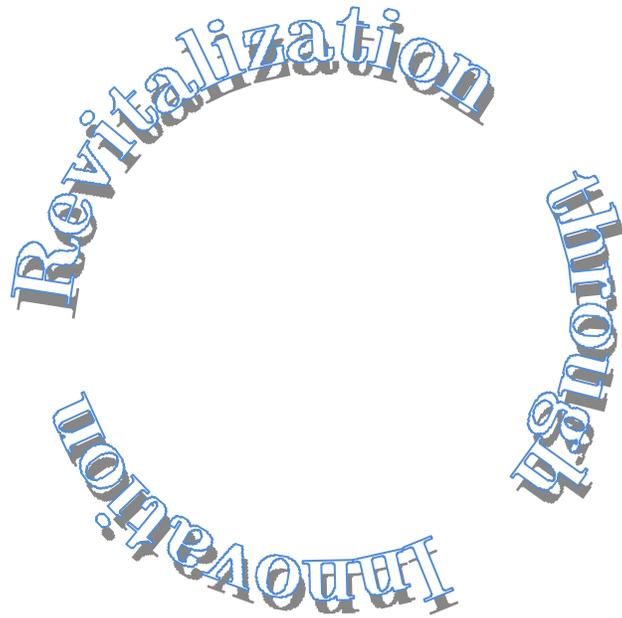


356: The Michael Reese Campus: An Interprofessional Urban Development Problem



Project Sponsor: CB Richard Ellis, Jones Lang LaSalle, City of Chicago and other stakeholders

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I. Team Information

Team Membership

IPRO 356 Roster		
Team Member	Major	Contact Info
Anam Abro	Architectural Engineering	aabro1@iit.edu [REDACTED]
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Michelle Jarosz	Architecture	mjarosz@iit.edu
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Peter Cretiu	Political Science	pcretiu@iit.edu
Samantha Spencer	Architecture	sspence4@iit.edu [REDACTED]

For a complete list of individual member's strengths and expectations, see table in Appendix.

Team Purpose

IPRO 356 is a team of students from multiple disciplines tasked with the goal of designing a second anchor for the Michael Reese to accompany the planned continued care community designed by the previous semester's IPRO. The anchor will help meet the needs of the community as well as improve the economic condition of the current surrounding area by bringing jobs, people, and revenue to the Michael Reese site. The team will help in a revitalization of Chicago's south side.

Team Objectives

The team has set certain objectives to be accomplished by the end of the semester. These goals include working together as a cohesive team and using each member's unique talents and abilities to design the aforementioned second anchor in an efficient manner. The design will:

- Incorporate existing resources and businesses in the surrounding such as McCormick Place, the planned 31st Street Marina, and the surrounding housing communities Lake Meadows and Prairie Shores.
- Be shown to be a profitable endeavor for any parties involved.
- Improve the economic conditions of the surrounding communities
- Add new means of transportation to and from the site.
- Meet and exceed the expectations of the City of Chicago and its city planners and architects.

II. Background

History of the Michael Reese campus

The Michael Reese hospital opened its doors in 1881, named after real estate developer, Michael Reese, who requested in his will that a portion of his fortune be used to build a hospital open to all people regardless of race, nationality, or religious beliefs¹. Initially only a single building, the hospital would later purchase adjacent properties to expand its campus to encompass over 35 acres of land which housed numerous clinical buildings and pavilions. For over a century, the hospital was a prominent medical institution in Chicago's south side, at its height housing 2,400 beds and having a large health plan which included over 300,000 patients.

In 1991, however, the hospital was purchased by Columbia/Hospital Corporation of America Healthcare Corporation and became a for profit hospital. The hospital's operating expenses increased due to its aging facilities while patient numbers decreased. The ownership was then transferred again in 1998 to out of state investors. Operating for the next decade at a loss, the hospital filed bankruptcy in 2008 and all clinics on the 37 acre property were closed and abandoned².

The site was then purchased in 2009 for 87 million by the city of Chicago in anticipation for the 2016 Olympic Games³. The plan would have the Olympic Village built on the site as part of a reuse project. However, after Chicago's Olympic bid failed, the city's plan for the site was abandoned. The city of Chicago is currently searching for a way to reuse the Michael Reese in a way that would be profitable.

IPRO History

The previous semester's IPRO was split into two teams who were tasked with planning competing designs for a new first anchor for the site. The winning design was to use the southeast corner of the site to develop a continued care community where adults in their 40's and upward could purchase property on the site and continue to live on site while receiving any care they may need as they age onsite.

The planned continued care community will be mostly untouched by this semester's team. However, it will play a large part in the determination of our business plan. The age of the potential people it will bring into the community will be used in the market research performed this semester.

Historical and Ethical Considerations

The Michael Reese campus is a site that holds great significance in Chicago's history. It is the site of many firsts in American medical history and also contained work by many famous architects and landscape architects. While many historic buildings on the site have already been gutted and demolished, the IPRO team would still like to take the former significance of the site into consideration when developing our design.

The team is also aware of the impact a project like this can have on the surrounding area. Theoretically a major project like this being built on the site will have a large economic impact on the

neighboring communities. While there is a potential to bring jobs and revenue into the area, it could also cause rising property costs for home owners in the area. The IPRO team will take ethical dilemmas such as this into consideration when designing our business.

¹ <http://encyclopedia.chicagohistory.org/pages/1051.html>

² Kaplan, Jacob. "Michael Reese Hospital." <http://forgottenchicago.com>

³ Spielman, Fran. "MCommission awards contracts to begin demolition of Michael Reese Hospital to build Olympic Village." *Chicago Sun Times*.

III. Team Values Statement

Desired Behavior

Every team member is expected to attend meetings on time and adhere to meeting plans. If a team member plans to be absent from a scheduled meeting, they will be expected to inform the team beforehand and to read meeting minutes afterwards. Team members will meet deadlines and complete tasks assigned to them in a timely manner. Team members will also be expected to openly communicate with the team in order to share any research or findings. Each member is expected to work to the best of their abilities to meet our client's expectations.

Conflict Resolution

If conflicts do arise within the team, it is expected to be discussed as a group in order to find the best solution to the problem or conflict. If the problem involves a team member not doing their share of the work, it will be brought to their attention rather than ignored. The team, however, is expected to be considerate in any conflict resolution meetings to avoid further complications.

IV. Work Breakdown Structure

In order to efficiently use the time given to accomplish the objective, the team has decided to split into two teams who will work concurrently on the project. The Business team will work on estimating the economic feasibility of the project, the costs of constructing the design, and the payback period for the project to become profitable. The Design team will be involved in using market research compiled by the Business team to design a business or building system that will be placed on a portion of the Michael Reese campus. The Design team will also be involved in the creation of any media involved in promoting the project.

Business Team

A work flow structure that the business team will loosely follow during the semester can be found below:

- Become familiarized with the Michael Reese site including background history, existing structures, and historical considerations.
- Perform market research of existing businesses surrounding the site to find potential business opportunities.
- Assess the needs of the community
- Develop a list of potential businesses that could be profitable with consideration to the surrounding area.
- Create a business plan with the Design team's input.
- Estimate the construction costs of the Design team's initial designs.
- Perform profit estimations and payback periods of the design.

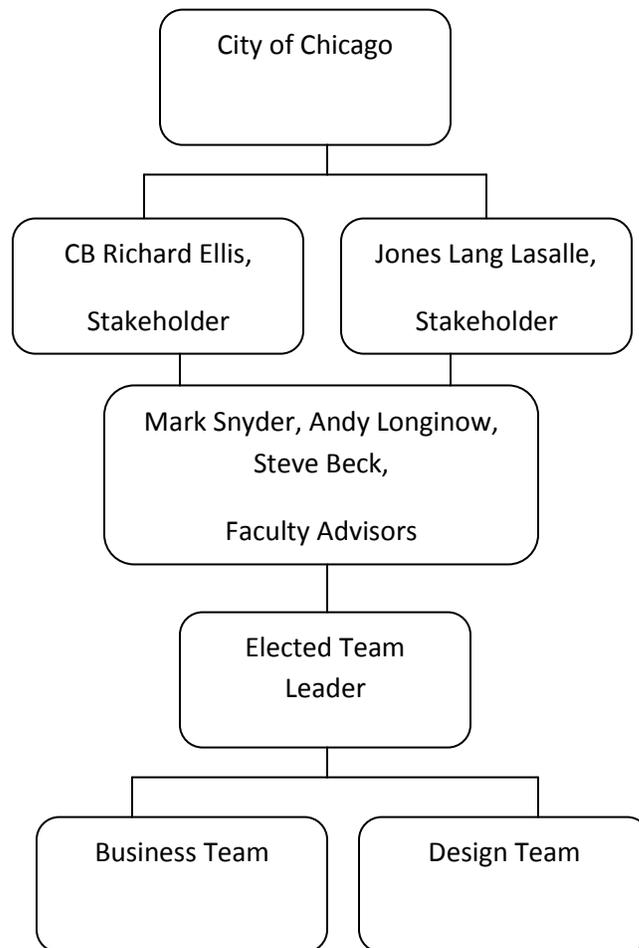
Design Team

A work flow structure that the design team will loosely follow during the semester can be found below:

- Use market research and business plan developed by the business team to create an initial design.
- Create schematic design drawings and a rough site plan.
- Create architectural drawings.
- Perform structural analysis on design and estimate amount of materials needed.
- Refine design to incorporate sustainable design techniques.
- Create renderings of a finished product.
- Create presentation media to market the design to judges and potential interested parties.

Team Structure

As mentioned above, the team has elected to split into two groups. These two groups will meet and communicate with each other and the IPRO instructor to exchange information and plans. Rather than being lead by a single leader, the team has elected to have rotating leadership and to democratically vote on any major changes to the project plan.



V. Expected Results

The goal of the team as a whole is to design a second anchor for the Michael Reese campus that will interact with the planned continuing care community on the site and prove to be a profitable endeavor.

Business Team

The Business team will work on the later goal and is expected to be able to come up with a business plan that will be able to provide a needed service to the community, while still being profitable for the City of Chicago. Expected final deliverables from the Business team will include:

1. A complete business plan detailing the planned purpose of our project
2. Cost estimations on RS Means for the designed building
3. A profit prediction for the site and an estimated payback period for constructing the building

Design Team

The Design team is expected to create a unique design for the planned business. Expected final deliverable from the Design team will include:

1. Architectural drawings detailing placement of shops, rooms, and restaurants
2. Structural analysis of the design using SAP
3. Renderings showing a completed project
4. A site plan showing the two anchors and their interaction
5. Presentation media

Potential Challenges

Students will use college-level research and analysis tools to determine the best combination of commercial/residential buildings from census figures, real estate and commercial business databases, historical preservation and local tax codes and an assessment of local service infrastructure to find a solution that satisfies the needs of residents, business and city government officials. While many of the students have design experience, few have business experience. The largest obstacle in this project will be able to create a unique business plan that will create revenue and prove profitable. The engineering and architecture students involved in this project will have to think outside of their usual comfort level and learn new skills they would not have otherwise.

VI. Budget

Activity	Cost	Description
Printing Supplies	\$200	Costs for printing finished posters, brochures, plans, section views, elevations, and rendering
Modeling Supplies	\$100	Costs for additional modeling supplies that may be used in the creation of a 3D representation of our design
RS. Means Account	\$40	Student account to access RS Means online cost estimating software
Information Access	\$100	General cost for access to any subscription based information such as demographics, survey data, etc.
Total	\$440	

VII. Designation of Roles

iGroups Moderator and Minute Taker: Michael Muyco will be responsible for taking minute notes during meetings, compiling them into a legible format and uploading them online for viewing. In addition, he will also oversee the management of files on iGroups and the uploading of any deliverables to the IPRO office.

Team Leader and Agenda Maker: The team has elected to have rotating leadership during meetings. The team leader for the week will also be responsible for creating an agenda for the meeting and ensuring that discussion pertains to the agenda.

Appendix

Name	Strengths	Major	Expectations
Anam Abro	<ul style="list-style-type: none"> • Problem solving • Writing skills • Microsoft Office, AutoCad, Revit, RS Means Costworks, C++ 	Architectural Engineering with Business Minor	<ul style="list-style-type: none"> • To use both my engineering and business skills to come up with a solution to this ENPRO. • To learn from my teammates and improve on my project management skills
Brieg Anderson	<ul style="list-style-type: none"> • Creative brainstorming • Hard worker • Good communicator 	Civil	<ul style="list-style-type: none"> • To have a better understanding of how to take an idea and turn it into reality • To get a better sense of the business side of this project • To learn how to project potential costs and profit • To gain a better understanding of architectural drafting
Tadeusz J Bobak	<ul style="list-style-type: none"> • Experience as Project Manager • Knowledge of multipurpose buildings • AutoCad, SAP2000, Means Costworks 	Civil	<ul style="list-style-type: none"> • To gain more knowledge in planning a development with a group of people and working as a team • To create a facility that can both serve the first anchor as well as incorporate itself into the community that already exists

Kevin Brenner	<ul style="list-style-type: none"> • Reliable • Flexible • Willing to help wherever is needed • Resourceful 	Architectural Engineering	<ul style="list-style-type: none"> • Gain a better understanding of the planning and business strategies that go into real estate development projects • Improve ability and confidence to express my ideas to others
Damon Brown	<ul style="list-style-type: none"> • AutoCad, SAP2000, MatCad, RS Means Costworks • Courses in Cost Estimating and building design • Leadership skills 	Civil	<ul style="list-style-type: none"> • To use my knowledge gained in the classroom in a real-life project preparing myself for life after graduation
Peter Cretiu	<ul style="list-style-type: none"> • Presentations • Critical thinking regarding local and regional policy analysis • Working under pressure • Multitasking • Proficiency in expressing thoughts 	Political Science	<ul style="list-style-type: none"> • To increase my knowledge about local politics regarding zoning and construction • To have the opportunity to contribute to a community that has already given so much to me • To know that I had a positive part to play in someone's life
Jose Cuevas	<ul style="list-style-type: none"> • Preparing architecture drawings and renderings • Many 2D and 3D design software 	Architecture	<ul style="list-style-type: none"> • To learn about urban planning and work on a team with other disciplines outside of architecture
Howard Ferrari	<ul style="list-style-type: none"> • AutoCad, Inventor, Primavera, Eclipse, SAP2000, Maple 14, Matlab, MatCad, Photoshop • Courses in Cost Estimating and 	Civil Engineering	<ul style="list-style-type: none"> • To create and design an anchor that is attractive and feasible enough to become an actual possibility for the city to build

	<p>Construction Planning</p> <ul style="list-style-type: none"> • Work in the Idea Shop 		some day
Michelle Jarosz	<ul style="list-style-type: none"> • AutoCad, Photoshop, Illustrator, 3ds Max, Revit, Sketchup 	Architecture/structural Engineering	<ul style="list-style-type: none"> • To use and improve my skills within a group effort to create a successful project
Hye Sun Jeong	<ul style="list-style-type: none"> • Computer modeling • AutoCad, 3ds Max, Illustrator, Photoshop • Worked for architectural firm 2 years • Great with team-based projects 	Architecture	<ul style="list-style-type: none"> • To expect that this project can be a hub for southside community in Chicago, providing many benefits through sustainable ways
Michael Muyo	<ul style="list-style-type: none"> • Good at researching information • AutoCad, Revit, MEP, Inventor, Rhino 	Architectural Engineering	<ul style="list-style-type: none"> • To be able to accomplish the goal set before us while working in a team environment
Samantha Spencer	<ul style="list-style-type: none"> • Digital Design • 3d modeling, digital illustration, and visualizing • Leadership skill and group management 	Architecture	<ul style="list-style-type: none"> • To design a successful second anchor that incorporates previous projects on the Michael Reese Campus. • To complete the project through cooperation and hard work