members of the city legal staff and the mayor's staff should be at that session.

Once the consultation with the Auto World team has been completed the people involved directly with real estate matters will meet to determine whether or not, and in what fashion, the appraisal team will be directed to work. It is important to remember that with the various routes being considered there are differing requirements for real estate acquisition. Using route #1, no additional real estate will have to be obtained. Using route #2, a negotiation with one owner will have to be conducted to acquire the easements. For route #4, negotiations will have to be conducted with six different owners in order to allow a proper acquisition to proceed. For route #5, negotiations will have to be held with four different owners in order to acquire the easements or property rights needed. An evaluation of each of these acquisition needs must be made a part of the discussions at the real estate as well as at the policy level.

Once a resolution has been obtained on the real estate and discussions have been held with the Auto World project team regarding the desirability of the various routes an actual selection and recommendation of the route can be made. These, in turn, should be reviewed and commented upon by Consumers Power, Michigan Bell, and the Traffic Department. The mayor and the Auto World management should review and approve the recommendations. This action will then release the appraisers to start their work and to prepare and submit the right-of-way appraisals for the various routes.

It presently is the thought that since the appraisers will be on the job that it might be wise to have appraisals made for all routes #2, #4, and #5. This matter will be decided in the near future.

Once appraisals are obtained, the staff will review the appraisals and establish property values, prepare and submit right-of-way easement offers and then obtain the right-of-way easements. Once these are obtained it will be possible to actually execute an agreement for construction along the selected route.

Presently it appears that the earliest we might consider having the right-of-way easements in hand would be February 15, 1982 (working day 286). Once this is accomplished there might be as much as 14 working days up to when construction could actually begin which brings the actual authorization for start of construction starting at the intersection of Third Avenue and Saginaw on to the east and north to March 5, 1982 (working day 300). If there is any delay or problem encountered in the acquisition

of easements or negotiation of land rights during this entire process the date could easily be dislodged to a later time. Of course then, too, it might be possible to compress some of the early activities and to actually have the land work done at an earlier date, although presently this appears somewhat unlikely. Concurrent with acquisition of the appraisals and the easements the design team will be working on design proposals to be submitted to DNR for their approval, and also on revision of the contract documents for pricing and ultimate approval of the contractor's work.

The time is growing very short for accomplishing the sizable amounts of work that must be done over the next several months, and I recommend that even though, during the holidays, meetings are difficult to maintain that intensive discussions be held immediately regarding each of the major points. We have gone over the entire program thoroughly with most of the responsible decision makers and all parties are familiar with the needs of this problem resolution. We should plan to monitor this program very carefully over the next several weeks to insure that we are going to meet the requirements of the various key programs in the area.

#### Oak Park urban renewal plan amendment

Monitored from Issue #3, dated November 24, 1981 (working day 230) sheets #57 and #58.

We made a detailed review of the current logic plan, and all agreed that it was in reasonably good condition and could be used for planning as of this particular point. The proposed Oak Park projects have been identified and described and the projects in surrounding areas also have been identified and described. Presently the major activity remaining to be done is to complete a survey of existing lands and structures. It is estimated that the survey will probably take about 30 working days and be completed by January 11, 1982 (working day 261). Following this, conceptual plans and proposals as a narrative draft will be brought to a point where a public meeting can be held with the Oak Park Citizens District Council. It is planned presently to have this meeting on January 12, 1982 (working day 262).

After review and commenting on the narrative, plans, and proposals, an urban renewal plan presentation draft for submission to affected agencies can be prepared. The present target is to get this draft prepared by March 10, 1982 (working day 303). There are several agencies that will be given an opportunity to review and comment on the presentation draft. These include:

- Legal
- Police
- Fire
- DPW
- Water department
- DCD
- Board of Education
- Michigan Bell
- Consumers Power
- DDA
- FACI
- City-wide advisory council
- Planning Commission
- Traffic Department
- WWD
- Buick Motor
- Region #5
- Genessee County Planning Commission

It is planned to have these comments back by April 7, 1982 (working day 323). At that point work will promptly proceed on preparation of plan draft #1 followed by succeeding plan drafts all leading to presentation to the city council for the first reading and setting of the public hearing date. It will be necessary after the first hearing to set a second public hearing so that the plan can be officially adopted. If the Oak Park Citizen's District Council by some chance, desires an alternative course of action to be followed due to their disapproval of plan draft #1 some additional time must be given the work for reconsideration. Because of the apparent long time required for the program to be completed, Mr. Ursuy will, with his staff, review the present logic and durations to confirm that they are appropriate. Meanwhile,

I shall have the network model drafted into final form, assign durations, and date the diagram with early and late starts and finishes.

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

This session was devoted to a monitoring of the current status on the program by a brief look into future activities that must be accomplished. At present all parties have reviewed and commented on the preliminary project report and these comments are now being evaluated by the DCD. A summary of the comments will be prepared by Mr. Ursuy and his staff, and distributed to all commenting agencies. A full scale review meeting is to be held December 1, 1981 (working day 234) at which meeting each of the comments will be discussed and the matters commented upon, resolved. This will be an extremely important meeting and the group will spend a good share of the afternoon going through each of the reviews in detail.

Following that meeting and based upon its conclusions the DCD will complete preparation of the final draft of the preliminary project report ready for a sign off series of sessions to be completed by December 21, 1981 (working day 248). After these sessions, the final draft of the project report will be prepared including site evaluations and recommendations and submitted to the mayor on December 29, 1981 (working day 253). Present plans are that the mayor will review and approve the report by January 20, 1982 (working day 268) and from that point the selection of a method of designing and constructing the facility will proceed.

A list of the key target dates for the entire program is also to be provided each member of the task force prior to the meeting on December 1, 1981 (working day 234). Overall, we are presently meeting all major targets that have been set early in the program. It was stressed that continuation of the work will only be maintained at an effective level so long as careful attention is given to each of the steps along the way. The key to successful project implementation is careful management guided by effective and objective monitoring.

Following the review of the current status of the project, some discussion was held regarding important factors in each of the steps to be taken over the next few weeks. Mr. Ursuy also went over some of the key issues that appeared in the review and comments submitted giving the group a flavor of the nature of these comments so the group could better prepare themselves for the meeting next week. We shall plan to continue monitoring the project closely and tightly at each of our sessions.

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RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER

General

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

Ralph J. Stephenson, P.E.

RJS:sps

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

RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER

December 17, 1981

Subject: Monitoring Report #124  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79:30

Date of Monitoring: December 10, 1981 (working day 241) 1981-82  
calendar  
(working day 1771) original  
Flint  
calendar

Actions taken:

- Reviewed current status of selection of alternate tunnel route at Auto World
- Reviewed progress on delineation of limit lines
- Monitored progress on proposed fire and police facility program
- Briefly discussed Oak Park redevelopment plan
- Prepared list of suggested factors to be used in evaluating architectural engineering design proposals for WWD

Sanitary tunnel routes

Mr. Collard reviewed the preliminary draft of a report recommending the route felt most appropriate to be used for the 20" sanitary sewer tunnel. The route recommended was #2 first choice followed by #1. Remaining routes received lower ratings than #1 and #2 of sufficient magnitude to permit us to concentrate on discussing the selected routes. The report is to go to the mayor and the Auto World staff tomorrow, December 11, 1981 (working day 242). The group worked on editing the report and although there were minor changes the substantive material contained appeared to be agreeable to those participating in the analysis.

Once the route selection was discussed we next turned our attention to scheduling operations that must be completed to permit as near to continuous work as possible on the tunnel in the field. It was pointed out in our meeting that the contractor is presently working on dewatering wells within 600 feet west of the intersection of Saginaw and Third Avenue. Thus, to provide continuity of well drilling it probably will be necessary to have an indication as to which route is going to be finally approved within the next

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RALPH J. STEPHENSON, P. E.  
CONSULTING ENGINEER

15 working days. Dewatering wells may require anywhere between 2 to 4 days each to drill and put into operation. Generally, they are spaced on 100 foot centers, well to well. Occasionally, where unusual conditions are encountered, spacing may go down to as little as 50 feet. Thus, it can be seen that the time constraints on maintaining continuous well drilling action are sizable. The route of both sewer #1 and #2 are substantially the same to near the intersection of North and Fourth Avenue. Thus, some penetration could be made into the site on the present contract route (#1) before a deviation decision is necessary.

Also important to realize is that tunnel mining operations are due to start up again Tuesday, December 15, 1981 (working day 244). This could bring completion of work up to the intersection of Saginaw and Third Avenue by March 11, 1982 (working day 304) or earlier.

It is very important to promptly clear away all possible problems that might hinder a clear resolution of surface conditions over the route finally selected. If route #2 is followed it will be necessary to clear surface easement language with the present property owners. This matter is being followed carefully by the project team in conjunction with the Auto World staff.

Once a decision is made on the final route to be used, the design engineer can continue his contract document revisions and regulatory approvals can be obtained on the change. The entire program relative to the sanitary sewer is beginning to fall into place, but it is imperative that the same careful attention given it to date, be paid on an ongoing basis since the time available to get the needed work done is very short.

So far as Auto World moving ahead next spring is concerned, it is still the intent to put the project fully into the field early next year which means it is essential for the city to get their PASI #1 work installed on the site prior to start of full construction on building foundations. At our next few meetings we should concentrate upon monitoring completion of PASI #1 documents. Presently the final work on these is being restrained in part by the need to complete defining limit lines. We discussed this matter briefly at the session today, and all concerned both for PASI and for Auto World along with DDA, are presently assembling the information necessary to legally define these lines.

We also discussed in some detail the current traffic circulation plan for entrance and egress from the site. This matter is very complex and is being given ongoing attention.

However, most of those involved with the program feel that final decisions as to the entrance and exit routes are or will be made within the next few weeks. This is an important decision impacting heavily upon the internal circulation plan for Auto World. It might be wise to request those who have been involved in considering the various alternatives to participate in our next planning and monitoring session so as to review the matter in detail. This decision on traffic is particularly important since we are presently setting the limit lines and these two project elements are closely related to each other.

Police, fire, and neighborhood revitalization program (WWD)

The major review meeting on the preliminary project report has been held, the comment have apparently been carefully considered and are being integrated into the next draft of the project report. Mr. Ursuy plans to hold a second review session on Monday, December 14, 1981 (working day 243). At this session the remaining discussion points should be cleared up so the final draft of the report can be prepared and submitted to the mayor by December 29, 1981 (working day 253).

As part of our discussion today we evaluated various factors that will be important in selecting an architectural/engineering firm for the design of the program. This architectural/engineering selection is due to begin by February 24, 1982 (working day 293) so ground work must be laid for it now so it can proceed rapidly as program approvals are given. We spent a considerable amount identifying factors which will be of importance in selecting an architectural/engineering firm for the WWD program. The factors are listed below for future reference:

1. Technical competence of staff in architecture, planning, and engineering (evaluation includes outside consultants)
2. Past performance, according to other clients
3. Experience and ability exhibited on similar projects
4. Size of firm and range of services provided
5. Size, experience, and capabilities of staff to be assigned to this project
6. Ability to perform work properly within schedule requirements.
7. Firm's corporate (or other) structure
8. Experience and ability in community work efforts

9. Understanding and interpretation of final project report
10. Communication abilities and confidence exhibited
11. Attitude exhibited toward project
12. Location of corporate (or principle) office
13. Innovative and creative abilities
14. Ability to work cooperatively
15. Where project work is to be performed
16. Ability to work with and maintain budget targets
17. Special abilities
18. Construction contract administration abilities and experience
19. Age of firm
20. EEO consideration (equal employment opportunities)
21. Clarity and content of proposal and its presentation
22. Fee and compensation methods proposed

In order to properly evaluate these factors the group preparing them was asked to also assign weights ranging from one for the least significant on through to nine for the most significant factors. In addition, strong efforts should be made to combine elements of the evaluation so that the proper balance relative to totals can be maintained. I recommend we reduce the number of factors by combining from the present 22 to about 12, if possible. In addition, at our next session we should prepare a list of questions that can be asked by the selection committee of those being interviewed so a determination of a given firm's value in each factor can be properly made. Since many of the selection committee will be inexperienced at the process, it would be good to give them guidance as to what kinds of questions will allow a proper evaluation of the factors considered important. The selection committee should also be allowed to review the factors that have been recommended above and to discuss the appropriateness of the suggested weights that may have been assigned.

At our next session we plan to again review these factors as well as to consider methods by which construction contracts may be best let and administrated.

RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

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City of Flint Downtown Improvement Program  
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General

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

Ralph J. Stephenson, P.E.

RJS:sps

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

79:30

RALPH J. STEPHENSON, P.E.  
CONSULTING ENGINEER

January 2, 1982

Subject: Monitoring Report #125  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 79:30

Date of Monitoring: December 22, 1981 (working day 249) 1981-82  
calendar  
(working day 1779) original  
Flint  
calendar

Actions taken:

- Reviewed current status of Auto World project and tunnel routes at Auto World
- Monitored WWD (proposed fire and police facility program)
- Discussed potential factors to be used in selecting architectural engineering firms for WWD program
- Monitored current status of Oak Park urban renewal plan amendment work

Auto World and sanitary tunnel routing

The meeting discussion concentrated upon a possibility that any route other than the present contract route (#1) could actually be reviewed, approved, and easements obtained or granted by the time they are needed so work on the project can be maintained.

There is some concern that with route #2 it might not be possible to adequately consider and decide on the advisability of granting surface easements until early in January, 1982. Presently, the contractor is at Fourth Avenue and North with his dewatering installation and will be proceeding on to the Auto World site immediately along whichever route he is directed to take. Our considerations during this session revolved around three questions:

1. Do we follow route #1 (the present contract route) ?
2. Do we continue trying to implement route #2 work (a route that cuts northeast from the intersection of Fourth Avenue and North )?

3. Do we install dewatering wells along both routes #1 and #2 to take care of the eventuality of either, or the other being utilized?

The decision is important because dewatering is a necessary prerequisite to the tunneling process, and it is anticipated that tunneling crews could be at the intersection of Saginaw and Third within 60 working days or by early or mid March, 1982. It is possible that with overtime or shift work the current schedule might be expedited. Any acceleration, of course, would be at the discretion of the contractor. Therefore, the actual tunneling route must be firmed up ready for field release no later than March 1, 1982 (working day 296) and preferably in January or early February, 1982. Analyzing the current network model it appears it may be difficult with a deferred decision on route #2 to meet the current date requirement so continuity of operation, particularly dewatering, is maintained.

It must be remembered that there are governmental and regulatory agencies approvals required if changes are made. These elements all played a part in our discussion of the factors.

To thoroughly evaluate this matter, we covered random points and discussed them in detail. Some of the factors reviewed included:

- The impact of route #1 on Auto World foundations is yet to be totally evaluated. Some reduction in the urgency of this evaluation was experienced upon the apparent agreement on an alternate route to #1. However, immediate activity has been initiated to look in more detail at the impact of route #1 tunnel location upon building footings and visa versa, the impact of the footings upon route #1. It generally can be assumed that the tunnel will, at least in part, be installed prior to construction of footings. This evaluation is extremely important and should be pursued as vigorously as possible. *done*  
*costs*  
150,000  
+ 70  
220,000
- In order to follow the dewatering route on #2 probably three wells would have to be installed on privately held land. In addition, six to eight more would have to be installed on Fifth Avenue. It would not be appropriate to install the wells on the private property without full written authorization of the owner.
- Since route #2 had been selected after a very intense evaluation of the known factors, it was felt that if at all possible, route #2 should still be considered

valid and a part of our discussion until it is conclusively proven we cannot follow that course of action.

- The impact of the decisions that could be made must be evaluated in respect to a delay to either or both the sewer project and the Auto World program. Although at present our concern is aimed at removing all causes of delay to dewatering and tunnel installation it is equally important to avoid delays, particularly to the proposed opening date, in the Auto World program.

We are assuming that PASI #1 work should be substantially complete before starting any production footing installation on Auto World. Since PASI #1 work could take as much as two months to install, this means that the impact of tunnel routes on PASI #1 work will be reflected directly in an impact upon Auto World construction.

Another consideration with Auto World deals with what would be necessary for revision to contract documents if special provisions did have to be made for foundations near the tunnel. Again, this makes imperative an immediate analysis of the interaction between Auto World foundations and the tunnel on route #1.

- The impact of, or on, land easement acquisition is, of course, of major importance in re-evaluating the routes. It is not possible to follow route #2 unless the easement matter can be explicitly cleared and resolved. Therefore, it is of prime importance that everyone understand the critical nature of this matter if any other route than #1 is to be used.
- The current status of the sewer program is that design has proceeded on route #2 and if used, schematics must be presented to the DNR for approval after which the conventional change order process must be carried out with ultimate approval of the cost made by DNR before the city commission will authorize proceeding with the work. This is a time consuming program and one that could very well be prohibitively long.
- The project group at this session carried their decision analysis as far as was appropriate and then discussed the matter with Mr. DeBlaise, director of public works. The conclusion reached was that we should proceed on the basis of using route #1 but to explore the possibilities of doing early multiple route dewatering.

However, the basic decision is that unless other influences are brought to bear on this matter that route #1 will be the route followed.

It was emphasized that an immediate evaluation of the impact of route #1 on Auto World foundations is a high priority of need. It is also important that we insure that the parties involved in granting easements understand fully the alternatives proposed so we can, with confidence, move along the selected route presently established as #1.

Police, fire, and neighborhood revitalization program (WWD)

A slippage in our desired progress has occurred, primarily because of some staff load difficulties but basically because of a need to more thoroughly consider and discuss alternate traffic routes and methods in the area. Mr. Ursuy feels they will have the final report in the hands of the sign off group by December 29, 1981 (working day 253) with a final sign off now scheduled for January 6, 1982 (working day 258). This is ten working days later than originally desired. Mr. Ursuy feels they will be able to have the report to the mayor by January 7, 1982 (working day 259), which, provided adequate pre-information is given the mayor, may still allow him to review and approve the report by our original target of January 20, 1982 (working day 268).

The project team will follow progress carefully so as to make every effort to bring it back on line. At our next session we will complete preparing the network model on through to completion of construction and turnover. This will include planning land acquisition and construction in more detail than previously.

At our session we also made a detailed presentation and review of the factors of importance in selecting an architectural engineering firm for the program. These factors are listed in Monitoring Report #124, dated December 17, 1981 on pages 3 and 4. The review of the factors was made on the basis that some of the people at the meeting would undoubtedly be on the architectural engineering selection committee. Therefore, it is the objective of the project team to provide guidance in terms of the factors that are important in selecting a design firm.

Each member of the project team is urged to carefully review the factors and to consider methods by which those that overlap or are similar can be combined. The objective is to reduce the total number of factors to between 10 and 12. At our next session we will address this matter of factor consolidation and also discuss factor weights.

Each of those at this session agreed to assign what they consider to be a relative weight to each factor from 1 to 9. A weight of nine means that that factor is of high importance in the evaluation process. A weight of one indicates that the factor is of little or no importance in the selection of a design firm. It is important that we carefully assign these weights with appropriate spreads between high and low so that an accurate evaluation can result from the weighting process.

#### Oak Park urban renewal plan amendment

At present the DCD is working to complete their survey of existing lands and structures. This work has been somewhat slowed by staff shortages, but Mr. Ursuy says that they will still try to complete the major part of the work by January 11, 1982 (working day 261). Concurrently work is proceeding on preparation of Oak Park project plans and proposals. Our major goal has been to have the first public meeting with the Oak Park Citizens District Council (OPCDC) by January 12, 1982 (working day 262). This may be a very difficult date of meet because, in addition to the survey being slightly behind schedule, there has been some difficulty in assembling an adequate number of people within the Oak Park Citizens District Council organization to constitute a proper number for plan review. This matter is presently being addressed by the city of Flint, the project team and the local residents. Hopefully, it will be resolved concurrently with preparation of preliminary plans for presentation.

At our session it was decided to utilize the durations shown on sheets #57 and #58, Issue #4, dated December 10, 1981 (working day 241) as the basis for the final drafted sheets from which we have monitored the project. I shall have the logic plans dated in accordance with these sheets and issue them at our next session if at all possible.

#### General

Mr. Vyvyan will set the agenda for the next meeting and transmit it to all concerned. May I wish everybody a prosperous and a very happy new year.

Ralph J. Stephenson, P.E.

RJS:sps

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