

OCT 27 1978

OFFICE OF THE MAYOR

1101 S. Saginaw St. ● ph: 313 766-7346

Honorable James W. Rutherford

October 16, 1978

Ralph J. Stephenson, P.E.  
Consulting Engineer  
15064 Warwick Rd.  
Detroit, MI 48233

Dear Mr. Stephenson:

It is becoming increasingly apparent as development of the City emerges, particularly in the downtown area and the new UDAG areas, coordination and interaction between the various City departments needs to be intensified and role definition understood if we're to be effective. As I see it, we are moving from the traditional institutional mode of government operations to one of project and program development to an increasing degree. The Department of Community Development and the Department of Public Works are now engaging in new projects and programs whereby interaction and assistance of other City departments will be needed to understand and promote their efforts. How do we cope with the Department of Community Development and the Department of Public Works work load in the next five years is the basic issue at hand. Further, project and program development are proceeding to the point where the maintenance and operation of projects are now coming into focus. Private development, which will be taking place as a result of the completed public area improvements, will now require close coordination between City departments to insure timely resolution of developmental problems.

Many of the departments have already been involved to a large degree as a result of ongoing and impending projects; i.e.:


- o Flint River Beautification and Flood Control Project
- o River Front Center
- o Center City Plaza
- o University of Michigan Campus
- o Doyle Urban Renewal
- o St. John Industrial Park
- o I-475 Penetrator Expressway
- o A number of impending UDAG programs
- o Automotive Hall of Fame
- o 201 Water Pollution Abatement Program
- o FUS Street Systems Improvements
- o Bishop Airport
- o Bishop Airpark

The relationships between the City departments and the importance of timing relative to the coordination efforts of City Hall and developers requires an intensified appreciation of just "what is going on" and where do you fit in the scheme of activities.

The Department of Community Development and the Department of Public Works are the major City departments involved in the implementation of services of all ancillary departments to whatever degree necessary. In order to identify the state of development the City is currently in, a symposium is scheduled at 8:30 a.m. on October 31, 1978, at the University of Michigan Regents' Conference Room to provide the forum for interdiscussion of your involvement in current, impending and long-range programs envisioned by this administration. Parking will be provided at the University of Michigan ramp by special one day passes. I am requesting the department head and/or his immediate deputy be available to discuss the wide range of problems that are now surfacing as a result of increased activity and the rate of development in the City of Flint. The Department of Community Development and the Department of Public Works will be identifying problem areas where your support is needed to get us through the next couple of years, which, to say the least, will be a very intense and exciting era of this community. How we plan and assist in the development with the private sector will depend on our ability to communicate and support the implementing agencies that are charged with the responsibility of carrying these programs through to completion.

We hope your schedule will permit your attendance, inasmuch as any input you may have will be appreciated.

Sincerely,



James W. Rutherford  
Mayor

JWR:bw

FINAL DRAFT

MEMORANDUM

FROM: Office of the Mayor  
TO: ALL DEPARTMENT HEADS  
SUBJECT: Citywide Symposium on Project Management

It is becoming increasingly apparent as development of the City emerges, particularly in the downtown area and the new UDAG areas, coordination and interaction between the various City departments needs to be intensified and role definition understood if we're to be effective. The Department of Community Development and the Department of Public Works are now engaging in new projects and programs whereby interaction and assistance of other City departments will be needed to understand and promote their efforts. Further, project and program development are proceeding to the point where the maintenance and operation of projects are now coming into focus. Private development, which will be taking place as a result of the completed public area improvements, will now require close coordination between City departments to insure timely resolution of developmental problems.

Many of the departments have already been involved to a large degree as a result of ongoing and impending projects; i.e.:

- o Flint River Beautification and Flood Control Project (RIVERBANK PARK)
- o River Front Center
- o Center City Plaza
- o University of Michigan <sup>FLINT</sup> Campus
- o Doyle Urban Renewal
- o St. John Industrial Park
- o I-475 Penetrator Expressway

- o A number of impending UDAG programs
- o Automotive Hall of Fame
- o 201 Water Pollution Abatement Program
- o FUS Street Systems Improvements
- o Bishop Airport
- o Bishop Airpark

The relationships between the City departments and the importance of timing relative to the coordination efforts of City Hall and developers requires an intensified appreciation of just "what is going on" and where do you fit in the scheme of activities.

The Department of Community Development and the Department of Public Works are the major City departments involved in the implementation of redevelopment in many of these projects; however, it will require the services of all ancillary departments to whatever degree necessary. In order to identify the state of development the City is currently in, a symposium is scheduled at 8:30 a.m. on October 31, 1978, at the University of Michigan Regent's Conference Room to provide the forum for interdiscussion on your involvement in current, impending, and long-range programs envisioned by this administration.

I am requesting the department head and/or his immediate deputy be available to discuss the wide range of problems that are now surfacing as a result of increased activity and the rate of development in the City of Flint. The Department of Community Development and the Department of Public Works will be identifying problem areas where your support is needed to get us through

the next couple of years, which, to say the least, will be a very intense and exciting era of this community. How we plan and assist in the development with the private sector will depend on our ability to communicate and support the implementing agencies that are charged with the responsibility of carrying these programs through to completion.

I expect your personal presence, at least, for the morning session and the determination of the person in your division who will stay for the afternoon session, at which time, a more detailed discussion of project implementation will be held.

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Attachment -  
Suggested Attendees

SUGGESTED ATTENDEES

Dick Figura - <i>Legal</i>	Anthony DeBlaise
Jack Litzenberg - <i>DCD</i>	Charles Lunn
Jack Wilson - <i>Traffic</i>	Gil Greenwood
Chief Durbin - <i>police</i>	Pat Martin
R. Jon Harpst - <i>Mayor</i>	Chief Smyth <i>Lukla</i>
R. Stephenson - <i>consultant</i>	Gerald Hungerford
Don Freeborn - <i>communications transportation</i>	Tom Bugbee
Lee Jensen - <i>regulatory</i>	Joe Arseneault
Robert Wilson, U of M - <i>institutions</i>	Nan Lunn
Jack Broadworth - <i>or land use</i>	Carol Mitchell
Dick King - <i>planning</i>	Tom Tapp
Tony Morolla - <i>personnel &amp; regulatory</i>	George Ursuy
Greg McKenzie - <i>planning</i>	Ray Vyvyan
<i>Gene</i> Owens	Chuck Mitchell
Stan Parish - <i>environment</i>	Sue Zeit
Bill Vreedevough	Silas Cox
Kathy Stoughton	Paul LaPointe
Percy Dawkins	

*Bridgett Ryan  
Bill Whitney*

CITY OF FLINT, MICHIGAN  
DEPARTMENT OF COMMUNITY DEVELOPMENT

MEMORANDUM

FROM: J. Litzenberg  
Director

DATE: September 28, 1978

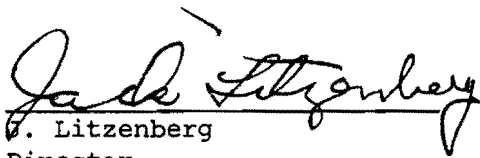
TO: A. Nester  
City Engineer

SUBJECT: City-Wide Symposium

I have reviewed your draft memorandum to the Mayor with respect to the proposed Symposium on Project Management. I have made a few editing comments and suggestions on persons who might attend.

I would recommend that this matter be presented to the Mayor as soon as a final draft is prepared. In addition, I would include as an attachment to this memorandum a copy of Ralph Stephenson's Memorandum of September 2, 1978, which clearly outlines the purpose and the need for this Symposium.

Please contact me when you are ready to discuss this matter with the Mayor.

  
J. Litzenberg  
Director

GU/JL/dh

attach.

Oct. 31<sup>st</sup>

September 2, 1978

Subject: Special Monitoring Report on Project Symposium  
City of Flint Downtown Improvement Program  
Flint, Michigan

Project: 75:56

Date of Monitoring: August 31, 1978 (working day 936)

Actions taken:

- Reviewed present project system and outlined project management symposium with ad hoc committee.

General

During the ad hoc committee meeting we discussed in detail the advisability of holding a project management symposium to review techniques used over the past two or three years in various programs that are underway or complete. During the session we discussed the basic philosophy of project management, tried to identify what some of the important features of future programs are to be and discussed how we can better manage projects now coming into implementation.

The discussion revolved around two major elements of technical programs - the project organization (by project) and the functional organization (by discipline). Project management by its nature has ups and downs that demand certain managerial techniques and attitudes. The managing of disciplines also has a unique set of managerial demands but can be considered somewhat more stable in its requirements and impact. Bringing these two together is a critical part of excellence in project management.

It was decided the basic symposium question is How do we cope with the Department of Community Development and the Department of Public Works during the next five years? <sup>work</sup> It was felt if we started out with this foundation query that the answers to other important questions would begin falling in line.



Our next section of discussion concerned why we should approach and analyze how we are to cope with this ongoing managerial situation. At random some of the reasons offered were -

- a) Some key people feel that we have now exceeded the limitation of the present project system.
- b) Activities have become of such a nature that we have moved out of synchronization with the previous project system used.
- c) Some felt that we now need, because of the complexity of the program, a better way of working projects.
- d) Personnel policies in most governmental agencies are more restrictive today than ever before in the flexibility of use of resources available.
- e) Changes in staff abilities, talents and backgrounds make it necessary to re-evaluate how to strengthen the staff.
- f) There is a sizable projected increase in project work load intensity for the next five years.
- g) Although the present system has served its purpose, it is no longer as responsive as it must be to the demands of the project form.
- h) There has been a continual diffusion and dilution of authority and responsibility patterns due to changed conditions and demands. This, in turn, has extended project time frames and costs while quality appears to have declined.

There were several other reasons put forth for re-examining our project system but these served to establish a basic rationale for the program.

We next looked at the problem of who should attend the symposium and it was decided that the city agencies most directly involved were the Department of Public Works, the Department of Community Development, Legal, Administration, Finance, Personnel, Parks, along with some outside agencies, perhaps FACI and the Downtown Development Authority. Mr. Nester and Mr. Ursuy will review the situation and decide who should attend and how best to put on the program.

Several places were discussed for holding the meeting. If it is attended by all those who most feel should attend, there probably will be from 12 to 20 people in the session. Therefore, it will be necessary to have a comfortable but functional (no easy chairs) conference room where adequate table and conference space is available for thorough discussion. Meeting places suggested included the Fire Department conference room, the City of Flint auditorium, the local university conference room, the United Way and perhaps General Motors Institute. Again, Mr. Nester and Mr. Ursuy will select a location for the symposium.

It was decided by those involved that adequate lead time for preparation should be given all participants, therefore, present plans are to have the symposium from 8:30 A.M. until 12:00 noon on Wednesday, October 11, 1978. To make each person's use of time most effective, the early part of the symposium, probably the first hour, will be used to set the basic problem concept. We then would plan to focus on each impacting peripheral function of the problem, such as personnel considerations, accounting considerations, financing features and other such key but intermittent project services. For the primary project oriented staff it might be wise to continue the conference for the full afternoon also.

We felt it would be a good idea for participants to bring specific examples of problems being encountered in their project work and conversely, to bring solutions that they feel are appropriate for such problems.

Overall, the intent is to make a thorough evaluation of the present method of accomplishing implementation of programs that are the responsibility of the DCD and the DPW. Since the amount of monies to be expended over the next five to ten years could very easily amount to hundreds of millions of dollars in capital expenditure, the need for constant improvement and high quality in project management is a foregone conclusion. This symposium will attempt to point the way by which these expensive and critical programs can now and in the future best be managed and implemented.

  
Ralph J. Stephenson, P.E.

RJS  
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To: Mr. Ray Vyvyan  
Mr. Andrew Nester  
Mr. George Ursuy