

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

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April 18, 1988

Subject: Monitoring Report #239  
City of Flint Improvement Program - Flint, Michigan

Project: 83:14

Date of Monitoring: April 7, 1988 (working day 324)

Actions taken:

- Reviewed current status of property acquisition for East Oak Industrial Park
- Monitored East Oak Industrial Park field work
- Briefly discussed marketing of East Oak Industrial Park
- Reviewed current status of Bishop Airport CFR/SRE facility

NOTE: No formal monitoring report was distributed for the meeting on February 2, 1988 (working day 291). However, meeting notes were kept for the sessions, and distributed to those concerned by Don Berry during the meetings.

East Oak Park Industrial Park

Those attending:

Don Berry - DPW

Richard King - DCD - Economic development administrator (in meeting part time)

Denise Heath - DCD - Grants administrator specialist

Marv Roussel - DPW

Tom McCulla - Michigan Bell Telephone (in meeting part time)

Ralph J. Stephenson, P.E. - Consultant

A set of project notes was taken during the session and distributed to those at the meeting. Copies of these notes are available from Mr. Don Berry.

All Baker Street property acquisition has been completed and the McCree Wright and Spears property improvements have been demolished, and the sites are clear for remaining public area site improvement (PASI) work. The last parcel was vacated in early April, 1988.

We briefly reviewed the current status of the marketing plan with Mr.

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Richard King. At present, a marketing strategy is being formulated around variations to outright purchase of the land. There is considerable interest in the arrangement by one of the tenants of the incubator building. The hope is that the expressed interest may stimulate others to inquire about developing facilities in the Park.

I would like to urge again, that a definitive marketing plan be formulated, and that aggressive sales efforts be initiated now to dispose of and further improve the properties. The visual condition in which the site will be left at completion of PASI work will require constant policing and cleaning to keep the area presentable. Dumping is a major problem and steps will have to be constantly taken to maintain the Park in a visually attractive condition as the land is sold and individual site improvements are constructed.

There have been several major discussions about this matter in past meetings and the city staff is well aware of the implications of letting an unoccupied site sit uncontrolled for relatively long periods of time.

PASI construction is moving well in accordance with the current plan of action, sheet #174, issue 6, dated November 23, 1987 (working day 229). The contingency plans prepared in our previous meetings were not required to be used. Pavement has been removed at Parkland, Dayton, Rankin, Newell, and Warren. Storm sewers are complete at Newell and Dartmouth. Sanitary sewers are complete at Newell and Dartmouth, and are 80% complete at Baker.

No water lines have been installed as yet. Paving has not started on any of the projects and will probably will be deferred until the weather turns warmer.

A conflict has been encountered between an existing telephone conduit on Saginaw Street and the new utility installation. However, Mr. Roussel and his field staff are resolving the difficulty and it is not expected to delay installation.

In general, all major field activities are currently meeting targets between desired early and late starts and finishes.

Crash Fire Rescue and Snow Removal Equipment Building (CFR/SRE) -  
Bishop Airport

Those attending:

Robert Hidley - Director of aeronautics, Bishop Airport  
Alan Maule - Airport foreman, Bishop Airport  
Archie Campbell - Consultant owner representative  
Don Berry - DPW (in meeting part time)  
Tom McCulla - Michigan Bell Telephone  
Denise Heath - DCD (in meeting part time)

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Ralph J. Stephenson, P.E. - Consultant

Work is still proceeding on transfer of airport operations to the Airport Authority. The process is taking longer than has been planned and all involved are now trying to bring the transfer to completion within the next month.

There is some confusion as to the role of the DPW relative to completing the site work. This matter is currently in the hands of those in charge of the transfer of operations. There seems to be a strong feeling among the working staff that the DPW involvement in completing site work supervision should continue. However, whether this can be done or not was not known at our meeting. A determination should be made quickly since the asphalt plans open soon and paving work will soon be in full swing on the projects which are yet to be paved.

A review of the current status of building work was made with those present, although the direct observations of the contractor and the architect would have been of help, since it still appears there may be some reasonably complex issues to resolve before full occupancy of the facility.

Current target dates of the project team are as follows:

- May 1, 1988 (working day 341) - Substantial completion of building to final inspection
- May 4, 1988 (working day 343) - All final inspections complete
- May 16, 1988 (working day 351) - Complete correcting punch list items
- May 17, 1988 (working day 352) - Obtain certificate of occupancy
- May 23, 1988 (working day 356) - Owner occupy building

Occupancy of the building, according to the project team, depends on paving of site areas being done. This may be a difficult activity to complete if there is any delay in getting paving in work as soon as the plants are open.

There has been no change since the previous meeting in acceptance of the architectural exterior wall panels. There are still matters of finish and appearance to be worked out.

Liquidated damage dates were discussed briefly. The conditions surrounding liquidated damage assessment have apparently been resolved and the project team is not now addressing this matter further. I suggest a formal statement of the resolution be made by the owner for the purpose of closing out the job with a minimum of potential difficulties.

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Electrical work on the job was complicated earlier by the departure of the original electrical contractor prior to completion of the job. There was no current authentic word on whether all switch gear is yet on the site. However, the feeling among the project team is that there is still some gear remaining to be put in place.

A possible soil contamination problem has been encountered on the site just outside the building and the owner is presently working on the problem to insure its timely solution. This could delay occupancy if not promptly attended to. The electrical switchgear installation, according to those at the meeting, cannot be completed until the contamination difficulty is cleared.

The trench drain movement analysis has been completed and a report submitted by Forrester. The finding was that the floor slab had raised while the floor drain top had not moved. Presently, the owner is considering grinding the adjoining concrete to the top of the drain.

In a further discussion of the site work remaining, it was pointed out that the asphalt plants would probably open about May 1, 1988. There is some preparation work to be done before the wearing course is placed. Some regrading and catch basin work at the access road to the runways must also be done to drain the water that has been collecting there for some time.

The fuel tank is still not operative due to water problems, and there is no word on the resolution of the matter. Fuel tanks and the piping system are very important to proper operation of the facility.

The problems with site work and remaining building work are serious enough to warrant ongoing careful and continuous attention. Without the site facilities target dates desired and listed above are not going to be met.

Vacation of existing buildings to move into the new facility will free up the existing space for demolition and reuse of the sites. Demolition of existing facilities is presently planned to take about 30 calendar days after vacation in late May, 1988. Construction at the existing building site will begin in late July, 1988 and the new electrical room is to be energized in early September, 1988. Road work will begin in late September, 1988 and be completed by early November, 1988.

Mr. Hidley mentioned that opening ceremonies for the new crash fire rescue facility will be held May 10, 1988 (working day 347) at the site.

General

I shall be in touch with Mr. Don Berry soon to set the date of the

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next planning and monitoring session. At this session, I suggest we continue to address the planning of the Oak Park Industrial Park marketing, and if any residual matters remain on the airport project, we discuss these also.

Ralph J. Stephenson, P.E.

gmy  
TO: Mr. Don Berry

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June 6, 1988

Subject: Monitoring Report #240  
City of Flint Improvement Program  
Flint, Michigan

Project: 83:14

Date of Monitoring: May 25, 1988 (working day 358)

Actions taken:

- Reviewed current status of East Oak Park Industrial Park field work
- Briefly discussed marketing strategy for East Oak Park Industrial Park (Technology Park)
- Reviewed current status of Bishop Airport CFR/SRE facility

East Oak Park Industrial Park (Technology Park)

Monitored from sheet 174, dated November 23, 1987 (working day 229)

Those attending:

Gary Haggart - DCD Director (stopped in briefly before meeting)  
Don Berry - DPW  
Richard King - Economic Development Administrator DCD  
Denise Heath - Grants Administration Specialist DCD  
Marv Roussel - DPW  
Mike Mansfield - DPW (in meeting part time)  
Howard Schultz - Parks & Recreation  
Jim Race - DCD (in meeting part time)  
Ralph J. Stephenson - Consultant

Project notes were taken during the session and reviewed for accuracy by those attending. These notes were distributed by Mr. Berry at the meeting. Additional copies are available from Mr. Berry.

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Most of the Oak Technology Park construction projects are slightly behind desired early starts and early finishes. However, overall, the project appears to currently be able to meet the target completion date of August 16, 1988 (working day 415). Mr. Marv Roussel, the project manager on the job for the field activities, expects there could be an even earlier completion date, in early or mid July, 1988. However, presently we are holding the mid August, 1988 date.

As part of our meeting, we reviewed the design and construction situation relative to installation of berms around the park. Working drawings for these berms have been prepared by the Parks and Recreation Department and soil has been stockpiled at all currently known berm locations. It will be necessary to get a cost on grading the berms after which the estimate can be approved, the project delivery system selected, contract documents revised as necessary and issued, and proposals solicited. Completion of field work on berms is expected to be by late October, 1988.

We did not prepare a network model for this process. However, it is outlined in the meeting notes in section 5.3.5 and 5.3.6. Notice that one of the important initial steps to be taken in the process is to notify the city labor unions of the city's intent to let berm work contracts. This is an important element in insuring that field work can proceed without delay.

A brief review of the work currently in progress at Oak Technology Park is given below:

- Dartmouth - Curbs and gutters should be completed within the next few days. Sidewalks and drive aprons will probably start in mid June, 1988 after the paving base has been installed. Paving is due to begin by June 1, 1988 (working day 362). The current lag over early starts and early finishes at the Dartmouth project is about 13 working days.
- Parkland - Demolition is complete. Seeding and landscaping will begin in June, 1988. A check should be made of this and other sub projects to determine if the MDOT specifications allow summer seeding if the seeding is guaranteed. The current work lag at Parkland is about 11 working days over early starts and early finishes.
- Baker Street - Curbs and gutters are complete. Installation of asphalt base course will begin in early June, 1988. The current lag over early starts and early finishes is about 5 working days.
- Rankin - Demolition work is complete and landscaping and seeding will begin, if allowed, in mid June, 1988. The current lag at Rankin over early starts and finishes is about 3 working days.

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- Dayton - Demolition is complete and landscaping and seeding will probably begin, if allowed, in mid June, 1988. There is no current lag at Dayton.
- Newell - Demolition is complete. However, curb and gutter installation has not yet started. The current lag of Newell work over early starts and finishes is about 18 working days.
- Warren - Demolition work is generally complete at Warren and it is expected to start curbs, gutters, and sidewalks in the near future. There is no current lag at Warren.
- Saginaw - Intersection curbs have been removed and removal of remaining right of way curbs will begin about May 27, 1988. The current lag over early starts and early finishes at Saginaw is about 2 working days. Demolition at finishes at Saginaw is about 5 working days with installation of new curbs, gutters, and sidewalks taking about 10 working days. This will push the target early completion date back but it should still not exceed the current project target late finish of August 16, 1988 (working day 415).

As noted above, even though there is a lag over early starts and early finishes on several of the individual sub projects, the overall target date appears currently feasible to meet.

Marketing efforts for Oak Technology Park are continuing and brief discussion was held on the current status of these negotiations. I suggest we do some detailed planning of how this marketing effort is to be tied to completion of PASI work, installation of berms, and design and construction of new tenant and owners facilities that will be built in the park. These relationships are often complex and should normally be planned in detail to permit direction to be given as each project is located and brought on board. I shall discuss this matter with Denise Heath and Richard King at our next session.

Crash Fire Rescue and Snow Removal Equipment Building (CFR/SRE) - Bishop Airport

Those attending:

- Ravi Munshi - Facilities Manager - Bishop Airport
- Alan Maule - Airport Foreman - Bishop Airport
- Archie Campbell - Consultant owner representative
- Don Berry - DPW
- Ralph J. Stephenson - Consultant



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Mr. Munshi has been retained as facilities manager for Bishop Airport and the airport authority. He will take over general owner management of the current design and construction work from Mr. Archie Campbell.

The facility is still under construction and being finished at both the site and the building. On site work the fuel tank area is still somewhat of a problem. There is a need to install guard rails at the tanks. This will be done by the airport itself. Regrading at the fuel tanks has been completed and it is thought that the configuration will drain most water away from the tanks. There still appears to be some question as to whether this grading will fully accomplish what is desired. It will now be a matter of observing the conditions as heavy rain is encountered.

Wearing course at site paving will be installed started June 1, 1988 (working day 362) and will require 2 to 4 working days to complete.

Regrading and cleaning work at runway 1836 has been completed, and should solve the flooding problem. Three catch basins are located at the flood area.

Site work is expected to be totally completed by June 27, 1988 (working day 380). However, it is estimated by Mr. Marv Roussel that site work should be far enough along to allow occupancy of the building by June 6, 1988 (working day 365).

Building work continues on several items. The precast panels are still not accepted and there is no current word as to whether this will restrain occupancy of the buildings or not. Mr. Munshi will resolve the matter.

Warranties and liquidated damages were not discussed in depth at our meeting. However, again as in the past, I suggest this item be defined and resolved properly so that there is no residual potential for contested claims. Mr. Munshi will also work on these.

All electrical switch gear is now on the job and substantially complete. The potential pollution problem at the site has also been resolved and no longer poses a problem.

Trench drain alignment still is to be resolved. Mr. Munshi again will address this matter.

At our session, we established a set of estimated key target dates to replace those outlined on page 3 of previous monitoring report #239, dated April 18, 1988.

The new dates are as follows:

- June 6, 1988 (working day 365) - Building substantially complete to final inspection

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- June 9, 1988 am (working day 368) - Inspections all complete
- June 21, 1988 am (working day 376) - Punch list items corrected
- June 22, 1988 am (working day 377) - Certificate of occupancy obtained
- June 27, 1988 am (working day 380) - Owner begin moving in
- July 5, 1988 am (working day 385) - Owner makes building operative

It should be repeated that there are still project difficulties to be resolved. I again recommend that the problems be resolved totally before the building and site is occupied. This is to avoid any implied acceptance of situations not yet cleared.

Work on existing buildings will be determined in part from the move in. At present, there is some discussion that the new electrical vault will be relocated to the CFR site. I strongly suggest this matter be decided immediately so there will be no delay to the work in the main airport building complex. It would be appropriate in my opinion to prepare a network model for work that is to occur subsequent to the occupancy of the facility. Mr. Munshi will investigate the sequencing of the work following occupancy and resolve any problems that presently appear to be potential delays to the work.

General

I shall be in touch with Mr. Berry shortly to establish the date of the next planning and monitoring session. At this meeting, I suggest we address planning of the Oak Technology Park marketing program and its relationship to design and construction of tenant or owner facilities in the park. I also recommend that we prepare a detailed work model for completion of airport work related to occupancy of the CFR/SRE facility.

Ralph J. Stephenson, P.E.

RJS:gmy  
To: Mr. Don Berry

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July 22, 1988

Subject: Monitoring Report #241

City of Flint Improvement Program - Flint, Michigan

Project: 83:14

Date of Monitoring: July 8, 1988 (working day 388)

Actions taken:

- Reviewed current status of East Oak Park Industrial Park field work
- Briefly discussed marketing status of East Oak Park Industrial Park (Technology Park)
- Reviewed current status of Bishop Airport Crash Fire Rescue/Snow Removal Equipment Building project

East Oak Park Industrial Park

Monitored from sheet 174, dated November 23, 1987 (working day 229)

Those attending:

Don Berry - DPW  
Denise Health - Grant Administration Specialist DCD  
Marv Roussel - DPW  
Mike Mansfield - DPW (in meeting part time)  
Rudy Hozak - Parks & Recreation  
Ralph J. Stephenson - Consultant

Project notes were taken during the session and reviewed by those present for accuracy. These notes were distributed by Mr. Berry at the meeting; additional copies are available from him.

Work continues fairly well on public area site improvement work, with the current target finish being held on August 15, 1988 (working day 415). However, of major concern is installation of the sidewalk work. The difficulty is that most of the grant projects are proceeding concurrently, and there is considerable flat concrete work yet to be placed.

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Completion of the project must be held on or before the grant completion date specified or there could be considerable difficulties in financing of the program from the grant.

We reviewed this matter in depth and several items were noted that should be investigated. One of the main elements is to determine the definition of work completion. Denise Health will research this matter thoroughly and prepare a check list of items needed to close out the project.

Of concern will be the relationship of final payment to contractors, relative to the grant. Also, is the finishing of the seeding and landscaping, a requirement? There has been a severe dry spell over the past several months in Michigan and a moratorium has been placed on seeding locally because of this hot, dry weather. Apparently, seeding and sodding in Flint has been suspended between July 1, 1988 (working day 384) and August 1, 1988 (working day 404). This moratorium may be extended if the dry weather continues.

I strongly recommend a very careful study be made of the grant conditions surrounding PASI work so as to determine what the requirements actually are for certifying completion of the job under the grant.

We also reviewed berm work, which is not a part of the grant. To be remembered, however, is that there is a swatch of ground on each side of the berm that is included in the grant. Therefore, work in this swatch may have to be done prior to the grant deadline date.

At present, the intent is to have the DPW modify the Park & Recreation working drawings, and to design the berms for Leith Street. The DPW will probably contract out the construction work since Parks & Recreation are not able to presently take on the construction program.

We outlined several steps in the berm work sequence that can be taken from July 8, 1988 (working day 388) on. Two of these are very important, the notification of the city unions and the obtaining of clearance from labor relations to contract out the work. DCD will notify city unions on July 8, 1988 (working day 388) of their intent to let berm work contracts. Construction cost estimates for the berm are still to be prepared and contract documents issued.

The present target is to award berm construction contracts by October 5, 1988 (working day 450). Allowing two months to construct the berms, puts completion of work well into early winter. It might be advisable, if possible, to hold this work, particularly if there are any delays to front-end design and estimating portions, until next year. On the other hand, it will be important to the marketing process to put the area in as an attractive condition as possible so it does have a market appeal. Berms are part of that visual attractiveness in the park.

Crash Fire Rescue and Snow Removal Equipment Building (CFR/SRE) - Bishop Airport

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No one from the design construction or owner group attended this session and it appears that the City of Flint DPW is now off the project completely. Therefore, no discussion, other than informal, was held on the status of the work at the airport.

Mr. Roussel said that the majority of site work related to the facility has been completed, but that he was not aware of the current status of the job other than it did not appear to yet be in operation. Mr. Berry and I drove past the airport after the meeting and from a windshield inspection and also a drive through of existing service facilities at the airport, it does not appear that the new facility is in operation.

As a caution, it should be noted that it is rapidly approaching the point where design must be completed for programs and contracts to be awarded if the winter season is to be avoided. At the airport, the critical project elements near the main terminal still appear to be done at the vacated CFR/SRE existing facilities. This at one time was a very high priority program but cannot be initiated until the existing facilities are vacated.

Again, no authentic word was available on the current program. Therefore, we shall assume that further monitoring of the airport facilities and construction will be done by the internal airport authority staff.

#### General

I shall be in touch with Mr. Berry shortly to confirm the date of our next planning and monitoring session.

Ralph J. Stephenson, P.E.

RJS:gmy  
TO: Mr. Don Berry  
Further distribution to be by Mr. Berry

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August 16, 1988

Subject: Monitoring Report #242

City of Flint Improvement Program - Flint, Michigan

Project: 83:14

Date of Monitoring: August 11, 1988 (working day 412)

Actions taken:

- Reviewed current status of East Oak Park Industrial Park field work (Technology Park)

East Oak Park Industrial Park (Technology Park)

Monitored from Sheet 174, dated November 23, 1987 (working day 229)

Those attending:

William Ewing - DPW (in meeting part time)  
Denise Heath - DCD  
Donald Berry, P.E. - DPW  
Mike Mansfield - DPW  
Marv Rousell - DPW  
Ralph J. Stephenson, P.E. - Consultant

The City of Flint has substantially completed all construction work on unit 2 of the East Oak Industrial Park EDA grant, except for punch list items. Field work was completed on August 5, 1988, according to the DPW staff. An official confirming letter re this completion date will be sent to the EDA by Mrs. Denise Heath on Friday, August 12, 1988.

I suggest the City of Flint obtain a letter of acceptance from the staff of EDA on the project, since punch list items are not yet complete. Marv Rousell will prepare an official punch list and provide it to Mrs. Heath to include in her letter to EDA.

So far as physical work on the site, there are some current problems with erosion and probably the work to correct these will be done either under the grant or under tax increment financing. A grant fund request will be submitted with the balancing change order.

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The moratorium on seeding and sodding was lifted on August 1, 1988 and most of the phase 2 work on seeding has been completed.

The city will probably do remaining berm work themselves under a work order from the DCD. At present, there is some question as to the method of doing the work. The DPW is analyzing this process and a recommendation is expected from them within the next few days. No planning was done on berm installation at this meeting due to a lack of procedural information. I recommend we prepare a diagram for the work in the near future as soon as a course of action has been defined.

The requirement for notification of project completion has been met through verbal communication with the EDA office by the DCD staff. This has been done in ongoing discussions between the DCD and the agency. In addition the regular quarterly reports of Flint's DCD have kept EDA informed of project estimated completion, according to the DCD staff.

In conformance to the grant requirements, the City of Flint is to make a warranty inspection just prior to the expiration of warranties, and to have the work corrected as needed. The DPW will handle this matter with the DCD.

#### General

Substantial completion of the Oak Park project brings to a close the projects upon which the task force efforts are concentrated at present. I have recommended to Mr. Don Berry that future work of the group be concentrated on items that produce a demand for planning and monitoring. The response to them can be by meeting for the specific purpose of considering the project in question.

In general, however, I strongly recommend to the City administration, the DPW, and the DCD that they carefully watch the public and private projects that may, or do, impact on the proper operation of the city. These deserve good planning and a careful periodic evaluation to determine the health of the programs and the steps needed to keep the jobs in good condition.

There are several projects of a critical nature appearing on the DPW and DCD agenda over the next few months. These should be all planned carefully, and watched closely.

In addition, I suggest the City of Flint engage in an educational effort to bring their technical and planning staff up to management par with the expectations of the City in the future. This is an important issue and should be considered by both the City administration and the functional division staff.

I shall stay in touch with Mr. Berry and will schedule any future visits upon his request.

Ralph J. Stephenson, P.E.

RJS:gmy  
To: Don Berry